



CABINET

7.30 pm	Wednesday 8 July 2015	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

Councillor Clarence Barrett

Financial Management

Councillor Ron Ower

Housing Company Development and
OneSource Management

**Andrew Beesley
Committee Administration Manager**

**For information about the meeting please contact:
Grant Soderberg tel: 01708 433091
e-mail: grant.soderberg@onesource.co.uk**



Webcast

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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.

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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 - 6)

To approve as a correct record the minutes of the meeting held on 17 June 2015, and to authorise the Chairman to sign them.

5 APPROVAL OF THE ROMFORD DEVELOPMENT FRAMEWORK (Pages 7 - 22)

6 LOCAL IMPLEMENTATION PLAN ANNUAL SPENDING SUBMISSION 2016/17 (Pages 23 - 38)

7 ONESOURCE DELEGATIONS (Pages 39 - 110)

8 CORPORATE PERFORMANCE REPORT: ANNUAL (2014/15) (Pages 111 - 154)

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MINUTES OF A CABINET MEETING
Council Chamber - Town Hall
Wednesday, 17 June 2015
(7.30 - 8.05 pm)

Present:

Councillor Roger Ramsey (Leader of the Council), Chairman

Councillor Robert Benham

Councillor Wendy Brice-Thompson

Councillor Meg Davis

Councillor Osman Dervish

Councillor Melvin Wallace

Councillor Clarence Barrett

Cabinet Member responsibility:

Environment

Adult Social Services and Health

Children and Learning

Regulatory Services and Community
Safety

Culture and Community
Engagement

Financial Management

Apologies were received for the absence of Councillors Damian White and Ron Ower.

Councillors Ray Morgon, Michael Deon Burton and Keith Darvill also attended.

There were no members of the public present, but a representative of the press was in attendance.

There were no disclosures of pecuniary interest.

Unless otherwise indicated, all decisions were agreed unanimously with no Member voting against.

1 MINUTES

The minutes of the meeting held on 13 May 2015 were agreed as a correct record and were signed by the Chairman.

2 **MOVING TRAFFIC CONTRAVENTIONS**

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

Cabinet was reminded that the Council, at its meeting of the 22nd October 2014 had agreed to adopt the powers to enforce moving traffic contraventions within Havering. These were in respect of a series of regulations which included banned turns, no vehicle entry, stopping in box junctions and other vehicle access restrictions e.g. bus lanes. The London Councils TEC Committee had now approved the proposals. They were due to be implemented on 18th September 2015 after a period of 3 months' notice in the press and London Gazette.

It was further agreed that the operational aspects of enforcement would be submitted to Cabinet for approval.

Moving Traffic Contraventions (MTCs) comprised a number of traffic regulations, including, but not limited to, banned right, left and U turns, no vehicle entry, yellow no stopping box junctions and vehicle type access restrictions.

There were a limited number of locations in Havering where MTC enforcement could be applied, and it was considered that those locations would benefit from such enforcement in terms of improved driver behaviour, improved traffic flow and road safety.

Buses were a central part of any public transport system and protecting the bus lanes from misuse improved the reliability and punctuality of buses whilst reducing congestion and pollution.

Reasons for the Decision

To promote Road Safety by improving driver behaviours, and ensure traffic flow was maintained.

The adoption of the powers would ensure a comprehensive enforcement regime could be used that would allow the police to concentrate their resources to other areas.

Alternative Options Considered

Failure to make an Article 4 Direction(s) would leave the Council vulnerable. There were no other options available to the locations of enforcement as in adopting the powers the Council had to enforce all restrictions listed and could not choose to opt out of any specific location.

Cabinet Agreed:

1. That where new restrictions were introduced they would be included in the operational plan to ensure compliance with the regulations.
2. That priority for initial enforcement based on where compliance was known to be poor would be the sites as listed in appendix B of the report.
3. That warning signs would be issued from July 2015 to allow the public to become accustomed to the new enforcement regime and that general publicity would be widely distributed.
4. To the use of the CCTV vehicles for the purpose of enforcement where practicable to do so.
5. To the use of other CCTV cameras where it was more appropriate to use that type of equipment.

3 VOLUNTARY SECTOR STRATEGY & ACTION PLAN

Councillor Melvin Wallace, Cabinet Member for Culture & Community Engagement, introduced the report

Cabinet was reminded that as part of the Council's on-going work on demand management, and also as a result of key legislative changes such as the implementation of the Care Act, much consideration had been given over the past several months to the Council's relationship with the voluntary and community sector (VCS); what outcomes the Council would wish to see delivered within the VCS, and how the Council could support the sector to build its capacity to deliver against its shared priorities.

On 9 October 2014, Council had published a draft Voluntary Sector Strategy for consultation. An independent consultant was appointed to lead the consultation process which comprised of workshops, focus groups, one-to-one meetings and an opportunity to submit comments directly either to the Council's consultant or to the Council itself.

The aims of this action plan was to strengthen communities and to increase the effectiveness and impact of the voluntary sector so that it could support communities to be more resilient, by enabling neighbours, communities and families to support one another, and that local people could take the lead on improving their local areas through voluntary action, and

To improve local voluntary sector capacity to deliver high quality local services which people needed, and that new types of services, which best met peoples' needs should be developed with - and by - the sector, possibly through new models of delivery.

Reasons for the decision:

The Voluntary Sector Strategy and action plan set out how the Council would work with the sector going forward.

Other options considered:

As part of the delivery of the action plan, further options would be considered in the future as to how services would be commissioned from the sector going forward.

Cabinet **approved** the Voluntary Sector Strategy and Action Plan attached to the report.

4 **ASSETS OF COMMUNITY VALUE**

Councillor Melvin Wallace, Cabinet Member for Culture & Community Engagement, introduced the report

Cabinet was reminded that the Assets of Community Value provisions in the Localism Act 2011 had come into force on 21st September 2012. Since that time, local groups had had the right to nominate land or buildings (in any ownership) as assets of community value, provided that they met certain criteria. Details of the scheme were set out in the report.

The Council had not, as yet, received any nominations and had accordingly not had to maintain a list of decisions. In January 2015, however, the Leader had received a letter from the then MP Stephen Williams requesting that the Council added accessible information to its website about these community rights including how to make a nomination. In order to do this the Council needed to put in place procedures and delegations, as set out in the report, to administer the scheme.

The provisions of the legislation were in two main parts – nominating and listing assets and the provisions concerning a proposed sale. The Act also made provision for compensation to be paid to the property owner if losses or expenses were incurred as a result of the Listing.

The legislation aimed to provide an opportunity for local community groups to be informed when an important local amenity/building came up for sale and to provide an opportunity for local people to organise themselves so that they could bid to purchase the property - potentially preventing the loss of a facility that was considered important to that community.

It was proposed that the scheme be administered by Officers of the Council as it was highly procedural in nature.

Reasons for the decision:

The requirement to manage this process was set out in the Localism Act 2011 and the Council needed to have processes in place to handle requests as and when they were submitted..

Alternative Options Considered

Alternative delegation arrangements had been considered. This included delegating power to the Director of Asset Management Services to make decisions on listing etc. but this was not proposed as there could be a potential conflict of interest if a nomination were to be made in respect of Council land.

Cabinet:

1. **Approved** the Council's proposed approach to the implementation of the assets of community value provisions in the Localism Act 2011, as outlined in the report.
2. **Authorised** the Group Director, Communities and Resources to implement those sections of the Localism Act (as set out in the report) which related to the determination of all applications submitted to the Council in accordance with the approved scheme, all reviews requested by property owners whose properties were approved for inclusion in the List of Assets of Community Value and in relation to claims for compensation.
3. **Authorised** the Director of Asset Management Services to administer the compensation scheme associated with assets of community value.

Chairman

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CABINET

8 July 2015

Subject Heading:

Cabinet Member:

CMT Lead:

Report Author and contact details:

Policy context:

Financial summary:

Is this a Key Decision?

When should this matter be reviewed?

Reviewing OSC:

APPROVAL OF THE ROMFORD DEVELOPMENT FRAMEWORK.

Cllr Osman Dervish Cabinet Member for Regulatory Services and Community Safety

Cllr Robert Benham Cabinet Member for the Environment

Andrew Blake-Herbert
Group Director for Communities & Resources

Suzanne Lansley 432931
Suzanne.lansley@havering.gov.uk

Havering Council Corporate Plan 2015-16: Using our influence by bringing more jobs, homes, schools and transport to Havering and influence the quality of private housing and the places where people live

National Planning Policy Framework (2012)

London Plan Consolidated with Alterations since 2011 (2015)

Havering Local Development Framework (2008)

Romford Area Action Plan (2008)

This report concerns planning issues, and there are no specific, direct financial implications.

Yes

September 2017

Towns and Communities

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

Havering will be clean and its environment will be cared for	[x]
People will be safe, in their homes and in the community	[x]
Residents will be proud to live in Havering	[x]

SUMMARY

This report seeks approval for the Romford Development Framework to guide the future development of the town over the next 20 years. It will provide support to the Council to enable it to have more control over the quality of design and materials of the built form and clearly articulate its ambitions, preferences and improve engagement with prospective developers/landowners.

This Framework sets out an ambitious but realistic physical vision for the town and the mechanism by which it will be delivered. It proposes six strategic objectives which seek to ensure Romford capitalises on the town centre's significant potential for economic growth – with the aim of delivering thousands of high quality new homes and jobs, attracting more shoppers and leisure visitors, and capitalising on property demand and value growth driven by the arrival of Crossrail in 2018/19.

The development Framework takes a holistic view of the town centre and its key character areas, rather than solely concentrating on the individual development opportunities. Character areas have been developed and the Framework provides specific guidance and principles for each of these that seeks to control and influence new development in the individual areas. More detailed proposals for each of the character areas and key opportunity sites have been underpinned by urban design analysis, viability appraisal and analysis of development constraints, to ensure that any barriers to delivery can be overcome within the requisite timescales. This analysis has provided the basis for the development of a town centre wide Framework designed to strengthen Romford's identity, helping Romford over time, to become more legible, coherent and prosperous.

Proposed guidance on development densities provides opportunities for residential-led mixed use schemes providing high quality urban living for a new economically active community, whilst new social infrastructure brought forward in parallel with development will better serve the needs of existing residents in the town centre and beyond.

The Framework is broadly consistent with national and Mayoral planning policy and it will be taken forward as part of the evidence base of, and, subject to Member approval, incorporated, as appropriate, in the emerging new Havering Local Plan. It will not be subject to public consultation nor adopted as a formal statutory planning document but will be taken into account as a material planning consideration by development management planners in pre-application discussions and / or considering planning applications.

RECOMMENDATIONS

That Cabinet:

- (1) Approve the Romford Development Framework (which is a background paper to this report) and agree that the Romford Development Framework should be a material planning consideration when considering development proposals.
- (2) Agree to work proactively with developers and key stakeholders to bring forward developments that meet the aspirations of the Framework and to take forward the actions proposed in the Framework.

REPORT DETAIL

1.0 Background

- 1.1 In June 2014 the Council commissioned a multi-disciplinary team led by BBP (chartered surveyors), Tibbalds (design & planning) and Campbell Reith (engineering) to produce a draft development Framework for Romford. The purpose of this Framework is to help shape Romford's future development and growth and to support the town's development as a successful place to live, work and visit and where businesses will want to invest.
- 1.2 The Framework will form part of the evidence base for the new Havering Local Plan and includes recommendations which, subject to Member approval, may inform and support proposed future site allocations and policy in the Local Plan. The Framework needs to be consistent with the Government's National Planning Policy Framework (2012) and the Mayor's latest London Plan (2015) which both promotes the importance of a plan and a plan led approach to development. The Framework will also serve as a marketing tool for the town as well as a guide to developers.
- 1.3 It provides a strategic vision for the town centre, identifies character areas within it and makes recommendations on the form and scale of future development.
- 1.4 Key factors which have been taken into account in the production of the Framework include:

- Maximising the opportunities of Crossrail, with an anticipated operational date of 2018 / 19.
- The latest London Plan (2015) supports increased residential densities which the Council will need to take account of in the Framework and the new Local Plan.
- Ensuring that Romford retailers are better positioned to respond to and thrive on the competition from Lakeside, Bluewater, and Stratford Westfield as well as the investment taking place in other town centres such as Chelmsford.
- Providing office stock which meets the changing needs of businesses.
- Strengthening Romford's leisure offer.
- The opportunity for the town centre to be the location for high quality new homes to help meet housing demand and need.

1.5 The Framework is intended to form part of the evidence base for the new Havering Local Plan, which once adopted will supersede the Local Development Framework (2008) including the Romford Area Action Plan. It therefore includes recommendations to inform and support future allocations and policy as that plan is prepared. The Local Development Framework (and the latest London Plan) will remain the primary planning policy context and until any policy recommendations are incorporated into the new Local Plan, the Framework would have the status of a material planning consideration. A material planning consideration is a matter that should be taken into account in deciding a planning application or on an appeal against a planning decision. These policy recommendations relate to land-uses, layout and density of building, design, appearance and materials and are outlined in the Framework document.

1.6 It takes a holistic view of the town centre and its key character areas, rather than solely concentrating on the individual development opportunities. Urban design analysis of the town centre as a whole has led to a clear definition of distinct areas or quadrants, each with their own characteristics and opportunities (see Section 4.0 of this report). This has provided the basis for a town centre wide Framework that will strengthen Romford and help it to become more legible, coherent and prosperous.

1.7 This town centre wide strategy has revealed key opportunity sites and guidelines for their redevelopment. These are set out including their massing, density, land use, guidelines and key development requirements. It is intended that this approach ensures that each site supports both the economic vitality and quality of the town centre as a whole as well as the individual character area where it is located. The draft Framework reflects the approach in the latest London Plan towards developments at higher densities. Members may wish to bear in mind that development proposals in Romford (and other town centres in Havering) with higher densities, and

which are also satisfactory in terms of other design requirements, may assist Havering in addressing its increased London Plan housing target figures whilst maintaining the more suburban parts of the borough at density levels which are more typical of earlier development. They may also assist in preventing the spread of development into the Havering Green Belt.

- 1.8 Development recommendations are underpinned by the urban design analysis, viability appraisals and analysis of development constraints, to ensure that as far as possible they are deliverable, and that delivery constraints are identified and understood.
- 1.9 The Framework has been developed in consultation with a wide range of stakeholders including the Leader of the Council, Cabinet Members for the Environment, Regulatory Services and Community Safety and Housing, key landowners and developers and Council officers. Changes have been made to the initial recommendations as a result of this stakeholder engagement. A stakeholder event was held which included attendance from the above and local agents. Individual meetings have been held by the consultants with major landowners to test the proposals in the Framework. Public consultation on the Framework proposals that are taken forward within the Local Plan will take place as the Plan is consulted on.

2.0 Strategic Objectives and Town Centre Development Guidance

- 2.1 A set of six strategic objectives have been developed to provide a clear vision for Romford.

The six objectives are:

- To strengthen Romford's role as a Metropolitan Centre by better serving the retail and leisure needs of local and neighbouring communities.
- To integrate an economically active sustainable community, delivering residential development alongside other uses and contributing significantly to the Borough's housing need.
- To remain an important employment centre, attracting inward investment and supporting businesses to grow or locate in the town.
- To build on the distinct character and fabric of the town centre bringing new vibrancy and activity to Romford's historic crossroads and market area whilst respecting and capitalising on its heritage.
- To portray a modern and vibrant aspirational identity for Romford's future whilst retaining its distinctiveness.
- To deliver a high quality well-connected public realm and improve access by public transport, walking and cycling.

2.2 In support of the strategic objectives, the Framework recommends that development proposals in Romford Town Centre should:

- Be of distinct character relating to Romford, of high quality design and construction, using long lasting materials.
- Create active and attractive frontages onto existing and proposed pedestrian routes and generally improve the pedestrian environment and accessibility of the town centre.
- Reduce the barrier effect of the ring-road, making the town centre more accessible for pedestrian and cyclists, provide attractive frontages and improve the image of Romford Town Centre when arriving by car or bus.
- Seek the introduction / densification of residential and employment uses on upper floors.
- Respect the Conservation Area and have regard to the historic fabric of Romford, strengthening Romford's character as a historic Market Town while introducing a more contemporary character around the Station Quarter.
- Support with appropriate uses the two key points of activity, the historic crossroads at the northern end of South Street and the area around Romford Station.
- Utilise opportunities to increase the number of people living in the town centre and provide them with appropriate levels of social and community facilities, including schools, nurseries, health care and GPs and community facilities.
- Provide appropriate levels of car parking in line with GLA standards, accepting car free living where appropriate, and consolidating town centre car parking and ensuring that commercial uses have access to appropriate levels of car parking to make them commercially viable.

2.3 Tall Buildings

2.3.1 The London Plan includes a specific policy dealing with the location and design of tall and large buildings (Policy 7.7). The policy says that 'tall and large buildings are those which are substantially taller than their surroundings, cause a significant change to the skyline or are larger than the threshold sizes set for the referral of planning applications to the Mayor.' The policy sets out the criteria that tall buildings should satisfy and its explanation (para. 7.26) emphasises that tall and large buildings should always be of 'the highest architectural quality' and 'should not have a negative impact on the amenity of surrounding uses'. The policy 'headline' says that tall and large buildings should be part of a plan-led approach to changing or developing an area by the identification of appropriate, sensitive and inappropriate locations. It says that tall and large buildings should not have an unacceptably harmful impact on their surroundings.

- 2.3.2 From a London Plan perspective, Romford Town Centre is, in principle, a suitable location for higher density dwellings. The Framework seeks to direct where those buildings would be and to limit potential heights to be appropriate for the town. The Framework provides overall height guidelines for each character area and where the scope for tall buildings is identified states that they should raise the bar in terms of quality of materials and architectural aesthetics emphasising the high aspirations of the town centre. They should provide a distinct focal point that helps people orient themselves and deliver strong public realm including in the spaces around them.
- 2.3.3. In line with the London Plan, which identifies that town centres which have good access to public transport may be appropriate for tall buildings, the Framework proposes to limit taller buildings to the southern part of town near the station where a cluster of buildings of varying heights is appropriate making the most of immediate public transport interchange and regeneration opportunities. Secondly to the Northern and Southern approaches to the town centre, where there is scope for tall buildings. In addition to being areas where tall buildings are already consented, permitting tall buildings in these areas will act as focal points reinforcing the North-South axis along South Street and thereby help direction finding and acting as a gateway to the town from these directions. The Framework seeks to take a pragmatic approach that provides support for tall buildings in limited locations. An approach that did not support tall buildings at all would not be in line with the London Plan.

3.0 Key Development Concepts

- 3.1 Embrace Residential Living in the Town Centre
- 3.1.1 The Framework supports a significant increase in residential living in the town centre to provide high quality urban living for an economically active community. These new residents can provide key support for retail and service sectors and contribute towards a more secure economic future for an area by expanding the 'offer' of the town centre and extending the day and night time economy. New social infrastructure will better serve the needs of both new and existing residents in the town centre.
- 3.2 Strengthen Market Place
- 3.2.1 Market Place, one of Romford's greatest assets, could be rejuvenated by the delivery of a new public square providing a flexible civic space for cultural events and specialist markets, surrounded by a new cluster of cafes and restaurants leading to additional footfall and longer dwell times in the north of the town centre.
- 3.3 Strengthened and Diversified Retail and Leisure Offer
- 3.3.1 Support longer shop opening hours to encourage people to dwell longer in the town and a higher value evening economy in the Station Quarter,

Romford will begin to recapture greater retail and leisure expenditure from the local area and beyond.

3.4 Revitalised Office Quarter

3.4.1 Romford's function as a focus for employment will be retained by the modernisation of its office space to cater for the changing needs of businesses.

3.4.2 It would be rebranded as the Station Quarter to emphasise links with transport (especially Cross Rail) and a more diverse range of uses including residential and leisure. This rebranded wider station quarter (incorporating current office locations round Eastern/western road), will have a focus on enhanced public transport.

3.5 Town Centre Linkages

3.5.1 Romford's excellent public transport links by bus and rail will be complemented by improving access to amenities for the new communities to the west of the ring road.

3.5.2 Strengthen the cycling and pedestrian linkages from Romford's hinterlands to the town centre.

4.0 Character Areas

4.1 Urban design analysis of the town centre as a whole has led to a clear definition of distinct character areas or quadrants, each with their own characteristics and opportunities. The distinct character of each area aims to create increase legibility and create a step change in the quality of new buildings and public open space and a palette of modern and more traditional materials to define different character areas. Over time these areas will be reinforced as the Framework provides specific policy and guidance to control and regulate new development in the areas. A map outlining the character areas is contained in the appendix to this report.

4.2 The Northern Approach

4.2.1 The Northern Approach is located around the main access routes from the north, including North Street, parts of St Edward's Way and North Street roundabout.

4.2.2 The function of this area is to provide a high quality approach to the town centre and a transition from suburban areas to the north. Future development proposals should:

- Improve the existing frontage with high quality buildings that incorporate commercial uses (appropriate for the town centre fringe) on the ground floor and residential above.

- Improve the public realm and reduce the severance by the ring-road improving pedestrian and cycle access to the town centre.

4.3 North Riverside

4.3.1 The North Riverside area covers Como Street and Angel Way and provides the opportunity for significant residential growth with a good quality open space corridor round an opened up river Rom with pedestrian access, overlooked by high quality housing providing a new residential quarter round the former Decathlon site and Angel Way

4.3.2 Future development proposals should;

- Provide a new residential quarter round the former Decathlon site, and Angel Way
- Include new public spaces
- Provide an opportunity for the opening up of the River Rom to provide a high quality waterside environment.
- Ensure buildings are of the highest quality and distinct in character, by requiring proposals to go to design review and engaging in a constructive early pre-application process

4.4 Historic Core

4.4.1 The historic core incorporates the Conservation Area and the historic cross roads at Market Place. It is the area of Romford that is the most notable character area and retains a number of listed and locally listed buildings. This provides the opportunity to strengthen Romford's identity as an historic market town. The function of this area is to provide Romford Town centre with a high quality environment that acts as civic focal point for leisure and cultural activities.

4.4.2 The recommendations for this area include:

- Making the link between North Street and South Street stronger
- Maintaining the historic core
- Improving the quality of restaurant/night time offer in the Market Place
- Revised market layout with new public square
- Rationalisation of parking provision in the Market Place to support the traditional street market and shops in this area.

4.5 Civic Quarter

4.5.1 This area is predominately defined by the public uses that are located in this area. As a result of these this area is an important destination. The area straddles Main Road and the northern side of St Edwards Way. The

function of this area is to provide a pleasant environment for visitors and employees and create a positive approach into Romford Town Centre.

4.5.2 The recommendations for this area are as follows and future proposals should:

- Retain and improve the existing avenue planting along Main Road.
- Improve the pedestrian environment and accessibility of this area.
- Create high quality buildings alongside the ring road. These should be set back behind areas of open space and planting.

4.6 Retail Quarter

4.6.1 The retail quarter consists of three sub areas, East (Liberties and Mercury Mall), West (The Brewery) and South Street. The function of this area as the main retail area for Havering must be retained and nurtured to ensure that Romford Town Centre continues to attract people and stay commercially competitive.

4.6.2 The recommendations for this area include;

- Consolidated retail heart
- Improve existing pedestrian links with active frontages and proactively encourage a pedestrian flow through the town centre as a whole.
- Improving the quality of restaurant/night time offer in the town;
- Introduce local, independent and niche shops, cafes and restaurants with sitting out areas in the public realm;
- Improve the look and maintenance of service courts and reduce their negative impact onto the town centre environment
- Improving the public realm, de-cluttering South Street and restricting advertising boards, improving the maintenance and introducing high quality materials and street furniture.

4.7 Station Quarter

4.7.1 This area is focused around Romford station and incorporates what was formerly known as the Office Quarter. It is split into three sub-areas. The function of this area is to act as a gateway to Romford and focal area for a vibrant mix of commercial and residential uses. It will utilise the opportunities presented by Crossrail and create a vibrant and attractive arrival point for the town centre. This area will be a key destination with a high number of people passing on a day to day basis. Therefore, the public realm and building quality will need to be exceptional within this area creating a distinct identity and external image.

4.7.2 Recommendations for this area include;

- Create a high quality arrival point for Romford Town Centre and improve the legibility and way finding around the station.

- A new bus link through the area – instead of Chandlers Way-connecting Western Road and Eastern Road, providing an attractive approach into Romford town centre and the station.
- Provide a new public open space and avenue that acts as focal point for the area and gives it identify and character.

4.9 Southern Approach

4.9.1 This area is formed around the southern extend of South Street and its junction with the ring road. There is an opportunity to make better use of land and replace existing development with medium density development. The function of this area is to create a high quality approach to the town centre and station.

4.9.2 The recommendations for this area are as follows and future proposals should:

- Improve the street, its environment and frontages by high quality development and public realm improvements, incorporating cluster of street trees where possible.
- Improve the existing frontage lined by high quality buildings that incorporate commercial uses (appropriate for the town centre fringe) on the ground floor and residential above.
- Improve the public realm and reduce the severance by the ring-road improving pedestrian and cycle access to the town centre.

4.10 South Riverside

4.10.1 This area is focused around the River Rom and includes Bridge Close. It incorporates the south western section of the ring-road providing the opportunity to reduce the barrier effect. The function of this area is to provide good quality town centre housing.

4.10.2 The recommendations for this area include;

- Comprehensive residential development with some commercial units and would support the Council having a proactive role in land assembly.
- Create an east-west pedestrian/cycle route linking the ring road pedestrian crossing, to the River Rom and to the station. Proposals will have to demonstrate how this link will meet proposals/opportunities in the Station Quarter to ensure that proposed routes link up. This pedestrian route should be well overlooked, safe and lined with active uses as much as possible.
- Improve the ecological and environmental qualities of the River Rom and provide a high quality open space that provides a focal point for the area.

5.0 Delivering the framework recommendations

5.1 The Framework offers a number of recommendations to the Council which the Cabinet is being asked to endorse, which will give confidence to developers that the Council would work positively with developers and owners to bring forward sites providing the developers meet the high standards set out in the Framework.

5.2 Specifically the Council will;

- Work proactively with developers to review their proposals, to ensure developments meet the guidelines set out in The Framework;
- Invest (when funding is available including from partners such as TfL) in a planned programme of improvements to the public realm in Romford in line with recommendations in the Framework;
- Having established a Housing Company, the Company will invest on its own or with partners to bring forward high quality developments in the town;
- Where appropriate the Council will use its land assembly powers to bring forward sites that support the growth and vibrancy of the town and meet the site specific guideline detailed in the Framework. This would be subject to detailed consultation with Members and further approval via the appropriate reporting procedures;
- Support the outcome of the review of the market and the redesign of the market place; and
- Seek to establish a wider town centre partnership to promote and support the economic vibrancy of the town.

6.0 Next steps

6.1 If the Development Framework is approved by members it is planned that the Framework will be launched later in the year at a special event for developers, investors, agents, Great London Authority, Transport for London and other strategic partners. A Prospectus version of the Framework document will be produced to highlight the key recommendations and proposals and be used as a marketing tool to encourage high quality developers to invest in Romford. The Framework will also be renamed to reflect the fact that it covers not just physical development proposals but encompasses the public realm, community and social infrastructure and to improve the marketing impact of the document.

6.2 The event will showcase Romford to the development market and open dialogues with developers to try to ensure that high quality designed proposals are put forward for key sites. We intend to prepare a more visual master plan for the Western quarter of Romford.

- 6.3 Building on the work already undertaken as part of The Framework (but incorporating additional sites) a visual master plan will be prepared for the Western part of the town centre. As part of this process there will be active consultation with local residents and key stakeholders to develop the vision for this area of Romford.
- 6.4 The proposals and recommendations outlined in the framework will be taken forward as appropriate in the Havering Local Plan to inform and support future site allocations and policies.

REASONS AND OPTIONS

Reasons for the decision:

It is recommended that Members approve the Development Framework. The Framework is intended to form part of the evidence base for the new Havering Local Plan, superseding the Havering Local Development Framework and the Romford Area Action Plan (2008) and, to that end, it includes recommendations to inform and support proposed future site allocations and policy subject to Member approval. The Framework is consistent with the national and Mayoral planning policy which promotes the importance of a plan led approach to development. It will also serve as a marketing tool for the town as well as a guide to developers.

As a non-statutory document that is not formal planning policy it will give the Council a tool to use when discussing applications with developers and it will have the status of a material planning consideration. Applications can be discussed on a site by site basis within the guidelines for the character area and with a key focus on the quality of design and the appropriateness of material choices.

Other options considered:

Not to publish the Romford Development Framework. This option was considered and rejected as there is a need to have a clear and comprehensive set of principles that can be discussed with developers. The current Romford Action Plan does provide policy guidance and the Framework builds on current policy but with an increased emphasis on high quality design.

IMPLICATIONS AND RISKS

Financial implications and risks:

The recommended Framework would be taken into account as a material planning consideration by development management planners in pre-application discussions and/or considering planning applications.

There are no specific financial implications to report. Increased economic activity will improve the level of business rates coming to the Council. Increased housing provision (which in any event Havering needs to provide to meet GLA targets) will mean increased income and expenditure to the Council, but this is complex and uncertain to model.

Any specific actions or projects undertaken by the Council within the Framework would be subject to individual evaluation and approval process.

Legal implications and risks:

There are no legal implications and risks from this document as it provides overall strategic guidance rather than outlining individual project delivery. Should the Council decide to participate in taking forward the development opportunities outlined in the document then these would be subject to a separate reporting and approval process.

The legal weight afforded to the Framework in determining planning applications is limited to it being a material planning consideration as it is not part of the formal Havering Local Development Framework.

Only adopted Development Plan Documents which fall within Regulation 5(1)(a)(iv) of the Town and Country Planning (Local Planning) (England) Regulations 2012 can be used as 'development management and site allocations policies, which are intended to guide the determination of applications for planning permission.'

The Framework cannot lawfully set out the Council's policies relating to the development and use of land unless formally adopted as a Development Plan Document in compliance with Section 17 (3) of the Planning and Compulsory Purchase Act 2004.

Human Resources implications and risks:

There are no human resource implications.

Equalities implications and risks:

The Framework is intended to form part of the evidence base for the new Havering Local Plan, which will be subject to a full Equality Impact Assessment (EIA). An EIA is therefore not required for the Romford Development Framework at this time. However if the Council takes forward (either in partnership or on its own) any of the

development proposals outlined in the document then an EIA will be required for each individual project.

BACKGROUND PAPERS

Draft Romford Development Framework

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CABINET
8 July 2015

Subject Heading:

**LOCAL IMPLEMENTATION PLAN
ANNUAL SPENDING SUBMISSION
2016/17**

Cabinet Member:

Cllr Robert Benham
Lead Member for Environment

CMT Lead:

Andrew Blake Herbert - Group Director
Communities and Resources

Report Author and contact details:

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Policy context:

London Plan Consolidated with Alterations since 2011 (2015)
London Mayor's Transport Strategy (2010)
Havering Corporate Plan 2014-2015
Havering Local Development Framework (2008)
Havering Local Implementation Plan (2011/12 -2014 /15),
Havering Local Implementation Plan 2014/15 – 2016/17 Three Year Delivery Plan (2013)

Financial summary:

This report seeks Members' approval to the principles of Havering's LIP Submission to Transport for London for 2016/17 Financial Year, which has an indicative allocation of £2.822m

Is this a Key Decision?

No

When should this matter be reviewed?

January 2016

Reviewing OSC:

Environment

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

Havering will be clean and its environment will be cared for	[x]
People will be safe, in their homes and in the community	[x]
Residents will be proud to live in Havering	[x]

SUMMARY

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

The Submission has to be consistent with the Mayor of London's Transport Strategy, the Council's own adopted Local Implementation Plan strategy document and its approved 2014/15 to 2016/17 Three Year Delivery Plan. The Delivery Plan forms an important context for the submission for 2016/17 and, as in previous years, includes the 'core' elements of this year's submission.

TfL has advised that Havering's indicative LIP funding for 2016/17 is **£2.822m** and later this year it must tell TfL in detail how it plans to spend this.

This report recommends that Cabinet approval of the detailed and full LIP Submission (including its Principal Road Maintenance and Bridge Strengthening bids) is delegated to the Lead Member for Environment prior to it being submitted to TfL in October 2015.

TfL are expected to confirm the funding for the proposed programme in the 2016/17 submission in late 2015 and, as in previous years, Members will be advised about the outcome.

This report confirms that the Council will continue to explore additional opportunities for funding transport programmes/policies to supplement those from the LIP allocation such as other TfL funding streams (e.g TfL Major Schemes funding, Bus Stop Accessibility Programme and the Mayor's Air Quality Fund), other external funding sources and contributions from development proposals.

Additionally, and separate to the main TfL LIP funding stream, the Council will continue to develop public realm proposals for the areas around the stations at Romford, Gidea Park and Harold Wood as a result of funding secured through the Crossrail Complementary Measures funding package.

The report also explains that the Council is also starting to progress a Major Scheme Step One funding application for public realm improvements to the A1306 in Rainham and preparing a funding submission for the Mayor's Air Quality Fund.

RECOMMENDATIONS

That Cabinet:

1. Note the context provided by Havering's LIP strategy and its 2014/15 – 2016/17 Three Year Delivery Plan for the preparation of the Havering funding submission for 2016/17 (as set out in paragraph 2).
2. Endorse the content of Havering's approved 2016/17 LIP Programme (as outlined in Appendix A) as the basis of the Council's 2016/17 Spending Submission.
3. Agree that the approval of Havering's full final LIP Funding Submission for 2016/17 be delegated to the Cabinet Member for Environment.
4. Approve that the Council seek other opportunities for investment in transportation initiatives from TfL including potential Major Scheme applications outside the LIP Annual Spending Submission process and these will be delegated to the Leader Member for Environment as necessary.

REPORT DETAIL

Background

1. Funding from Transport for London (TfL) under the 'umbrella' of the Local Implementation Plan is the major source of capital monies for transport schemes and projects in Havering. Each year the Council submits a funding submission (bid) to TfL for funding for the following financial year. In recent years, the Council has also allocated significant funds from its own resources towards highway improvement works for footways, road resurfacing, street lighting and environmental improvements.
2. The Council's LIP 2014/15 – 2016/17 Three Year Delivery Plan sets out the programme content of the Council's annual spending submissions for this period and was approved by TfL in 2013. (A copy is in the Members' Resource Room). It shows how Havering's annual submission(s) will support the Mayor's Transport Strategy Goals (as set out in Appendix B of this report). It also addresses Mayoral targets for mandatory indicators including mode share, bus service reliability, asset condition, road traffic casualties and CO2 emissions.
3. Importantly, it sets out in detail (in its Appendix 2) the schemes that the Council has committed to progress in each of the three years of the Plan to help meet these mandatory targets.
4. TfL requires the approved borough Delivery Plans to form the basis of their yearly submissions and for the submissions to closely align with the detail set out in these. This provides much more certainty for boroughs over the expected content

of their annual spending submissions and helps them programme work strategically.

5. Nevertheless, and subject to TfL approval, boroughs have some scope for modest flexibility (ie making changes to the approved list of schemes) and this is potentially helpful if Member priorities change or other circumstances arise which warrant the programme being reviewed. In practice, this is likely to encompass the scope for reasonable and modest adjustments to schemes in the approved Plan rather than bringing forward fresh schemes from 'outside' of the Plan.
6. Members will be aware that the Council works very closely with Transport for London (TfL) to ensure that a high level of spend is achieved with all its LIP funding. In recent years, the level of spend achieved across the Havering LIP programme has been higher than the Council's Corporate target of 85%.
7. The positive relationship that the Council has 'grown' with TfL is reflected in a significant level of ad-hoc additional "in year" funding from TfL. Havering received £402K from TfL between 2013/14 and 2014/15 following TfL's successful lobbying of the Department for Transport for additional funding for principal road maintenance because of the effects of the bad winter weather on the roads. Furthermore, the Council received £500K in 2014/15 and a further £700K in 2015/16 to make it easier for passengers to get on / off buses at bus stops in Havering. This "in year" additional funding makes a significant contribution to ensuring that the Council works towards meeting targets set by the Mayor.

Improvements to Havering's town centres through the LIP

8. Over recent years, Havering's town centres have benefited considerably from TfL LIP Funding. Transformational schemes have taken place in both Hornchurch and Romford town centres in recent years improving the public realm, safety and the local environment and creating improved conditions for business investment. Key improvements have also been made to many of Havering's centres, including Elm Park, Upminster, and Rainham. Investing LIP Funding in Havering's local centres by improving their accessibility and public realm makes them an attractive environment for people to visit and shop and benefits the local economies of these centres. A summary of LIP funded schemes that have benefited Havering's centres in recent years can be found in Appendix C of this report. A separate presentation item at Cabinet 'showcases' these improvements.
9. These improvements have made substantial contributions towards meeting the Mayor's Goals, Challenges and Outcomes as set out within the Mayor's Transport Strategy (Appendix B of this report) and also Havering's own objectives as set out in its Approved Local Implementation Plan (2012).

What TfL requires from Havering's submission for 2016/17

10. TfL has confirmed that Havering's LIP Annual Spending Submission for 2016/17 must :
 - reflect the Mayor's Transport Strategy (MTS),
 - reflect Havering's own priorities and strategies

- reflect the Council's Local Implementation Plan and the approved Delivery Plan 2014/15 - 2016/17.
- adhere to this year's TfL Guidance on Annual Spending Submissions

How much is Havering's LIP allocation for 2016/17

11. Against a backdrop of continuing pressure on Mayoral funds, the Mayor has sought to maintain the Pan-London LIP funding allocation at £147.8m. This is very welcome for boroughs given local government Capital funding constraints
12. TfL has confirmed that Havering's indicative LIP funding allocation for 2016/17 is **£2.822m**. This is broken down into :
 - **£2.247m** for projects in the "**Corridors, Neighbourhoods and Supporting Measures**" programme. These are comprehensive ('holistic') schemes and local area improvements. They include schemes to tackle congestion by smoothing traffic flows, measures to assist freight, contribute to regeneration, deliver environmental improvements, improve safety as well as projects involving spaces used by several users, Controlled Parking Zones, 20 mph zones, cycling, walking, bus priority and bus stop accessibility. It also covers 'Smarter Travel' schemes such as school and workplace travel plans, travel awareness initiatives, road safety education, training and publicity schemes.
 - **£475K** for "**Principal Road Maintenance**". This focuses on highway surface improvements to Havering's Principal Road Network (PRN). This is based on condition surveys to determine how much of the Principal Road Network across London requires structural maintenance. Havering's 2016/17 allocation for Principal Road Maintenance reflects the good condition of Havering's PRN following regular maintenance.
 - **£100K** for "**Local Transport Funding**" (for spending on projects of the Council's choice that support the delivery of the Mayor's Transport Strategy).
13. The proposed allocation for Corridors, Neighbourhoods and Supporting Measures for 2016/17 is £58K higher than was anticipated at the time of preparing the Three Year Delivery Plan (and the amount of funding therefore set out in Appendix A of this report) and this is very welcome. It will enable further progress to be made in meeting targets set out within the Council's Three Year Delivery Plan.
14. In line with its approved Delivery Plan, Havering will also be able to consider the preparation of a bid(s) for funding available for TfL "Major Scheme" monies (see paragraph 19 below).

What should the Council's Funding Submission for 2016/17 contain?

It is recommended that Havering's LIP Submission for 2016/17 include the following:

- a) **Corridors, Neighbourhoods and Supporting Measures, and Local Transport Funding**

15. Most importantly, TfL requires Havering's submission for the Corridors, Neighbourhoods and Supporting Measures programme and Local Transport Funding to be broadly consistent with:

- The summary of the 2016/17 proposals set out in the 2014/15 – 2016/17 approved Delivery Plan (as set out in Appendix A to this report) ; and
- The funding levels identified above of £2.247m, and £100K (see paragraph 12)

b) Principal Road Maintenance and Bridge Strengthening

16. For Principal Road Maintenance, TfL has advised all boroughs to 'over-bid' for by approximately 25% so that possible reserve schemes may be brought forward. TfL will then assess all these proposals to ensure that they generally conform to the Mayor of London's Transport Strategy.
17. Boroughs are required to submit funding bids for Bridge Strengthening measures. TfL will prioritise and will award funding according to pan-London requirements and available resources.

c) Funding committed to schemes started in 2015/16

18. The submission must allocate funding to enable the completion of schemes started in 2015/16 that were designed to be phased over more than one year.

d) Network Management Duty

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

e) Major Schemes

20. Boroughs planning to bid for Major Scheme funding (which is done outside the normal LIP process) are required to include outline details of Major Schemes being considered and the relative priority attached to these within their 2016/17 spending submission. Funding for Major Schemes is awarded through a competitive "three step" bidding process. An update on a proposed Major Scheme for Rainham is detailed in paras. 22-26 (below)

f) Latest Mayoral priorities

21. The 2015 LIP Guidance draws attention to the Mayor's commitments relating to making it easier for people to Walk and Cycle, Road Safety, Air Quality, Freight, Bus Access, the Mayor's Roads Task Force, and improved integration around Crossrail stations. It also draws attention to Statutory duties placed on local authorities on Crime Prevention and the promotion of school travel. In the event that Members wished to vary the schemes included in the 2016/17 submission

relative to the approved Delivery Plan, then any new proposals that are introduced will be required to take these matters into account. A copy of the latest guidance document is in the Members' Resource Room.

The proposed Major Scheme for inclusion in the LIP 2016/17 Submission

22. Major Schemes are larger projects costing in excess of £1m and TfL requires them to deliver transformational changes and assist in delivering the Mayor's 'Better Streets' agenda. As mentioned in paragraph 20, Havering will be required to provide outline details of proposed Major Schemes being considered for 2016/17.
23. Havering has successfully progressed several Major Schemes in recent years including in Romford where last year work was completed on public realm improvements to Victoria Road and The Battis, and an award winning transformational scheme in Hornchurch town centre.
24. The approved LIP Three Year Delivery Plan identifies proposed Major Schemes for Rainham, encompassing a new station at Beam Park and access improvements in the Rainham area particularly for buses, pedestrians and cyclists. The station proposal is now being funded from alternative sources although LIP monies are contributing towards the design costs. The proposed scheme for access improvements is being taken forward as part of a wider review of the A1306.
25. At the time of preparing this report, and following positive informal discussions with TfL, officers are at the early stages in preparing a further major scheme "Step One" application for improvements focussing along the A1306 in Rainham. The proposed scheme would deliver a significant transformation of the streetscene in this highway corridor to make it more pedestrian and cyclist 'friendly' and improve the public realm. The scheme would complement the delivery of the Council's Housing Zone initiative and assist in realising the major regeneration potential of this area in line with the Mayor's and Council policies.
26. The Council will be notified of whether TfL will allocate funding to progress the Major Scheme to the detailed design stage (Step 2) in December 2015.

Outline of the key contents of the proposed Havering LIP Annual Spending Submission for 2016/17

27. A summary of the broad content of the Council's LIP Submission for 2016/17 as was set out in its approved Three Year Delivery Plan can be found in Appendix A of this report. The key programme / project elements include :
 - Tackling congestion (smoothing traffic flows)
 - Measures to reduce traffic
 - Public realm improvements
 - Casualty reduction
 - Air quality improvements
 - Bus stop accessibility improvements
 - Cycling investment
 - Addressing climate change

28. Officers consider that as well as meeting TfL / Mayoral requirements, the 2016/17 LIP Programme will have considerable potential to :
- Assist the Council in the delivery of projects and programmes to deliver the safe, clean and proud agenda
 - assist in ensuring that Havering is 'open for business' and has a strong and vibrant economy by tackling such issues as congestion, and the ease and convenience with which people, goods and services can get around Havering.
 - help ensure that the borough's roads and pavements are in as good a condition as possible subject to resources and the relative priority for their maintenance.
 - maximise value for money and ensuring the best outcomes for the borough by linking schemes (where feasible) to projects involving the investment of the Council's own capital budgets.
 - support other initiatives and funding secured through complementary funding 'pots' (see below – paragraph 31).
 - respond to the views of the community
 - Promote Healthy Living across the borough by encouraging active travel
29. The detailed content of the full submission including the elements for Principal Road Maintenance, Bridge Strengthening and any Major Schemes will be prepared following approval of this Cabinet Report.
30. TfL will confirm the Council's final allocations for the Corridors, Neighbourhoods and Supporting Measures, Principal Road Maintenance and Major Schemes programme areas before the end of 2015.

Additional funding opportunities for transport projects and programmes

31. As set out in paragraph 7 of this report, Havering regularly bids for and receives "in year" funding from other funding "streams" that are launched by TfL and the Mayor and other agencies. This year Havering's in year funding allocations include receiving over £185,000 for the Borough Cycling Programme, £244,000 Crossrail Complimentary Measures around Romford and Harold Wood Stations, £700,000 under the TfL Bus Stop Accessibility Programme, and £80,000 from the Mayor's Air Quality Fund.
32. Officers are currently developing plans to submit to TfL bids for the next three year tranche of funding from the Mayor's Air Quality Fund. If successful this would see funding used to help reduce air pollutant concentrations in the borough.
33. Officers continue to work closely with TfL to ensure that when such funding opportunities become available that they are maximised. TfL expects boroughs to prioritise these activities within their 2016/17 annual spending submissions, in order to access this complimentary funding.
34. Other possible funding streams such as Developer contributions, European initiatives and DfT/CLG funding opportunities will also be pursued as appropriate by officers. This is in line with TfL's requirement that Boroughs should not rely exclusively for their funding on TfL and should develop alternative complementary funding sources accordingly.

Consultation with the final approval by Members

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

Beyond the 2014/15 – 2016/17 Three Year Delivery Plan

36. Following the third and final year of the 2016/17 Three Year Delivery Plan, Officers expect TfL to request boroughs to prepare a further Three Year Delivery Plan which will need to set out how the borough will deliver the Mayor's Transport Strategy at a local level during the 2017/18, 2018/19 and 2019/20 Financial Years. However, the election of a new Mayor of London in May 2016 may well change this position and may result in the preparation of replacement Mayoral planning and transport strategies. Members will be advised of this and any changes to the methodology in which LIP funding is allocated to boroughs and submissions are prepared.

REASONS AND OPTIONS

Reasons for the decision:

The LIP Funding Submission is a statutory requirement submitted annually to TfL in order to secure funding for a range of initiatives in the Borough with a focus on transport and also encompassing public realm, safety and the environment. Without the LIP funding, it is extremely unlikely that the Council would have the resources to take these forward.

Other options considered:

There are no alternatives if the Council wishes TfL to confirm its LIP funding award to Havering for 2016/17.

IMPLICATIONS AND RISKS

Financial implications and risks:

The funding that the Council will obtain from TfL through the LIP Submission for 2016/17 will be the main source of capital funding for transportation projects and initiatives in the Borough. There is no indication at the time of preparing this report that there will be any significant change in the level of funding expected for 2016/17. TfL, however, have indicated that the financial information set out within the LIP Guidance, particularly in

relation to specific borough allocations, is correct at the time of publication but is subject to the Central Government settlement to TfL for the period of 2016/17 and beyond. Appendix A gives the current programme for 2016/17, which totals £2,289m; the current indicative allocation is £2.822m, and thus the final submission will be in excess of the figures provided in Appendix A.

Every opportunity will continue to be taken to secure funding from other sources and programme areas, including Developer contributions, to supplement this in line with TfL's requirement that boroughs should reduce their dependency on TfL funding. The need to minimise as far as practicable on going maintenance costs will be taken into account in all schemes that are awarded funding. New schemes have the potential to reduce or increase maintenance requirements, but this net effect will need to be contained within existing budgets.

The Council Capital Programme has in recent years included £2m to support capital investment in highway maintenance and improvement schemes. Last year, Members approved a 2 year Capital Programme for Streetcare so this funding is currently secure for 2016/17. As far as possible within the constraints of the TfL LIP Guidance and funding allocations, every opportunity will be taken to make use of the LIP Funding in a way which safeguards the Council's own scarce capital resources.

Legal implications and risks:

To ensure alignment with the Mayor of London's Transport Strategy (MTS), the Greater London Authority Act (1999) requires all London borough councils to develop LIPs setting out how they intend to implement the Mayor of London's Transport Strategy. Councils are then required to implement the proposals within their LIP.

Under the Greater London Authority Act 1999 the Mayor of London has power to issue directions to any London Borough Council as to the manner in which it is to implement the LIP. If the Mayor of London considers that a Council has failed or is likely to fail to implement the proposals the Mayor of London may exercise on behalf of the Council the powers that the Council has in connection with the implementation of the proposals and recover from the Council as a civil debt any reasonable expenses which he has incurred by exercising these powers.

Consideration of the Network Management Duty mentioned in Paragraph 19 is a statutory requirement. There are no other specific legal implications or risks arising from this report although further legal resources will need to be committed to bring into effect the measures for which funding is eventually sought.

Human Resources implications and risks:

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

Equalities implications and risks:

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

Cabinet 8 July 2015

Havering's proposal for the 2016/17 LIP Programme (as outlined in Appendix A) includes a range of schemes, such as bus stop accessibility, cycling and road safety programmes and the taxi marshal scheme. It is anticipated that these schemes will have a positive impact on accessibility, safety and inclusion of a number of protected groups, including disabled people, women and people from different age groups. In addition to this, it will help tackle social exclusion and health inequalities by improving access to sustainable transportation modes such as cycling, walking and public transport.

The proposed schemes included in the finalised LIP submission for 2016/17 will be subject to individual Equality Impact Assessments. .

BACKGROUND PAPERS

None

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Appendix A

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

London Borough of Havering 2016/17 LIP Programme

Corridors, Neighbourhoods and Supporting Measures and Local Transport Funding
LIP Allocation (£000)

90	Bus Stop Accessibility
80	Step-free bus access
10	Community Bus Service "The Harold Link"
250	Cycling investment
50	Collier Row to Romford Cycle Safety Improvements
140	All London Grid Green - Walking and Cycling links to parks and leisure areas
60	Cycle Safety Training for Pupils
225	Packages to Support Traffic Reduction and Air Quality
25	Implementation of Mayor's Air Quality Fund
40	Travel Awareness Package
55	Travel Awareness for Schools
80	Smarter Travel Staffing Costs
25	Improvements to Air Quality
399	Casualty Reduction Package
70	Road Safety Awareness for Pupils
34	Romford Taxi Marshall Scheme
35	Casualty Reduction Measures - Mawney Package
85	Casualty Reduction Measures - Hylands Package
80	Casualty Reduction Measures - Cranham Package
95	Casualty Reduction Measures - Romford Town Package
665	Smoothing Traffic Flow Schemes
65	Freight Loading facilities
300	Main Road / Balgores Lane junction improvements
300	Gubbins Lane Widening implementation
50	Climate Change and Resilience
50	Energy Efficient Street lighting
500	Romford, London Riverside, Hornchurch and Harold Hill
350	Romford Public Realm Improvements
150	Beam Park Station - Detailed design and costings
10	Other
10	Taxi Rank Provision Review
100	Local Transport Fund
100	Smoothing Traffic Flows - Drill roundabout feasibility study
2,289	OVERALL TOTAL
Categorisation of spend:-	
160	Feasibility & Scheme Development Work / Studies
399	Soft Measures / Staff
1730	Infrastructure
2,289	TOTAL

Appendix B

High Level Mayoral Outcomes

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

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

Appendix C – LIP Funded Delivery in Havering’s Centres

2012/13	Outputs	2013/14	Outputs	2014/15	Outputs
Gidea Park Walkability Project (£162k)	Improvements to the area around Gidea Park Station including accessible bus stops, pedestrian access improvements, and local public realm improvements around Balgores shopping parade.	Romford Public Realm Enhancements (£345k)	Continued public realm improvements along South Street heading towards Western Road including repaving, lighting and de-cluttering of the area.	Hornchurch Town Centre Public Realm Improvements (£167k)	A series of improvements focussing on Billet Lane and High Street including repaving de-cluttering and street furniture.
Hornchurch Town Centre Major Scheme (£1.340m)	Public realm improvements to Hornchurch Town Centre including improved lighting, pedestrian accessibility across High Street, repaving works and bus stop improvements.	Elm Park Public Realm Improvements (£152k)	Streetscape improvements in line with “better streets” including pavement works, street furniture and de-cluttering works to improve access to local shopping parade..	Romford Major Scheme (Victoria Road and The Battis) (£835k)	Continuation of improvements along Victoria Road and The Battis
Rainham Village Traffic Management Scheme (£185k)	Completion of the Rainham Village Traffic Management scheme involving the extension of Viking Way to Upminster Road South.	Rush Green Public Realm Improvements (£123k)	Streetscape improvements in line with “better streets” including pavement works, street furniture and de-cluttering to improve access to local shopping parade.	Upminster Road South Public Realm Improvements (£93k)	Programme to improve public realm and access to shopping parade adjacent to Brights Avenue.
Romford Public Realm Enhancements (£436k)	A series of public realm improvements along South Street including repaving, street trees and decluttering from Eastern Road to Western Road.	Hornchurch Town Centre Major Scheme (£660k)	Continuation of 2013/14 works, including improved lighting, pedestrian accessibility across High Street improvements.		.
The Broadway Elm Park (134k)	Series of improvements along the Broadway to enhance parking and freight loading and assist with smoothing traffic flows.	Romford Major Scheme (Victoria Road and the Battis) (£202k)	Accessibility improvements along The Battis including repaving, improved lighting and CCTV to encourage more people to use this access route to/from the station. Victoria Road improvements including repaving.		

CABINET
8 July 2015

Subject Heading:	DELEGATION OF FUNCTIONS TO THE ONESOURCE JOINT COMMITTEE
Cabinet Member:	Cllr Roger Ramsey , Leader of the Council
CMT Lead:	Andrew Blake-Herbert Group Director for Communities & Resources
Report Author and contact details:	Graham White , Interim Director Legal & Governance
Is this a Key Decision?	No
When should this matter be reviewed?	N/A
Reviewing OSC:	N/A
Policy context:	Structural reorganisation to minimise costs.
Financial summary:	These changes are purely procedural and have no specific financial implications

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

Havering will be clean and its environment will be cared for	[x]
People will be safe, in their homes and in the community	[x]
Residents will be proud to live in Havering	[x]

SUMMARY

Upon the establishment of the oneSource Joint Committee and the implementation of joint services, both Councils delegated similar functions to the Joint Committee. These separate delegations have been reviewed and brought together into a single scheme of delegation suitable for approval by both Councils. The joint scheme of delegation will make it easier for both Councils and for the Joint Committee to appreciate the precise extent of what is delegated and what is retained.

RECOMMENDATIONS

That Cabinet:

Recommend to Council that the functions listed in Appendix 3 be delegated to the oneSource Joint Committee

REPORT DETAIL

1. Background

- 1.1 Prior to the implementation of oneSource in April 2014, both Havering and Newham Councils delegated a range of functions to the oneSource Joint Committee. The schedules of functions were essentially cut and pasted from the Councils' Schemes of Delegation.
- 1.2 Upon receipt of the delegated powers from the Councils, the oneSource Joint Committee further delegated variously to its Management Director and its Directors.
- 1.3 The result of these governance decisions was that the officers who had delegated power through one Council or the other were vested with the same powers under the oneSource arrangements and further were empowered to act on behalf of the 'other' council as well.
- 1.4 These arrangements have worked satisfactorily in the short term but are not as efficient as they might be because of the very different natures of the delegation schemes of the two authorities. Newham's delegation scheme is very comprehensive and precise, listing as many specific areas of delegation as possible. Havering's on the other hand, whilst similarly extensive is more generic in its style so that a number of Newham delegations might fit comfortably under a single Havering delegation. A good example of this is in Finance. Havering has delegated 17 matters covering the entirety of the finance functions whilst Newham has delegated 63.

2. Review of the delegated functions

- 2.1 In order to streamline the arrangements and to make operations more efficient, the functions delegated by the Councils have been reviewed with a view to bringing them together into a single set of functions delegated by both Councils.
- 2.2 Attached at Appendix 1 is the scheme of delegation from Havering to the oneSource Joint Committee. Appendix 2 is the scheme of delegation from Newham to the oneSource Joint Committee. Appendix 3 is the new proposed scheme of delegation to the oneSource Joint Committee derived from Appendices 1 and 2. In combining those schemes the intention was to find a balance

between the very detailed Newham scheme and the more generic Havering version. An extra column has been added to Appendices 1 and 2 to show how the original delegations have been dealt with in the combined schedule.

REASONS AND OPTIONS

Reasons for the decision:

To enable oneSource to operate more efficiently by having the same functions delegated by both Councils in similar terms.

Other options considered:

None. The only option is not to delegate afresh and for matters to proceed on the current basis.

IMPLICATIONS AND RISKS

Financial implications and risks: None

Legal implications and risks:

Under Section 101(5) of the Local Government Act 1972 two or more authorities may discharge an of their functions by a joint committee of their functions by a joint committee of theirs. This power does not extend to executive functions.

Section 9EB of the Local Government Act 200 provides that the Secretary of State may by Regulations make provision for or in connection with permitting arrangements under Section 101(5) of the Local Government Act 1972 where any of the functions which are the subject of the arrangements are the responsibility of an executive of a local authority under executive arrangements.

Regulation 11 of the Local Authorities (Arrangements for the Discharge of Functions)(England) Regulations 2012 provides that arrangements made under Section 101(5) of the Local Government Act 1972 and at least one of those functions is the responsibility of the executive, the arrangements may provide for one joint committee to discharge all the functions which are the subject of the arrangements on behalf of those authorities.

Cabinet 8 July 2015

In consequence of the foregoing the Cabinets (for executive functions) and the Councils (for non-executive functions) may delegate those functions to the oneSource Joint Committee.

Human Resources implications and risks: None

Equalities implications and risks: None

BACKGROUND PAPERS

None

Delegated Functions and Shared Services

London Borough of Havering	London Borough of Newham
Resources Directorate	Resources and Commercial Development Directorate
<p>Legal and Democratic Services</p> <ul style="list-style-type: none"> • Legal Services • Democratic Services • Electoral Services • Leader's and Mayor's Offices <p>Internal Shared Services</p> <ul style="list-style-type: none"> • Operational Finance and HR • Operational Procurement • HR, Payroll Pensions and Finance Administration • Customer Relationship and Improvement <p>Strategic HR and OD</p> <ul style="list-style-type: none"> • HR Business Partners • Corporate HR and Change Strategy • Organisational Development <p>Finance and Procurement</p> <ul style="list-style-type: none"> • Corporate Finance • Strategic Finance Business Partners • Internal Audit, Risk, Insurance and Fraud • Strategic Procurement Business Partner <p>Exchequer Services</p> <ul style="list-style-type: none"> • Benefits • Council Tax and Business Rates • Corporate Debt Recovery <p>Asset Management</p> <ul style="list-style-type: none"> • Corporate and School Premises Management • Transport and Fleet Services • Technical Services (Design and Maintenance) • Health and Safety <p>Business Systems</p> <ul style="list-style-type: none"> • ICT Strategy and Operations • Support Centre • Information Governance • Print Unit 	<p>Legal</p> <ul style="list-style-type: none"> • Legal Services • Democratic Services, Committees and Partnerships • Scrutiny • Electoral Services <p>HR</p> <ul style="list-style-type: none"> • Shared Service Centre • Strategic HR • Employee Services • People, Projects and Participation • Talent • Leadership and Organisational Development • Health and Safety <p>Finance</p> <ul style="list-style-type: none"> • Strategic Finance • Financial Control • Revenue and Exchequer Services • Finance Business Partnering • Internal Audit, Counter Fraud, Risk and Insurance • Procurement • NNDR • Council Tax • Council Tax and Housing Benefit <p>Property and Commercial Development</p> <ul style="list-style-type: none"> • PMO and Business Improvement • Facilities Management • Strategic Property • Capital Strategy and School Organisation • Management of Schools Capital <p>Business Systems</p> <ul style="list-style-type: none"> • Information Governance and Corporate Systems • Support Centre • Print Services • Unified Communications • Architectural Management • Contract and Supplier Management • Portfolio Management and Business Analysis • Printing Services

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APPENDIX 1

PART 1 – HAVERING

Delegation to Joint Committee

A	General	New JCD reference
A1	To have overall responsibility for the provision to the client Councils of the shared services	A1
A2	To consider and approve the annual report of the activities performance and finances of the shared services operation	A2
A3	To consider and approve the annual service plan for each shared service	A3
A4	To determine the strategic direction of the shared services operation	A4
A5	To determine any strategic issue referred to it by the Managing Director	A5
A6	To advise the client Councils what financial resources are desirable for the delivery of the shared services operation for three financial years ahead from the current financial year	A6
A7	To consider and approve the internal budget for the shared services operation within the overall financial constraints set by the client Council's and to make representation to the council's on the consequences of those restraints as appropriate.	A7
A8	To incur expenditure within the revenue and capital budgets as approved by the Joint Committee, or as otherwise approved, subject to any variation permitted by the Council's contract and financial procedure rules.	A8
A9	To oversee the delivery of programmes agreed by Council and Cabinet.	A10
A10	In consultation with the relevant Cabinet Member to apply for, accept and manage external funding up to a limit of £500,000 per grant in support of any function within their Directorate provided that any financial contributions by the Council are made from within existing budgets.	A11
A11	To authorise the making of ex gratia payments up to the limit	A13

A	General	New JCD reference
	specified from time to time by the Director of Finance to individuals where the Local Government Ombudsman has recommended that such payment be made in local settlement of a complaint.	Amended to refer to limits specified in financial procedures
A12	To authorise activities under the Regulation of Investigatory Powers Act 2000.	A14
A13	To approve commencement of a tendering process for all contracts above a total contract value of £156,000.	B9 Value amended to that specified in Contract Standing Orders
A14	To award contracts with a total contract value of under £5,000,000.	B10
A15	To sign contracts on behalf of the Council which do not require sealing under paragraph 4 of Article 10 of this constitution.	B11
A16	Payment of allowances in accordance with the “Croydon Scheme” to staff injured in the course of their duties must be made in consultation with Head of Shared Services.	A16 Title of officers updated
A17	To approve applications for leave for trade union conferences and training courses in consultation with the Head of Shared Services.	A17 Title of officers updated
A18	To approve payment of claims by employees for loss or damage to property and clothes up to the limit specified from time to time by the Director of Finance otherwise payment must be made in consultation with the Group Director Resources.	A18 Amended to limit specified by the S151 officer and for MD to approve above that limit
A19	To grant permission for employees to undertake outside work or duties whether paid or unpaid subject to there being no conflict of interest.	A19
A20	To approve honoraria payments in consultation with the service personnel manager.	A20 Title of officers updated
A21	To approve commencement of a tendering process for, and	B9

A	General	New JCD reference
	to award all contracts below a total contract value of £156,000.	Value amended to that specified in Contract Standing Orders
A22	To sign contracts on behalf of the Council which do not require sealing under paragraph 4 of Article 10 of this constitution.	B11
A23	To incur expenditure within the revenue and capital budgets for the relevant service as approved by the Council, subject to any ICT variation permitted by the Council's contract and financial procedure rules.	A9
A24	To implement any approved financial programme, including the authorisation of expenditure and procurement of goods and services.	A21
A25	To implement approved fees, charges, rents etc and to ensure that proper arrangements exist for their collection.	B16
A26	In consultation with the relevant Cabinet Member, to apply for, accept and manage external funding up to a limit of £250,000 per grant in support of any function within their service provided that any financial contributions by the Council are made from within existing budgets.	A11 Amended Financial limits

B	Finance (including Procurement)	New JCD reference
B1	To advise on and monitor the revenue and capital budgets of the Council, including the Housing Revenue Account and the determination of Council Tax and housing rent levels.	B1 Advising only. Determination remains with the Council
B2	To write off sums which are irrecoverable and to settle claims on behalf of the Council	B3
B3	To manage all matters relating to the Council's loan debt, investments, and temporary investments, pension scheme and pension fund, insurance fund, act as registrar of loan instruments, manage all banking arrangements including numbers and types of accounts and arrange insurance of property and the selecting and accepting of tenders for insurance cover and related services which are considered	B5

B	Finance (including Procurement)	New JCD reference
	to offer best value for the Council promoting good risk management practices at all times.	
B4	<p>To undertake all other financial matters arising within the Council, subject to the following requirements:</p> <ul style="list-style-type: none"> (i) authority to incur expenditure being approved or sanctioned by the Council or the Cabinet (ii) powers of borrowing being exercised within guidelines agreed by the Council and any current codes of practice (iii) all matters being within accepted accounting practice and standards and within statutory requirements (iv) any necessary reference to the Council's external Auditors. (v) an annual report being presented to the Audit Committee by 30 September in each year on the activities undertaken in respect of treasury management powers in the preceding financial year (vi) Reports of the external Auditors and other relevant Inspectorates upon the audit of the Council's activities being considered. (vii) To make direct investments in local infrastructure assets as part of the Pension Fund local infrastructure portfolio in consultation with the Chairman of Pensions 	B7
B5	To implement the Council's early retirement, retirement and redundancy policies in consultation with the Head of Strategic Human Resources and Organisational Development and the Assistant Chief Executive Legal and Democratic Services.	E2
B6	To set the Council Tax Base and Commercial Rate yield each year unless it involves matters of policy	Not delegated Section 151 Officer
B7	To award all gas and electricity supply contracts where offers are made on a short restricted time basis and where there is insufficient time to obtain a Cabinet Member decision.	No delegated Section 151 Officer
B8	To accept grants and the terms and conditions thereof for and on behalf of the Council.	A12
B9	To instruct the Council's insurers and, upon their advice, to negotiate and settle insurance claims up to maximum of £145,000 for motor insurance, £147,750 for liability insurance and motor vehicles, and £50,000 for property insurance.	B13 Amended to refer to limits specified in financial procedures

B	Finance (including Procurement)	New JCD reference
B10	To review and, if necessary, amend the limits in B9 above on an annual basis, following discussion with the Council's insurers.	Not delegated Section 151 Officer
B11	To set future inter-authority and standard charges for residential and day-care accommodation, in accordance with the formula recommended by the Local Government Association.	Not delegated Section 151 Officer
B12	To increase the specified sums set out in delegations to staff in accordance with Retail Prices Index (RPI).	Deleted Financial Procedures
B13	To approve the Financial Framework and any amendments to it.	Not delegated Section 151 Officer 1
B14	In consultation with the relevant CMT Member, to authorise virements.	Not delegated Section 151 Officer
B15	To make or enter into leasing arrangements for vehicles, plant and equipment.	B21
B16	To monitor the implementation of the charging policy including any relevant deadlines. To advise on reviews of fees and charges.	B18
B17	To act upon and make decisions as a Pensions Panel consisting of the Director of Finance, Director of Internal Transactions, and Director of Legal & Governance for the purpose of Stage 2 appeals within the Internal Dispute Resolution Procedure Regulations and exercising other discretions within the Local Government Pension Scheme.	B19 Director of Internal Transactions now becomes Director of Exchequer and Transactional Services

C	Legal & Governance	New JCD reference
C1	To prepare, approve and issue or serve all legal documentation on behalf of the Council.	C17
C2	To lay information, complaints and claims on behalf of the Council for the purpose of any proceedings before the Magistrates' Court, County Court and other courts and tribunals, including all civil and criminal proceedings.	C1
C3	To defend all legal proceedings brought against the Council and to take any steps that are in their opinion expedient to that end.	C3

C	Legal & Governance	New JCD reference
C4	To sign, serve, advertise and receive notices and documents on behalf of the Council in relation to any formal or legal procedures.	C7
C5	To certify as a true and correct record any documents in accordance with section 229 of the Local Government Act 1972.	C19
C6	To sign or endorse any documents on behalf of the borough where so requested by a citizen.	C20
C7	To serve requisitions for information and other documents to enable the Council to receive information in the pursuance of legal proceedings.	C8
C8	Where the issue of any document, notice or order will be a necessary step in legal proceedings on behalf of the Council, to sign such document unless any enactment otherwise requires or unless the Council has given the necessary authority to some other person for the purposes of such proceedings.	C9
C9	To authorise, serve or issue all statutory notices, approvals and licences under any enactment other than those specifically delegated to another officer.	C21
C10	To instruct and/or seek the opinion of legal counsel and/or external solicitors in consultation with the Chief Executive or appropriate Group Director, Assistant Director or Head of Service and to instruct legal counsel or experts to advise or appear on any matter and to agree fees arising.	C17
C11	In consultation with the Director of Finance to settle claims in proceedings commenced or about to be commenced against the Council in a court or tribunal up to a limit of £100,000. Settlements of claims that exceed £100,000 require the approval of the relevant individual Cabinet Member or of the Cabinet, unless the decision is required to be made immediately before, at, or during a hearing.	C6 Amendment of Financial limits
C12	To name, rename, number and renumber streets and premises	C49
C13	To maintain the register of highways that are maintainable at public expense.	C50
C14	To arrange for the administration of all statutory appeals.	C5
C15	To allocate information technology facilities to members, including ordinary telephones, mobile telephones and facsimile machines.	Deleted Covered in operational powers and duties

C	Legal & Governance	New JCD reference
C16	To implement the Council's early retirement, retirement and redundancy policies in consultation with the Director of Finance and the director of Internal Transactions.	E2
C17	To act and make decisions on behalf of a pensions panel consisting of the Director of Finance, Director of Internal Transactions and Director of Legal & Governance for the purposes of Stage 2 appeals within the Internal Dispute Resolution Procedure Regulations and exercising other discretions within the Local Government Pension Schemes.	C32
C18	To alter the financial amounts in Contract Procedure Rules specifically relating to EU contracts and occurring either due to exchange rate changes or EU directed amendments.	C11
C19	To authorise Council staff to represent the Council in proceedings in the County Court and the Magistrates Court.	C10
C20	To prepare, approve and issue or serve the form and content of all legal documentation on behalf of the Council.	Duplicate of C1 above
C21	To lay information, complaints and claims on behalf of the Council for the purpose of any proceedings before the Magistrates' Court, County Court and other courts and tribunals, including all civil and criminal proceedings.	Duplicate of C2 above
C22	To defend all legal proceedings brought against the Council and to take any steps that are in his or her opinion expedient to that end.	Duplicate of C3 above
C23	To serve requisitions for information and other documents to enable the Council to receive information in the pursuance of legal proceedings.	Duplicate of C7 above
C24	Where the issue of any document, notice or order will be a necessary step in legal proceedings on behalf of the Council, to sign such document unless any enactment otherwise requires or unless the Council has given the necessary authority to some other person for the purposes of such proceedings.	Duplicate of C8 above
C25	To authorise, serve or issue all statutory notices, approvals and licences under any enactment other than those specifically delegated to another officer.	Duplicate of C9 above
C26	To instruct and/or seek the opinion of legal counsel and/or external solicitors in consultation with the appropriate Group Director or Head of Service and to instruct legal	Duplicate of C10 above

C	Legal & Governance	New JCD reference
	counsel or experts to advise or appear on any matter and to agree fees arising.	
C27	To undertake those functions assigned under: (i) art 3, Section 5 of the Constitution of the London Borough of Havering: local choice functions (ii) Part 3, Section 6 of the Constitution of the London Borough of Havering: Proper Officer function	Deleted Superfluous
C28	To authorise activities under the Regulation of Investigatory Powers Act 2000 and to monitor proper use of activities under that Act.	A14
C29	To develop and implement the Council's Health & Safety Strategy	Deleted Not delegated
C30	To develop and implement the Council's information governance policies and protocols.	Deleted Not delegated
C31	To undertake all the administrative procedures for Schools Appeals, Hearings Panels and any other panels or Sub-Committees required under the terms of reference of the Adjudication and Review Committee and Licensing Committee: including but not limited to the appointment and re-appointment of independent persons for school appeals and other hearings, the selection of members or independent persons to consider specific cases, the consideration of applications for re-hearing of School Admission Appeals, the arrangement of panels and dates and the appointment of Chairmen of panels.	C28
C32	In consultation with the Leader of the Group of which the previous appointee is a Member, to appoint a Member of the Council to fill a casual vacancy in any appointment to another organisation arising during the course of a municipal year.	C31
C33	In consultation with Cabinet Members, Group Leaders and the Chairmen of Committees, to determine the schedule of meetings for each municipal year (including dates, times and places of meeting), on the basis that, so far as possible and practicable: (a) The Regulatory Services Committee shall meet every three weeks (except around the Christmas/New Year period) (b) The Audit, Governance, Pensions and Standards Committees and the Overview & Scrutiny Committees shall generally meet once during each period between ordinary Council meetings (c) Meetings will only be arranged for Monday or Friday	C27

C	Legal & Governance	New JCD reference
	evenings in exceptional circumstances.	
C34	To exercise general use and hire of the Town Hall for the purpose of meetings and other authorised events in accordance with approved fee scales and principles and guidelines agreed by the Governance Committee, but to be able to waive or reduce scales of fees and charges in suitable cases. To exercise general management of the Council Chamber, Committee Rooms and other accommodation for Members, including any audio-visual or other information technology equipment installed therein.	C24
C35	To approve arrangements for members' training.	C25
C36	To approve the attendance of members at conferences or training events outside the borough but within the United Kingdom, including any travel and accommodation arrangements.	C26
C37	Undertake those functions assigned under: (a) Part 3, Section 6 of Constitution of the London Borough of Havering: Proper Officer functions	Deleted Superfluous
C38	To undertake those election functions assigned to the Proper Officer in the Constitution of the London Borough of Havering.	Deleted Superfluous

D	ICT/BUSINESS SYSTEMS	New JCD reference
D1	To develop the Council's e-government and t-government strategies.	D1
D2	To develop the Council's information systems, and information technology and e-government strategies.	D2
D3	To develop the Council's information and communications technology strategies including the supply, withdrawal, data protection, security and integrity of the systems to staff and members.	D3
D4	To supply connections and services to public sector partners and other organisations, provided that the integrity of the Council's information systems is maintained.	D4
D5	Agreeing arrangements for the use of any spare capacity in any computers or associated equipment owned by the Council under Section 38 of the Local Government	D5

D	ICT/BUSINESS SYSTEMS	New JCD reference
	(Miscellaneous Provisions) Act 1976	
D6	Approving sales of computer software developed and owned by the Council	D6
D7	Agreeing policies procedures and standards relating to the security, integrity and accessibility for ICT infrastructure and systems	D7

E	STRATEGIC HUMAN RESOURCES	New JCD reference
E1	To develop and implement the Council's human resources, organisation development, remuneration and occupational health strategies.	E1
E2	Implementing policies and procedures for recruitment, retention, change/reorganisation, redundancy, retirement, early retirement, redeployment, absence, capability, conduct, Terms and Conditions of Employment, including dismissal of staff.	E3
E3	To implement decisions and recommendations of recognised national negotiating bodies on all employment matters including terms and conditions of employment. Where there is a cost implication, a report must be made to the Cabinet.	E4
E4	Subject to appointments, dismissals, assimilation and redundancies for Heads of Service and above being authorised by Appointments Committee, to implement the procedure for any senior management re-alignment or restructuring including; <ul style="list-style-type: none"> (i) Achieving any necessary reduction through voluntary redundancy; (ii) Considering applications from unaffected Heads of Service or above which would create a suitable alternative employment opportunity for an affected Head of Service or above; (iii) Deciding upon the ring fence arrangements and inviting applications for assimilation; and (iv) Arranging advertisements and assessment centres, and, subject to compliance with 	E5

E	STRATEGIC HUMAN RESOURCES	New JCD reference
	Contract Procedure Rules, appointing external recruitment consultants.	
E5	In consultation with the Director of Legal and Governance to amend HR policies where necessary in consequence of legislative, organisational or other changes that have no adverse financial effect.	E6

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	New JCD reference
F1	To exercise general use and hire of public halls and buildings owned by the Council (except the Town Hall) for the purpose of community use, meetings and other authorised events in accordance with approved fee scales and principles but to be able to waive or reduce scales of fees and charges in suitable cases.	F27
F2	Subject to the availability of finance to be responsible for any alteration or improvement of facilities to the Council Chamber, Committee Rooms and other accommodation for Members.	F27
F3	To manage the operation of the relevant Contract Service Organisations (CSOs) including marketing the CSOs and consideration of the impact of new legislation on the CSOs, where relevant.	H4
F4	To exercise all the powers delegated to the Property Strategy Manager so far as legally permissible.	F1
F5	To exercise the powers and duties of the Council in relation to concessionary fares and similar schemes (including the taxi card scheme).	F30
F6	In relation to the taxi card scheme: <ul style="list-style-type: none"> (i) To admit to the scheme persons from the waiting list of applicants. (ii) To agree a higher trip limit where justified by the degree of disability of the individual Director of Asset Management (iii) To approve dual holding of a concessionary fares permit and a taxi card where, in view of the individual's condition, it is appropriate to do so. 	F30
F7	To issue permits under the Minibus and Other Section 19 Permit Buses Regulations 1987 to appropriate	F30

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	New JCD reference
	organisations.	
F8	To provide a security service for the Council's Administrative buildings	F27
F9	To conduct preliminary negotiations, negotiate, agree and conclude all property matters including the making and settling of rating appeals on council property and property valuations for all purposes	F3
	To undertake marketing of any Council property.	F4
F10	To instruct external property advisors, surveyors, auctioneers and consultants where necessary on property transactions.	F5
F11	To procure property and property services to meet the Council's occupation needs including responsibility for space use and allocation together with strategic facilities management. This function must be exercised subject to obtaining members authority for any financial approval not within budget.	F1
F12	To agree with a potential purchaser of a Council-owned property that the Council should retain an area of land where it is expedient to do so.	Deleted – covered by other powers and duties
F13	Following notification to the relevant ward members, to vary but not extend existing agreements for mobile phones masts at school sites in circumstances where installations are to be upgraded and lower emissions will result to enable Landlord's consent to be granted for the installation.	F31
F14	<p>To agree and incur reasonable pre-sale expenses up to a limit of £100,000 per transaction when disposing of property, such expenses to be offset against the capital receipts arising.</p> <p>These functions must be exercised in accordance with the following requirements:</p> <ul style="list-style-type: none"> (i) complying with the Code of Practice on the Disposal of Surplus Property, set out in Appendix B (ii) In cases where the Cabinet has already approved the principle but not the terms of a property disposal without the invitation of competitive bids, the 	F6

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	New JCD reference
	<p>provisionally agreed terms of any disposal exceeding £1,000,000 shall be reported to Cabinet for approval before the transaction is concluded.</p> <p>(iii) In cases that have not been the subject of competitive bids but are below £1,000,000 in value, the provisionally agreed terms of disposal should shall be reported to the Group Director Resources, before the transaction is concluded.</p> <p>(iv) complying with relevant Council policy on property transactions</p> <p>(v) referring a matter for Member decision where it is proposed to recommend other than the best financial bid</p> <p>(vi) concluding valuation and property disputes forming part of a pending or active court or arbitration proceedings, after consultation with either the Assistant Chief Executive Legal & Democratic Services or the Group Director Resources, where there is insufficient time or opportunity to obtain a Member decision</p> <p>(vii) Making or settling rating appeals only in the Council's financial interests.</p>	
F15	To be the Council's designated corporate property officer, responsible for the strategic management of the Council's property portfolio, including corporate strategy and asset management, procurement of property and property services, planned and preventative maintenance programmes, property allocation and use, reviews, acquisitions and disposals, and commercial estate management.	F1
F16	To exercise all powers relating to Romford Market, including granting and revoking licences and enforcing relevant bylaws.	F29

G	INTERNAL TRANSACTIONS	New JCD reference
G1	To advise on, co-ordinate and manage all payroll functions on behalf of the Council.	G1
G2	To administer the Council's pension fund.	G2

G	INTERNAL TRANSACTIONS	New JCD reference
G3	The exercise of the client monitoring function in respect of occupational health and the Council's recruitment advertising contracts, and the power to select and accept tenders for external consultants or contracts in accordance with the Council's standing orders.	G3
G4	To grant gifts for long service up to the limit specified from time to time by the Director of Finance.	G4
G5	To approve the arrangements for members' training and development.	G5
G6	To act and make decisions on behalf of a pensions panel consisting of the Director of Finance, Director of Internal Transactions and Director of Legal & Governance for the purposes of Stage 2 appeals within the Internal Dispute Resolution Procedure Regulations and exercising other discretions within the Local Government Pension Schemes.	G6
G7	To approve proposals for the payment of allowances in accordance with the "Croydon Scheme" to staff injured in the course of their duties.	G7
G8	To undertake the role of appointed person for the Council in all matters relating to the Disclosure and Barring Service.	G8
G9	To grant car and season loans to eligible staff.	G9

H	EXTERNAL TRANSACTIONS	New JCD reference
H1	To exercise the Council's discretionary powers in relation to writing off amounts due for national non-domestic rate or surcharge on grounds of hardship or general rate on grounds of poverty, up to a maximum level of £10,000.	H1
H2	To exercise the Council's discretionary powers in relation to relief for Council Tax and commercial rates.	H2
H3	To act as statutory officer pursuant to for the collection of council tax and commercial rates	H3
H4	To manage the operation of the relevant Contract Service Organisations (CSOs) including marketing the CSOs and consideration of the impact of new legislation on the CSOs.	H4

APPENDIX 2

PART 2 - NEWHAM

Delegation to Joint Committee

A	General	New JCD reference
A1	To have overall responsibility for the provision to the client Councils of the shared services	A1
A2	To consider and approve the annual report of the activities performance and finances of the shared services operation	A2
A3	To consider and approve the annual service plan for each shared service	A3
A4	To determine the strategic direction of the shared services operation	A4
A5	To determine any strategic issue referred to it by the Managing Director	A5
A6	To advise the client Councils what financial resources are desirable for the delivery of the shared services operation for three financial years ahead from the current financial year	A6
A7	To consider and approve the internal budget for the shared services operation within the overall financial constraints set by the client Councils and to make representation to the councils on the consequences of those restraints as appropriate.	A7
A8	To incur expenditure within the revenue and capital budgets as approved by the Joint Committee, or as otherwise approved, subject to any variation permitted by the Council's contract and financial procedure rules.	A8
A9	To oversee the delivery of programmes agreed by Council and Cabinet.	A10
A10	In consultation with the relevant Cabinet Member to apply for, accept and manage external funding up to a limit of £500,000 per grant in support of any function within their Directorate provided that any financial contributions by the Council are made from within existing budgets.	A11 Amended so delegation to officers limited to £500k. Unlimited delegation to Joint Committee
A11	To authorise the making of ex gratia payments up to the limit specified from time to time by the Director of Finance to individuals where the Local Government Ombudsman has recommended that such payment be made in local settlement of a complaint.	A13 Amended to refer to limits specified in Financial Procedures
A12	Granting authority to seek magistrates approval under RIPA in accordance with the agreed policy and guidance	A14 Amended now

A	General	New JCD reference
		included in wider delegated authority
A13	To approve commencement of a tendering process for all contracts above a total contract value of £156,000.	B9 Value amended to that specified in Contract Standing Orders
A14	To award contracts with a total contract value of under £5,000,000.	B10
A15	To sign contracts on behalf of the Council which do not require sealing under paragraph 4 of Article 10 of this constitution.	B11
A16	Payment of allowances in accordance with the “Croydon Scheme” to staff injured in the course of their duties must be made in consultation with Head of Shared Services.	A16 Titles of officer updated
A17	To approve applications for leave for trade union conferences and training courses in consultation with the Head of Shared Services.	A17 Titles of officers updated
A18	To approve payment of claims by employees for loss or damage to property and clothes up to the limit specified from time to time by the Director of Finance otherwise payment must be made in consultation with the Group Director Resources.	A18 Amended to limits specified by S151 officer and for Managing Director to approve above that limit
A19	To grant permission for employees to undertake outside work or duties whether paid or unpaid subject to there being no conflict of interest.	A19
A20	To approve honoraria payments in consultation with the service personnel manager.	A20 Title of officer updated
A21	To approve commencement of a tendering process for, and to award all contracts below a total contract value of £156,000.	B10 Duplicate of A13 above
A22	To sign contracts on behalf of the Council which do not require sealing under paragraph 4 of Article 10 of this constitution.	B12 Duplicate of A15 above
A23	To incur expenditure within the revenue and capital budgets for the relevant service as approved by the Council, subject to any ICT variation permitted by the Council’s contract and financial procedure rules.	A9

A	General	New JCD reference
A24	To implement any approved financial programme, including the authorisation of expenditure and procurement of goods and services.	A21
A25	To implement approved fees, charges, rents etc and to ensure that proper arrangements exist for their collection.	B16
A26	In consultation with the relevant Cabinet Member, to apply for, accept and manage external funding up to a limit of £250,000 per grant in support of any function within their service provided that any financial contributions by the Council are made from within existing budgets.	Deleted
A27	<p>Agreeing provision to another public body under the Local Government Goods and Services Act 1970 and provision of staff under S112 and S113 of the Local Government Act 1972 (or such other provision as may permit sharing of resources between public authorities) and deciding on the charges levied for such provision provided the decision will not incur additional costs or potential redundancy costs for LBN at the end of the arrangement. If there is a potential for additional costs for LBN as a result of the arrangement or redundancy costs arising to LBN the decision will require Mayoral approval. This delegation must be read in line with delegation B7.</p> <p>This power does not extend to setting up any Joint Committee or Joint Executive.</p> <p>NOTE Subject to insurance cover approval</p>	<p>A22 Amended to include Havering (not previously delegated) and updated for cross reference to other paragraph</p>

B	Finance (including Procurement)	New JCD reference
B1	Setting statutory Fees and Charges for Services where the fee/charge is levied under a statutory obligation to do so. Note depending on impact this maybe an officer key decision	B17
B2	Setting Fees and Charges (other than those provided for in delegation G1 – provision to other public bodies) where no statutory fee is applicable provided that the Mayor (in consultation with the Cabinet) must approve the levying of the fee/charge in the first instance.	Not delegated Section 151 Officer

B	Finance (including Procurement)	New JCD reference
	NOTE depending on impact this may be an Officer key decision	
B3	Authorising or approving payments (not covered by A4(a) or B6). Save that the Council's policy on duplicate signatories must be complied with	B4
B4	Authorising payments in excess of the sum set out in delegation A4 above where the payment is due under a contract or binding Agreement, or operation of law provided the sum due is payable under the relevant instrument and the sum approved is within any limit set by the service for authorised officers to make payments. (See also B6)	B4
B5	Settling insurance claims – including claims for personal injury. Provided any settlement is on advice from Director with responsibility for Legal Services, Insurers and/or Director of Finance.	B14
B6	Writing off debts. Provided any write off must be in accordance with the Council's policy on write offs.	B3
B7	Making bids for external funding subject to any overall strategy approved by the Executive save where capital matched funding in excess of £500,000 outside the budget strategy shall be required from the Council or ongoing revenue spend in which case approval must be obtained from the Mayor before any bid is submitted (see Mayors Scheme of Delegation) Depending on impact or value this could be a key decision	A11
B8	Approving grants to voluntary organisations in accordance with the Authority's policies and budget provision under any relevant legal powers	B12
B9	Making arrangements under S.78 Charities Act 1993 to co-ordinate activities of the Council and any charity with similar or complementary purposes, etc.	Delete Act repealed
B10	Approving indemnities to officers or Members including insurance cover. Provided with the consent of the Director of Finance (as Chief Finance Officer) or Director of Legal (as Monitoring Officer) and is within the Council's agreed policy	B15
B11	Procurements from external sources, obtaining quotes, tendering contracts, authorising use of available frameworks, evaluating and selecting contractors provided any	B8

B	Finance (including Procurement)	New JCD reference
	<p>requirement to report to the Mayor for approval at any stage has been complied with. In consultation with the Director with responsibility for Procurement or the Head of Procurement.</p> <p>NOTE For procurement of consultants see delegation B9</p>	
B12	<p>Signing of contractual documents up to £250,000 provided in Council standard form or any variations have been approved by Legal Services or Procurement.</p> <p>Contracts over £250,000 must be executed under seal by the Director of Legal Services or his/her nominee or the requirement waived by Director with responsibility for Legal Services</p>	B11
B13	<p>Approving extensions and renewals to contracts taking the total value above the original agreed value of the contract and notations including extensions of Contract Hire Agreements (subject to the Code of Procurement).</p>	B8
B14	<p>Approving amendments or variations to contracts which will have an impact on the value of the contract where the variation is in accordance with the original approval of the Contract</p>	B8
B15	<p>Referring contracts to Arbitration, terminating contracts, withholding payments, enforcing contract terms (including third party rights under Contracts (Rights of Third Parties) Act 1999) and serving notices in accordance with the contract conditions</p>	B8
B16	<p>To act upon and make decisions as a Pensions Panel consisting of the Director of Finance, Director of Internal Transactions, and Director of Legal & Governance for the purpose of Stage 2 appeals within the Internal Dispute Resolution Procedure Regulations and exercising other discretions within the Local Government Pension Scheme.</p>	B19 Director of Internal Transactions now becomes Director of Exchequer and Transactional Services
B17	<p>Maintaining financial regulations</p>	Not Delegated Section 151 Officer
B18	<p>Making amendments to risk management policy and strategy</p>	Not Delegated

B	Finance (including Procurement)	New JCD reference
	with appropriate consultation with Audit Board.	Section 151 Officer
B19	Making appropriate arrangements for the use of banking services including accounts held jointly with others	B5
B20	Making provision for insurance in respect of the Council's functions, premises, property, employees, Members and third parties including self insurance	B14
B21	Dealing with any claims against the Council where the losses are insured including those below any excess and approve any settlements or other action in respect of such claims	B14
B22	Instructing the Councils Insurance providers with regard to defending any actions or threatened actions where the Council has insurance cover or is self insured.	B14
B23	Preparing, proposing, and implementing a treasury management policy statement, annual strategies (including an annual investment strategy) and plan for the year ahead and report at year close (for approval by Cabinet and Full Council).	Not Delegated Section 151 Officer
B24	Spending and maintaining reserves in accordance with prudential finance strategies	Not Delegated Section 151 Officer
B25	Borrowing, investing or lending money on behalf of the Authority in accordance with the Treasury Management Policy Statement, any borrowing limits and the Prudential Code. Including raising, varying, repaying loans, taking overdrafts, bonds and stock and arranging for investment of funds	B5
B26	Approving all loans or other financial assistance to Housing Associations/Register Social Landlords and fixing interest rates under the Housing Act in respect of any such advances	Deleted
B27	Maintaining relevant statutory accounts and registers in respect of the Council's financial arrangements including the maintenance of relevant separate accounts (capital and revenue) and any register of loans or loan investments	B5
B28	Suspending financial delegation to any school where there is a failure to comply with requirements of Financial Management under the School Standards and Framework Act 1992 (Section 51). (See also Operations Scheme of	B21 Act replaced by School Standards

B	Finance (including Procurement)	New JCD reference
	Delegation)	and Framework Act 1998
B29	Applying for any subsidy due to the Council	B5
B30	Approving any incentive schemes in respect of management of the Council's housing stock including incentives for under occupation. (See also Executive Director of Operation's Scheme of Delegation)	Not Delegated Section 151 Officer
B31	Giving instructions to debt collection agencies agreeing to any form of ADR, issuing legal proceedings, applying for attachment of earnings orders, charging orders, bankruptcy and any other relevant enforcement action to recover any debt including attending creditors meetings, co-operating with administrators, trustees in bankruptcy, liquidators, receivers and exceeding powers to seek administration, bankruptcy or liquidation in relation to debts owed to the Council.	B3
B32	Serving statutory demands, placing and enforcing charges, recovering interest and expenses, appointing receivers, collecting interest and expenses in connection with any debt owed to the Council	B3
B33	To exercise the Council's discretion to release information where statutorily permitted to do so in respect of any debt owed to the Council	B3
B34	Agreeing any apportionment in respect of the expenses of the Coroners Service under the Coroners Act 1988	Act repealed
B35	Pay any expenses incurred by Electoral Registration Officer	B23
B36	Calculating the Council Tax Base and keeping on deposit a copy of the valuation list.	Not Delegated Section 151 Officer
B37	Levying and collecting Council Tax in respect of dwellings in the Council's area under the Local Government Finance Act 1992 (see also the Executive Director Customer Services Scheme of Delegation)	B2
B38	Instituting proceedings, agreeing to any form of ADR in respect of collection of NNDR or Council Tax and other related enforcement action in respect of such actions including attending creditors meetings, co-operating with administrators, trustees in bankruptcy, liquidators, receivers	B2

B	Finance (including Procurement)	New JCD reference
	and exercising powers to seek administration, bankruptcy or liquidation in relation to debts owed to the Council.	
B39	Power to levy discretionary discounts under Section 13A of the Local Government Finance Act 1992	B1
B40	To prepare, deposit, alter and give notice of any adopted non-domestic rating list under the Local Government Finance Act 1988	B2
B41	The administration, collection and recovery of non-domestic rates and exercise of powers and duties under Local Government Finance Act 1988	B2
B42	Providing relief from non-domestic rates under Sections 43, 45, 47 or 49 of the Local Government Finance Act 1988 as amended by Part 4 Localism Act 2011	B2
B43	Determining chargeable amounts payable by charities, non-profit making bodies, recreational clubs and societies and the exercise of any discretionary relief.	B24
B44	Exercise of the Council's functions in relation to any Business Improvement District under the Local Government Act 2000	B2
B45	Deciding applications for housing and council tax benefit including hardship payments and backdating including discretionary housing the calculation and recovery of over payments.	B2
B46	Determining whether landlords or agents are fit and proper to receive payment of benefit direct.	B2
B47	Revising decisions on claims for housing or council tax benefit.	B2
B48	Representing the Council at Appeals Service Tribunals	B25
B49	Proposing, adopting, implementing, and monitoring policies to tackle fraud including but not limited to Fraud Policy, Fraud Response Plan and Fraud Prosecution Policy, Annual and Strategic Internal Audit Plans, money laundering. Includes any relevant consultation with the Executive, Audit Board or Standards Advisory Committee	Not Delegated Section 151 Officer
B50	Exercising the Authority's functions and powers to administer cautions and administrative penalties with regard to benefit offences under the Social Security Fraud Act 2001.	B26

B	Finance (including Procurement)	New JCD reference
B51	Acting as Council's reporting officer to the National Criminal Intelligence Service under the Proceeds of Crime Act.	A15
B52	Authorising a prosecution for fraud by an employee or third party in accordance with the Fraud Prosecution Policy.	B27
B53	Applying for communications Data in accordance with the powers conferred by the Social Security Fraud Act 2001	B26
B54	All Decisions relating to the administration of the Superannuation Fund, crediting contributions, dividends and interest and realising and making investments, providing notices to members, arranging for periodical valuations, actuarial certificates and keeping audited accounts	B20
B55	To exercise all powers and duties of the Council as an employer in respect of contracted-out persons under the Pensions Schemes Act 1993	B20
B56	To make payments of remuneration or pension payable to an officer or pensioner of the Council, specified dependants or release permitted sums under the Local Government Act 1972 Sections 118 or 119. (See also Chief Executive's Scheme of Delegation)	B19
B57	Approval of any discretionary payments permitted by the Superannuation Act 1972. (See also the Chief Executive's Scheme of Delegation)	B19
B58	Administration of Discretionary Pension powers. (See also the Chief Executive's Scheme of Delegation)	B19
B59	Approving any gratuity scheme for part-time workers who were not eligible to join the Superannuation Scheme in consultation with Director with responsibility for HR. (See also the Chief Executive's Scheme of Delegation)	Superseded by new Act on pensions
B60	To agree early retirements granted by any school governing body with delegated powers to do so and to make discretionary severance payments in accordance with regulations and guidelines for making such payments to non school based staff. (See also the Director with responsibility for Children's Social Care and Safeguarding Scheme of Delegation)	B19
B61	To exercise and perform any powers and duties under The Welfare Reform and Pensions Act 1999 which fall to be exercised or performed by the Council by virtue of its being	B19

B	Finance (including Procurement)	New JCD reference
	an employer (powers and duties relating to stakeholder pensions). (See also Chief Executive's Scheme of Delegation)	
B62	Apply to Secretary of State for a forfeiture certificate under S111 of the Local Government Pension Scheme Regulations (as amended) (see also the Chief Executive's Scheme of Delegation).	B19
B63	Determining any appeal against the terminations set out in the Superannuation Regulations 1972 in the absence of the Chief Executive or where the Chief Executive is unable to make the decision or otherwise requests that the Director for Finance deal with the appeal.	Not Delegated Section 151 Officer

C	Legal & Governance	New JCD reference
C1	In so far as not referred to elsewhere. Instituting, proceedings, agreeing to arbitration or ADR, defending, entering a plea in, admitting facts in, giving and seeking disclosure in, settling (within budget), issuing cautions, seeking costs, taking relevant enforcement action, injunctions, confiscation and restraint orders and taking other relevant procedural action in respect of any actual or contemplated legal or other formal proceedings on behalf of or against the Authority and appearing by counsel or other person or to authorise an officer to so appear in any proceedings. Including all and any such action in relation to bringing or defending any appeal arising out of such legal proceedings.	C2
C2	Instituting proceedings under Section 222 of the Local Government Act 1972.	C4
C3	Authorising/affixing the Authority's seal to deeds and other documents	C17
C4	Issuing Right to Buy completion notices, and all other action in relation to RTB sales and assignments providing certificates in respect of non registered land (Right to Buy and other) paying relevant stamp duty land tax, waiving RTB discount repayments, Registry Charges/Local Land Charges, creating, waiving and enforcing easements and covenants, and discharging mortgages on behalf of the Authority and such other actions may be necessary in	C46

C	Legal & Governance	New JCD reference
	relation to the sale, purchase or enforcement/creation of rights of land or property.	
C5	Exercising the Council's discretionary power under Section 133 of the Housing Act 1985	C46
C6	Waiving legal professional fees	C33
C7	Instructing Counsel to advise or represent the Council in the name of instructing solicitor	C21
C8	Making any application to apply a caution, withdrawing any caution, objecting to any caution, registering, or objecting to notice or interest or restriction, applying to upgrade any title.	C34
C9	Making arrangements in respect of all meetings of the Council, Committees, Sub-Committees and the Executive including the administration of school appeals for exclusions (see also Chief Executives scheme of delegation).	C28
C10	Spending a reasonable sum for the purposes of presenting an address or casket to a person on whom the title of honorary alderman or freeman has been conferred. (See also Chief Executives scheme of delegation).	Deleted Covered by operational powers and duties
C11	Approving the attendance of a Member or Members at any conference where attendance is in the interests of the Council (See also delegation Part 2 of the Scheme of Delegations and (see also Chief Executives scheme of delegation).	C26
C12	Approving travelling and subsistence claims of Members in accordance with the agreed Scheme (See also Part 2 of the Scheme of Delegations and see also Chief Executives scheme of delegation).	C29
C13	Approving expenditure for Members' library and other resources and development, as necessary to enable them to carry out their office and the functions of the Authority. (See also Part 2 of the Scheme of Delegations)	C29
C14	To grant use of the Newham coat of arms and agree the purchase of badges for holders of civic office. (see also Chief Executives scheme of delegation)	C30

C	Legal & Governance	New JCD reference
C15	To provide and furnish halls, offices and other buildings for the use of public meetings (See also delegation in Part 2 of the Scheme of Delegations)	C24
C16	Prepare and Comment on reports where maladministration is found and manage the process of dealing with the finding.	Not delegated Monitoring Officer
C17	Ensure appropriate arrangements are made to comply with the Council's duties in respect of the provision of an effective Overview and Scrutiny Committee and function.	Deleted Covered by operational powers and duties
C18	Co-ordinate and implement an annual programme of Scrutiny reviews.	Deleted Covered by operational powers and duties
C19	Confirming CPOs	C35
C20	To agree to waiver the Council's legal professional fees in relation to any land transaction	Duplicate – same as C6 above and C29, 44 & 51 below
C21	To give notice, publish and take any necessary action in respect of Compulsory Purchase Orders under the Acquisition of Land Act 1981 or any other enabling legislation, and pay or recover compensation, home loss, disturbance, serve notices, reach agreement, accept undertakings, instruct the Services to issue notices, warrants for possession, redeem mortgages, and such functions and powers position to Compulsory Purchase (Vesting Declarations) Act 1981, and Compulsory Purchase Act 1965 and any other related legislation and Land Compensation Acts 1961 and 1973 but not confirming CPO's	C35
C22	To register a notice, apply for a certificate, under The Rights of Light Act 1959 Section 2 (also see Regeneration scheme of delegation)	C36

C	Legal & Governance	New JCD reference
C23	To publish notice of any intention to dispose of open space under The Local Government Act 1972 and The Town and Country Planning Act 1959 (Section 26) or instruct the Director for Legal to do so	C37
C24	To agree payments for relevant professional fees incurred by the Council by lessees or prospective lessees of the Council's commercial premises (but not waiver for Legal fees which is dealt with above).	C38
C25	To serve any notices and exercise any powers and duties including payment of compensation arising out of the Council's ownership of land	C39
C26	Approval of claims of costs for successful objectors to CPO	C35
C27	Issuing Right to Buy completion notices, and all other action in relation to RTB sales and assignments providing certificates in respect of non registered land (Right to Buy and other) paying relevant stamp duty land tax, waiving RTB discount repayments, Registry Charges/Local Land Charges, creating, waiving and enforcing easements and covenants, and discharging mortgages on behalf of the Authority and such other actions maybe necessary in relation to the sale, purchase or enforcement/creation of rights of land or property.	Duplicate – same as C4 above
C28	Exercising the Council's discretionary power under Section 133 of the Housing Act 1985	Duplicate – same as C4 above
C29	Waiving legal professional fees	Duplicate – same as C6, C20 above and C44 and C51 below
C30	Instructing Counsel to advise or represent the Council in the name of instructing solicitor	Duplicate – same as C7 above and C65 below
C31	Making any application to apply a caution, withdrawing any caution, objecting to any caution, registering, or objecting to notice or interest or restriction, applying to upgrade any title.	Duplicate – same as C8 above
C32	Making arrangements in respect of all meetings of the	Duplicate –

C	Legal & Governance	New JCD reference
	Council, Committees, Sub-Committees and the Executive including the administration of school appeals for exclusions (see also Chief Executives scheme of delegation).	same as C9 above
C33	Spending a reasonable sum for the purposes of presenting an address or casket to a person on whom the title of honorary alderman or freeman has been conferred. (See also Chief Executives scheme of delegation).	Duplicate – same as C10 above
C34	Approving the attendance of a Member or Members at any conference where attendance is in the interests of the Council (See also delegation Part 2 of the Scheme of Delegations and (see also Chief Executives scheme of delegation).	Duplicate – same as C11 above and C70 below
C35	Approving travelling and subsistence claims of Members in accordance with the agreed Scheme (See also Part 2 of the Scheme of Delegations and see also Chief Executives scheme of delegation).	Duplicate - same as C12 above and C71 below
C36	Approving expenditure for Members' library and other resources and development, as necessary to enable them to carry out their office and the functions of the Authority. (See also Part 2 of the Scheme of Delegations)	Duplicate – same as C13 above
C37	To grant use of the Newham coat of arms and agree the purchase of badges for holders of civic office. (see also Chief Executives scheme of delegation)	Duplicate – same as C14 above
C38	To provide and furnish halls, offices and other buildings for the use of public meetings (See also delegation in Part 2 of the Scheme of Delegations)	Duplicate – same as C15 above
C39	Prepare and Comment on reports where maladministration is found and manage the process of dealing with the finding.	Duplicate – same as C16 above
C40	Ensure appropriate arrangements are made to comply with the Council's duties in respect of the provision of an effective Overview and Scrutiny Committee and function.	Duplicate – same as C17 above
C41	Co-ordinate and implement an annual programme of Scrutiny reviews.	Duplicate – same as C18 above

C	Legal & Governance	New JCD reference
C42	Confirming CPOs	Duplicate – same as C19 above
C44	To agree to waiver the Council’s legal professional fees in relation to any land transaction	Duplicate – same as C6 , C20, C29 above and C44, C51 below
C45	To give notice, publish and take any necessary action in respect of Compulsory Purchase Orders under the Acquisition of Land Act 1981 or any other enabling legislation, and pay or recover compensation, home loss, disturbance, serve notices, reach agreement, accept undertakings, instruct the Services to issue notices, warrants for possession, redeem mortgages, and such functions and powers position to Compulsory Purchase (Vesting Declarations) Act 1981, and Compulsory Purchase Act 1965 and any other related legislation and Land Compensation Acts 1961 and 1973 but not confirming CPO’s	Duplicate – same as C21 above and C52 below
C46	To register a notice, apply for a certificate, under The Rights of Light Act 1959 Section 2 (also see Regeneration scheme of delegation)	Duplicate – same as C22 above
C47	To publish notice of any intention to dispose of open space under The Local Government Act 1972 and The Town and Country Planning Act 1959 (Section 26) or instruct the Director for Legal to do so	Duplicate – same as C23 above
C48	To agree payments for relevant professional fees incurred by the Council by lessees or prospective lessees of the Council’s commercial premises (but not waiver for Legal fees which is dealt with above).	Duplicate – same as C24 above
C49	To serve any notices and exercise any powers and duties including payment of compensation arising out of the Council’s ownership of land	Duplicate – same as C25 above
C50	Approval of claims of costs for successful objectors to CPO	Duplicate – same as C26 above
C51	To agree to waiver the Council’s legal professional fees in	Duplicate –

C	Legal & Governance	New JCD reference
	relation to any land transaction	same as C6, C20, C29 and C44 above
C52	To give notice, publish and take any necessary action in respect of Compulsory Purchase Orders under the Acquisition of Land Act 1981 or any other enabling legislation, and pay or recover compensation, home loss, disturbance, serve notices, reach agreement, accept undertakings, instruct the Services to issue notices, warrants for possession, redeem mortgages, and such functions and powers position to Compulsory Purchase (Vesting Declarations) Act 1981, and Compulsory Purchase Act 1965 and any other related legislation and Land Compensation Acts 1961 and 1973 but not confirming CPO's	Duplicate – same as C29 and C45 above
C53	To sign, serve, advertise and receive notices and documents on behalf of the Council in relation to any formal or legal procedures.	C7
C54	To certify as a true and correct record any documents in accordance with section 229 of the Local Government Act 1972.	C19
C55	To sign or endorse any documents on behalf of the borough where so requested by a citizen.	C20
C56	To serve requisitions for information and other documents to enable the Council to receive information in the pursuance of legal proceedings.	C8
	Where the issue of any document, notice or order will be a necessary step in legal proceedings on behalf of the Council, to sign such document unless any enactment otherwise requires or unless the Council has given the necessary authority to some other person for the purposes of such proceedings.	C9
C57	To authorise, serve or issue all statutory notices, approvals and licences under any enactment other than those specifically delegated to another officer.	C21

C	Legal & Governance	New JCD reference
C58	To instruct and/or seek the opinion of legal counsel and/or external solicitors in consultation with the Chief Executive or appropriate Group Director, Assistant Director or Head of Service and to instruct legal counsel or experts to advise or appear on any matter and to agree fees arising.	Duplicate – same as C7 and C30 above
C59	In consultation with the Director of Finance to settle claims in proceedings commenced or about to be commenced against the Council in a court or tribunal up to a limit of £100,000. Settlement of claims that exceed £100,000 require the approval of the relevant individual Cabinet Member or of the Cabinet, unless the decision is required to be made immediately before, at, or during a hearing.	C6
C60	To arrange for the administration of all statutory appeals.	C28
C61	To implement the Council's early retirement, retirement and redundancy policies in consultation with the Director of Finance and the director of Internal Transactions.	E2
C62	To act and make decisions on behalf of a pensions panel consisting of the Director of Finance, Director of Internal Transactions and Director of Legal & Governance for the purposes of Stage 2 appeals within the Internal Dispute Resolution Procedure Regulations and exercising other discretions within the Local Government Pension Schemes.	C32
C63	Authorising officers to attend court and appear on behalf of the Council under S.223 Local Government Act 1972 and the County Courts Act 1984	C10
C64	To authorise, serve or issue all statutory notices, approvals and licences under any enactment other than those specifically delegated to another officer.	Duplicate – same as C57 above
C65	To instruct and/or seek the opinion of legal counsel and/or external to instruct legal counsel or experts to advise or appear on any matter and to agree fees arising.	Duplicate – same as C7 and C30 above
C66	Granting authority to seek magistrates approval under RIPA in accordance with the agreed policy & guidance	A14
C67	Authorising officers and Single Point of contact for	A14

C	Legal & Governance	New JCD reference
	communications data (see Executive Director of Resources Scheme for powers under Social Security Act)	
C68	Signing Statements of Truth, providing witness statements and statutory declarations in respect of matters within their own knowledge and giving evidence in person on behalf of the Authority	C13
C69	In consultation with the Leader of the Group of which the previous appointee is a Member, to appoint a Member of the Council to fill a casual vacancy in any appointment to another organisation arising during the course of a municipal year.	C31
C70	Approving the attendance of a Member or members at any conference where attendance is in the interests of the Council	Duplicate – same as C11 and C34 above
C71	Approving travelling and subsistence claims of Members in accordance with the agreed Scheme	Duplicate – same as C12 and C35 above
C72	Approving compensatory payments under section 92 Local Government Act 2000	C40
C73	Administering cautions in any criminal proceedings.	C14
C74	Applying for Confiscation Orders, restraint, Charging Orders, deduction of wages, injunctions, possession and any other appropriate orders in connection with all criminal legal proceedings initiated by the Council	C15
C75	Settling claims (other than Employment Tribunal claims, debts and those covered by insurance) including Part 36 offers with the approval of the Director with responsibility for Legal Services. Approval of the Director of Finance (as Chief Finance Officer) is required where the settlement will have a detrimental budget impact or require use of contingencies.	C6
C76	Providing legal support (including payment of external lawyers' fees etc.) to staff assaulted in the course of their duties. Includes agreeing any conditions applicable including a cap on contributions and circumstances for repayment	C48
C77	Authorising officers to use powers of entry and seizure where permitted in law. (See Executive Director of	C42

C	Legal & Governance	New JCD reference
	Resources and Commercial Development Scheme for specific powers under the Social Security Act)	
C78	Discharging miscellaneous Local Government functions and powers such as accepting gifts on behalf of the Council, advertising Council services, promoting involvement in democracy and promoting the area. Provided any requirement to consult with the Councils communications service is adhered to.	Deleted – covered by operational powers and duties
C79	Applying to register any Land Charge, search the Land Charges Register pay any request fee and request Office Copy Entries from Land Registry	C43
C80	Authorise the taking of photocopies of material open for public inspection under a statutory requirement as permitted by copyright Designs & Patents Act 1984	C47
C81	Serving notice on registered keeper of vehicle requiring information about the identity of driver person in charge of the vehicle in relation to any offence concerning the vehicle and instructing Legal Services to bring proceedings for C45failure to provide information	C44
C82	Serving notices on occupiers of any land or premises requiring them to furnish information regarding details of all those with an interest in the land	C45

D	ICT/BUSINESS SYSTEMS	New JCD reference
D1	To develop the Council's e-government and t-government strategies.	D1
D2	To develop the Council's information systems, and information technology and e-government strategies.	D2
D3	To develop the Council's information and communications technology strategies including the supply, withdrawal, data protection, security and integrity of the systems to	D3

D	ICT/BUSINESS SYSTEMS	New JCD reference
	staff and members.	
D4	To supply connections and services to public sector partners and other organisations, provided that the integrity of the Council's information systems is maintained.	D4
D5	Agreeing arrangements for the use of any spare capacity in any computers or associated equipment owned by the Council under Section 38 of the Local Government (Miscellaneous Provisions) Act 1976	D5
D6	Notifying all staff of any electronic communications monitoring routinely carried out	Deleted – covered by operational powers and duties
D7	Approving sales of computer software developed and owned by the Council	D6
D8	Agreeing policies procedures and standards relating to the security, integrity and accessibility for ICT infrastructure and systems	D7
D9	Maintaining the Council's Publication Scheme, the Freedom of Information Act charging policy and re-use policy	Deleted – not delegated

E	STRATEGIC HUMAN RESOURCES	New JCD reference
E1	To develop and implement the Council's human resources, organisation development, remuneration and occupational health strategies.	E1
E2	To implement any decisions and recommendations of recognised national negotiating bodies in respect of pay. Where a supplementary estimate is required, the cost must be reported to the Cabinet.	E3
E3	To implement decisions and recommendations of recognised national negotiating bodies on all employment matters including terms and conditions of employment.	E4

E	STRATEGIC HUMAN RESOURCES	New JCD reference
	Where there is a cost implication, a report must be made to the Cabinet.	
E4	<p>Subject to appointments, dismissals, assimilation and redundancies for Heads of Service and above being authorised by Appointments Committee, to implement the procedure for any senior management re-alignment or restructuring including;</p> <ul style="list-style-type: none"> (i) Achieving any necessary reduction through voluntary redundancy; (ii) Considering applications from unaffected Heads of Service or above which would create a suitable alternative employment opportunity for an affected Head of Service or above; (iii) Deciding upon the ring fence arrangements and inviting applications for assimilation; and (iv) Arranging advertisements and assessment centres, and, subject to compliance with Contract Procedure Rules, appointing external recruitment consultants. 	E5
E5	In consultation with the Director of Legal and Governance, to amend HR policies where necessary in consequence of legislative, organisational or other changes that have no adverse financial effect.	E6
E6	Approval of staffing related Equalities Impact Assessments	E7
E7	Approval of service related equalities impact assessment	E7
E8	Agreeing policies and procedures for recruitment, retention, change/reorganisation, redundancy, redeployment, absence, capability, conduct, Terms and Conditions of Employment, including dismissal of staff under Section 112 of the Local Government Act 1972 in consultation with Head of Paid Service and SLG/CMT where appropriate. (See also Chief Executive's Scheme of Delegation)	E2 Implementation of policies, not approval
E9	Approval of staffing related Corporate policies and procedures (including those related to Health and Safety)	E2

E	STRATEGIC HUMAN RESOURCES	New JCD reference
	not otherwise referred to in delegation EDR43 [where those are not specifically reserved to the Mayor in his Scheme of Delegation or where they affect the terms and conditions of staff and would be a non executive matter] in consultation with NEB where appropriate and Head of Paid Service. (See also Chief Executive's Scheme of Delegation)	Implementation of policies, not approval
E10	Evaluating job descriptions and approving changes to job grading and issuing statements of particulars to all staff.	E2
E11	Designing and implementing job application forms and criteria.	Deleted-covered by operational powers and duties
E12	Comply with and exercise powers and duties of the Authority as an employer under the Transfer of Undertakings (TUPE) Regulations.	E8
E13	Appointing or engaging trainers to facilitate the Council's corporate training scheme and managing the corporate management training programme in compliance with relevant procurement rules	E9
E14	Consulting with recognised Trades Unions and in particular in respect of redundancies under the Trade Union and Labour Relations (Consolidation) Act 1992, s.188 including giving all appropriate notices.	E10
E15	Complying with, exercising and performing powers and functions of the Authority as an employer under the Trade Union and Labour Relations (Consolidation) Act 1992	E11
E16	Giving notice of redundancy, make redundancy payments, serve counter notices and written statements of redundancy calculations under ERA 1996 Sections 135, 143, 149 and 165 (save that any pension payments payable shall be subject to the relevant pensions decisions as provided for elsewhere in the Scheme of Delegation).	E12
E17	In a redundancy situation, consideration of the suitability of alternative employment and the impact on redundancy pay of an employee's rejection of the alternative role and reasons for refusal	E2

E	STRATEGIC HUMAN RESOURCES	New JCD reference
E18	In a redundancy situation, deciding to end the trial period for potential suitable alternative employment before the end of the normal four weeks or not to confirm the employee in post at the end of the trial period.	E2
E19	Exercising any powers in respect of statutory sick, parental, incapacity or industrial injuries pay under The Social Security Administration Act 1992, Social Security Contributions and Benefits Act 1982 or in relation to the reserve forces under the Reserve Forces (Safeguard of Employment) Act 1985 and Reserve Forces Act 1996.	E13
E20	Adjusting payment to officers, implementing binding decisions of national negotiating bodies and implementing single status agreement	E2/E3
E21	Giving effect to a governing body's decision in respect of the remuneration and other terms of employment of school teachers and any pay and conditions orders made by the Secretary of State in accordance with any guideline issued under Education Act 2002 Sections 10, 122 and 127. (See also Chief Executive's and the Executive Director with responsibility for Children and/or Education Services Scheme of Delegation)	E14
E22	Applying for and giving notices or information in respect of any attachment of earnings orders made in relation to any debtor who is an employee of the Council under Attachment of Earnings Act 1971 Sections 07, 15 and 16	E15
E23	Approving applications for specific staff monitoring where warranted under the Council's policy and in accordance with the Information Commissioners Code	E16
E24	Amendments to the Council's whistle blowing policy in consultation with the Audit Board and Standards Committee	E17

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	New JCD reference
F1	Disposing of assets (other than land) provided best possible price is obtained.	F7
F2	Disposing of assets (other than land) with no value (this	F11

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	New JCD reference
	does not include disposal at nil value/peppercorn where the asset has a value. Such disposals are covered by C1).	
F3	<p>The approval of the disposal of any freehold or leasehold land (other than commercial or industrial tenancies of single units at full market value for 20 years or less) where the capital of the value does not exceed the stated value in the delegation (£10,000 for voluntary or community groups) (excluding disposals of commercial premises, statutory rights such as Right to Buy, enfranchisement or a statutory right to lease extension).</p> <p>All disposals must have the approval of the Director with responsibility for Property Services</p>	F7
F4	Disposing of land and property within the postholders portfolio or remit where the disposal is subject to a statutory requirement to do so. Provided in consultation with Director with responsibility for Property Services.	F8
F5	The approval of the disposal of any commercial shop or industrial unit for a lease of 20 years or less on the Council's usual terms and conditions at full market rental with a capital values of £500,000 or more (or £50,000 or more for voluntary or community groups)	F7
F6	Acquiring freehold or leasehold land in consultation with Director with responsibility for Property Services. Purchases over £500,000 must be approved by the Mayor	F9
F7	Applying for planning permission from the Council on Council owned land and in consultation with Director with responsibility for Property Services.	F13
F8	Serving Notices to Quit, Notices Seeking Possession and tenants notices; exercising any duty to compensate in respect of land matters or re-housing duties, enforcing covenants; serving notices relating to land; and disposal of property left on land. Where such actions are outside the Council's housing landlord function any notice or compensation calculation must be in consultation with the	F15

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	New JCD reference
	Director with responsibility for Property Services.	
F9	Agreeing decant status for occupiers of premises subject to a Regeneration Scheme, disposal programme or land assembly scheme. Up to 50 tenants where scheme cost is within officers delegated authority.	F12
F10	Licensing of access works and demolition on Council owned land and property. If approved by Property Services	F16
F11	Enforcement of street trading if approved by the Director of Business Systems, Property and Commercial Development or Markets Development Manager or Director for Enforcement and Safety.	Deleted – authorised by other officers
F12	Enter into planning and highway agreements on Council owned land (but not public highway) and where the Council is not planning authority (e.g. Thames Gateway, UDC area)	F14
F13	Provision and maintenance of any theatre, concert hall, entertainment room, reading room, pavilion, bandstand, refreshment rooms, cloakrooms, lavatories and the like for the provision of concerts and other entertainments and of developing and improving the knowledge of arts and crafts under Sections 4 and 5 of the London County Council (General Powers) Act 1947 and Section 145 of the Local Government Act 1972.	F27
F14	Carry out full range of functions to provide necessary support to deliver the Council's Primary and Secondary school building programmes and schools asset management in so far as the function is not contained within the portfolio of the Executive Director for Operations	Deleted – covered by other powers and duties
F15	Provide project and programme office support for the delivery of the Council's programme of projects across the Council and ensuring compliance with corporate standards	Deleted – covered by general powers and duties
F16	Support the Council's business improvement processes through; provision of project managers and project support including undertaking business process reviews and service	Deleted – covered by general powers and duties

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	New JCD reference
	improvement projects	
F17	Provide project and programme office support for the delivery of the Council's programme of projects across the Council and ensuring compliance with corporate standards	Deleted – covered by general powers and duties
F18	To ensure compliance with the Council's Carbon Reduction Commitment Energy Efficiency Scheme	F32
F19	Preparing, proposing, and implementing a Corporate Asset Management Plan and Corporate Property Strategy for the Council's property assets.	F2
F20	Duty maintain and publish a list of land which is of community value known as "List of assets of Community Value" in the borough under section 87 of the Localism Act 2011.	F25
F21	Duty to review a decision to include land in the list of assets of community value when requested under section 92 of the Localism Act 2012	F25
F22	Under section 87 of the Localism Act 2011 determining the form and content of lists of assets of community value.	F25
F23	Duty to maintain and publish a list of unsuccessful community land nominations under section 93 of the Localism Act 2011.	F25
F24	Duty to publicise receipt of notice of disposal of land of community value which is on the list of assets of community value under section 97 of the Localism Act 2011.	F25
F25	Calculation and payment of any statutory compensation due to landowners whose property is on the list of land of community value.	F25
F26	Duty to inform owner of land of request to be treated as bidder under section 98 of the Localism Act 2011.	F25
F27	To instruct Legal Services to apply for (or to vary, discharge, suspend etc.) and to comply with access orders under the Access to Neighboring Land Act 1992	F19
F28	To instruct legal services to give notice, publish and take any necessary action in respect of Compulsory Purchase Orders under the Acquisition of Land Act 1981, and pay or	F24

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	New JCD reference
	recover compensation, home loss, disturbance, serve notices, reach agreement, accept undertakings, instruct the Services to issue notices, warrants for possession, redeem mortgages, settle claims of costs for successful objectors and such functions and powers pursuant to Compulsory Purchase (Vesting Declarations) Act 1981, and Compulsory Purchase Act 1965 and any other related legislation and Land Compensation Acts 1961 and 1973 and any such other powers and duties as the Council may have arising out of the Council's ownership of land.	
F29	To apply for a certificate from the local planning authority, issue appeals, give notice of proposal to carry out development, give notice or instruct Legal Services to give notice of withdrawal of any notice to treat and approve consequential compensation and home loss payments under the Land Compensation Acts 1961 and 1973 in respect of Compulsory Purchases	F24
F30	To instruct Legal services to object to a compulsory purchase order in respect of land owned by the Council, and to apply to the High Court to question the validity of a compulsory purchase order or any provision contained therein under the Acquisition of Land Act 1981	F24
F31	To instruct legal services to recover compensation, home loss, disturbance, reach agreement, accept undertakings, redeem mortgages and such functions and powers in relation to any compulsory purchase order in respect of land owned by the Council under the Compulsory Purchase (Vesting Declarations) Act 1981, the Compulsory Purchase Act 1965 and any other related legislation and Land Compensation Acts 1961 and 1973	F24
F32	TOWN AND COUNTRY PLANNING ACT 1990 in so far as it relates to extinguishment of rights including service of notices, counter-notices, withdrawal of such notices and associated applications in respect of any statutory undertaker or telecommunications code system operator in any land compulsorily acquired by the Council and to pay compensation as set out in sections 271,272, 273, 279, 280 and 282.	F15
F33	To consent to an application to register land as common hold and to instruct Legal Services to make an application to court under The Common hold and Leasehold Reform Act	F12

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	New JCD reference
	2002	
F34	Give notice to the appropriate highway authority and give notice to the appropriate authority so as to negative any intention to dedicate a highway under The Highways Act 1980 Section 31	F15
F35	The approval of the disposal of any freehold or leasehold land and/or property with a capital value up to £500k, with the exception of disposals to community and/or voluntary groups in which case the authority shall be limited to a capital value up to £10,000 or in excess of that if approved by Mayor's decision (excluding statutory rights such as Right to Buy, enfranchisement or a statutory right to lease extension or commercial leases which are dealt with in delegation RPP11 below)	F7
F36	Acquisition of land on a freehold or leasehold basis with a capital value of up to £500,000 in consultation with the relevant Chief Officer in accordance with Section 2 of this Scheme of Delegation.	F9
F37	Approval of disposal of leases of commercial shop units (on the Council's usual terms at full market rental for 20 years or less and capital value up to £500,000) and land where required as the result of the exercise of statutory right, such as Right to Buy or Enfranchisement	F7
F38	To acquire and dispose of land and premises, agree and discharge restrictive covenants, accept and require easements, rights or privileges in respect of any land, including the grant of licences. Subject to approval of the Mayor where required by the thresholds set out in Mayor's Scheme of Delegation and the authority of the relevant Executive Director for the service disposing of or acquiring such land or premises. Carry out such soil surveys, structure surveys and other checks necessary to ensure due diligence in respect of such land transactions, and authorise others to carry out such surveys in respect of the land owned by the Council whether under the Land Registration Act 1925 or other legislation.	F7 F9
F39	To negotiate all relevant terms including as to payment of professional fees (but not the waiver of legal professional fees) in respect of the letting and management of commercial premises owned by the Council, apply rent reviews and serve all relevant notices in respect of such	F21

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	New JCD reference
	premises or instruct the Director Legal Services to issue such notices whether under the lease or statutory provision including retrieval assignments, variations, termination, contracting out of the 1954 Act, and enforcement of such commercial leases and all other relevant landlord action under the Landlord and Tenant Acts and related status	
F40	To agree or request guarantee agreements, rent deposits, overriding leases, release from covenant, apportion liability under covenants and agree compensation for Leases or Tenancies under The Landlord and Tenant Act 1927 and Landlord and Tenant (Covenants) Act 1995)	F17
F41	To register a notice, apply for a certificate (or instruct the Director for Legal Services to do so) under the Rights of Light Act 1959 (S2)	F15
F42	To give any notice, apply to court or lands tribunal, deal with charges, act as mortgagee in possession, deal with proceeds as mortgagee, grant licences and surrender leases (or instruct the Director Legal Services to take any of these actions) under The Law of Property Act 1925	F19
F43	To repair, maintain and insure premises in accordance with the terms of any lease and statutory requirement	F12
F44	To seek mortgagor's consent for the transfer of any interest the Council has as mortgagee under Section 7 of The Local Government Act 1986	F17
F45	To propose the alteration of the valuation list or raise objections to any proposed alteration in respect of any property owned by the Council and appealing to the valuation tribunal in respect of such proposals under The Local Government Finance Act 1988 Section 55.	F23
F46	To carry out rent reviews or Lease renewals	F20
F47	To assess the market value and the value of any improvements on which the sale price should be based for the purposes of sale under the Right to Buy Provisions	F3
F48	To grant wayleaves and easements to, and enter similar agreements with statutory undertakers and other bodies, relating to services supplied or transmitted across or under premises under the control of the Authority, provided that where the premises are in occupational use by another department this decision is taken in conjunction with the	F15

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	New JCD reference
	Relevant Executive Director or Relevant Service Head	
F49	To provide valuations of land for the purposes of acquisition and disposal by the Council	F3
F50	To serve any notices extinguishing the rights of statutory undertakers or telecommunications operators (or instruct the Director Legal Services to do so), to pay compensation arising out of such action and refer any dispute to the Land Tribunal under the Town and Country Planning Act 1990, Sections 271, 272, 273, 279 and 282	F15
F51	To approve the Council's participation in Section 106 agreements where the Council is joined in the agreement as landowner. Provided the terms of the Section 106 agreement are in accordance with any decision to dispose of the land.	F14
F52	Tribunals Courts And Enforcement Act 2007 - section 72 To use the procedure under Schedule 12 of this Act for the purpose of recovering rent payable under a lease of commercial premises. Sections 81 and 83 To serve, withdraw or replace notice on a sub-tenant of commercial premises demanding payment of rent to the Council as head lessor rather than to the immediate tenant and to comply with and exercise and perform any powers and duties contained in any regulations made under this section with regard to the serving of such notices. Section 83	F19
F53	To exercise and perform any powers and duties contained in Part 1 of the Landlord and Tenant Act 1927 which may or shall be exercised or performed by the Council by virtue of its being the Landlord or Tenant as the case may be of any business tenancies. Including compensation for improvements and goodwill on the termination of business tenancies.	F22
F54	To keep a copy of any register sent to the Council under Part X Local Government Planning and Land Act 1980 (register of land held by public bodies) available for inspection, provide copies of such register on payment of a reasonable charge and to amend such register on being	F26

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	New JCD reference
	notified of amendments made by the Secretary of State. Notify the Secretary of State of any inaccuracies and comply with any directions and make representations as to why proposed directions should not be given or as to the proposed content of any such directions.	
F55	To serve notice on the tenant under sections 1 and 3 Landlord and Tenant Act 1988 in response to applications seeking consent for any of the actions to which these sections apply (assignments, underletting etc) taken by the tenant of the subtenant.	F22
F56	To exercise and perform any powers and duties contained in the Leasehold Property Repairs Act 1938 which may or shall be exercised or performed by the Council by virtue of its being the landlord or tenant of any premises as the case may be. (Enforcement by Landlord of obligation to repair).	F22
F57	To publish notice of any intention to dispose of open space under the Local Government Act 1972 and the Town and Country Planning Act 1959 (s26) or instruct the Director for Legal to do so	F18
F58	Giving instructions to debt collection agencies, issuing legal proceedings, applying for attachment of earnings orders, charging orders, bankruptcy and any other relevant enforcement action to recover any debt including attending creditors meetings, co-operating with administrators, trustees in bankruptcy, liquidators, receivers and exceeding powers to seek administration, bankruptcy or liquidation in relation to debts owed to the Council. (see also Executive Director Customer Services, Regeneration and Part 2 Schemes of Delegation)	F28
F59	Serving statutory demands, placing and enforcing charges, recovering interest and expenses, appointing receivers, collecting interest and expenses in connection with any debt owed to the Council (see also Executive Director Customer Services, Regeneration and Part 2 Schemes of Delegation)	F28
F60	To exercise the Council's discretion to release information where statutorily permitted to do so in respect of any debt owed to the Council (see also Executive Director Customer Services, Regeneration and Part 2 Schemes of Delegation)	F28

G	INTERNAL TRANSACTIONS	New JCD reference
G1	To advise on, co-ordinate and manage all payroll functions on behalf of the Council.	G1
G2	To administer the Council's pension fund.	G2
G3	The exercise of the client monitoring function in respect of occupational health and the Council's recruitment advertising contracts, and the power to select and accept tenders for external consultants or contracts in accordance with the Council's standing orders.	G3
G4	To grant gifts for long service up to the limit specified from time to time by the Director of Finance.	G4
G5	To approve the arrangements for members' training and development.	G5
G6	To act and make decisions on behalf of a pensions panel consisting of the Director of Finance, Director of Internal Transactions and Director of Legal & Governance for the purposes of Stage 2 appeals within the Internal Dispute Resolution Procedure Regulations and exercising other discretions within the Local Government Pension Schemes.	G6
G7	To approve proposals for the payment of allowances in accordance with the "Croydon Scheme" to staff injured in the course of their duties.	G7
G8	To undertake the role of appointed person for the Council in all matters relating to the Disclosure and Barring Service.	G8
G9	To grant car and season loans to eligible staff.	G9

H	EXTERNAL TRANSACTIONS	New JCD reference
H1	To exercise the Council's discretionary powers in relation to writing off amounts due for national non-domestic rate or surcharge on grounds of hardship or general rate on grounds of poverty, up to a maximum level of £10,000.	H1
H2	To exercise the Council's discretionary powers in relation to relief for Council Tax and commercial rates.	H2
H3	To act as statutory officer pursuant to for the collection of council tax and commercial rates	H3

H	EXTERNAL TRANSACTIONS	New JCD reference
H7	To manage the operation of the relevant Contract Service Organisations (CSOs) including marketing the CSOs and consideration of the impact of new legislation on the CSOs.	H4

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APPENDIX 3



Functions delegated by LBH and LBN to the Joint Committee	
A	General
A1	To have overall responsibility for the provision to the client Councils of the shared services
A2	To consider and approve the annual report of the activities performance and finances of the shared services operation
A3	To consider and approve the annual service plan for each shared service
A4	To determine the strategic direction of the shared services operation
A5	To determine any strategic issue referred to it by the Managing Director
A6	To advise the client Councils what financial resources are desirable for the delivery of the shared services operation for three financial years ahead from the current financial year
A7	To consider and approve the internal budget for the shared services operation within the overall financial constraints set by the client Council's and to make representation to the council's on the consequences of those restraints as appropriate.
A8	To incur expenditure within the OneSource revenue and capital budgets as approved by the Joint Committee, or as otherwise approved, subject to any variation permitted by the Council's contract and financial procedure rules.
A9	To incur expenditure within the revenue and capital budgets for the relevant service as approved by the Council, subject to any ICT variation permitted by the Council's contract and financial procedure rules.
A10	To oversee the delivery of programmes agreed by Council and Cabinet.
A11	After consultation with the relevant Cabinet Member to apply for, accept and a. manage external funding to an unlimited amount in support of any function; b. as above up to a financial limit of up to £500k.
A12	To accept grants and the terms and conditions thereof for and on behalf of the Council.
A13	To authorise the making of ex gratia payments up to the limit specified in the financial procedures where the Local Government Ombudsman has recommended that such payment be made in local settlement of a complaint.
A14	To authorise activities under the Regulation of Investigatory Powers Act 2000

Functions delegated by LBH and LBN to the Joint Committee	
A	General
A15	Acting as Council's reporting officer to the National Criminal Intelligence Service under the Proceeds of Crime Act.
A16	Payment of allowances in accordance with the "Croydon Scheme" to staff injured in the course of their duties must be made after consultation with Director of Human Resources or the Director of Legal & Governance.
A17	To approve applications for leave for trade union conferences and training courses after consultation with the Director of Human Resources.
A18	To approve payment of claims by employees for loss or damage to property and clothes up to the limit specified from time to time by the S151 officers. Payment above the limit specified from time to time.
A19	To grant permission for employees to undertake outside work or duties whether paid or unpaid subject to there being no conflict of interest.
A20	To approve honoraria payments after consultation with the Director of Human Resources.
A21	To implement any approved financial programme, including the authorisation of expenditure and procurement of goods and services in accordance with the financial regulations and procedures.
A22	Agreeing provision to another public body under the Local Government Goods and Services Act 1970 and provision of staff under S112 and S113 of the Local Government Act 1972 (or such other provision as may permit sharing of resources between public authorities) and deciding on the charges levied for such provision provided the decision will not incur additional costs or potential redundancy costs for the councils at the end of the arrangement. If there is a potential for additional costs for the councils at the end of the arrangement or redundancy costs arising to one of the councils the decision will require Mayoral approval (LBN) or Executive approval (LBH).

Functions delegated by LBN and LBH to the Joint Committee	
B	Finance (including Procurement)
B1	<p>To:</p> <ul style="list-style-type: none"> • Advise on revenue and capital budgets of the Council, including the Housing Revenue Account and advising on housing rent levels • Monitor the revenue and capital budgets of the Council, including the Housing Revenue Account
Council Tax/Housing Benefit/NNDR	
B2	<ul style="list-style-type: none"> • Levying, collecting and recovery of Council Tax in respect of dwellings in the Council's area under the Local Government Finance Act 1992 • The administration, collection and recovery of non-domestic rates and exercise of powers and duties under Local Government Finance Act 1988. • To prepare, deposit, alter and give any adopted non-domestic rating list under the Local Government Finance Act 1988. • Providing relief from non-domestic rates under Section 43, 45, 47 or 49 of the Local Government Finance Act 1988 as amended by Part 4 Localism Act 2011. • Power to levy discretionary discounts under Section 13A of the Local Government Finance Act 1992 • Exercise of the Council's powers and duties in respect of housing and Council tax benefits • Determine hardship payments and backdating including discretionary payments or discounts and calculation and recovery of over payments • Determining whether landlords or agents are fit and proper to receive payment of benefit direct. • Revise decisions on claims for housing or council tax benefit • Instituting proceedings, agreeing to any form of ADR in respect of collection of NNDR or Council Tax and other related enforcement action in respect of such options including attending creditor meetings, co-operating with administrators, trustees in bankruptcy, liquidators, receivers and exercising powers to seek administration, bankruptcy or liquidation in relation to debts owed to the Council. • Exercise of the Council's functions in relation to any Business Improvement District under the Local Government Act 2000
B3	<ul style="list-style-type: none"> • To write off sums which are irrecoverable pursuant to financial procedures • To settle claims on behalf of the Council in compliance with the Council's write off policy in compliance with financial procedures • Give instructions to debt collection agencies with regards to all processes pursuant to the financial procedures to recover debts owed to the Council • Serving statutory demands and placing and enforcing charges, recovering interest and expenses, appointing receivers. • Institute proceedings and enforcement action to recover debts • To exercise the Council's discretion to release information where statutorily permitted to do so in respect of any debt owed to the Council
B4	Authorising or approving purchase orders and payments pursuant to the limits set out in the financial procedures.

Functions delegated by LBN and LBH to the Joint Committee	
B	Finance (including Procurement)
B5	<ul style="list-style-type: none"> • To manage the Council's loan debt (including borrowing, investing or lending money on the behalf of the Authority), investments, and temporary investments, pension scheme and pension fund, insurance fund, act as registrar of loan instruments, manage all banking arrangements including numbers and types of accounts at all times subject to compliance to the financial procedures, Treasury Management Policy Statement and borrowing limits and Prudential Code. • To apply for any subsidy due to the Council • To prepare, propose and implement a treasury management policy statement, annual strategies pursuant to the councils' financial regulations and procedures. • To maintain relevant statutory accounts and registers in respect of the Council's financial arrangements as prescribed in the financial regulations.
B6	Approving all loans in accordance with the financial regulations and procedures.
B7	<p>To undertake all other financial matters arising within the Council, subject to the following requirements:</p> <ul style="list-style-type: none"> • authority to incur expenditure being approved or sanctioned by the Council or the Cabinet as appropriate pursuant to limits stipulated in the financial procedures or otherwise • powers of borrowing being exercised within guidelines agreed by the Council and any current codes of practice • all matters being within accepted accounting practice and standards and within statutory requirements • any necessary reference to the Council's external Auditors. • an annual report being presented to the relevant committee by 30 September in each year on the activities undertaken in respect of treasury management powers in the preceding financial year • reports of the external Auditors and other relevant Inspectorates upon the audit of the Council's activities being considered. • To make direct investments in local infrastructure assets as part of the Pension Fund local infrastructure portfolio after consultation with the Chair of the relevant committee. • All financial functions except ones retained by S151 officers of the respective councils.
B8	<ul style="list-style-type: none"> • With regards to contracts, obtaining quotes, to provide tender documents and specifications, invite tenders, evaluate tenders (PQQ) and make recommendations to award tender or select contractors using available frameworks in compliance with the council's procedure rules • Approving contractual documents up to the values stated in the financial procedures including contractual extensions and renewals, amendments or variations to contracts • Referring contracts to arbitration, terminating contracts, withholding payments, enforcing contract terms pursuant to financial procedures.

Functions delegated by LBN and LBH to the Joint Committee	
B	Finance (including Procurement)
B9	To approve commencement of a tendering process for all contracts up to the limit specified for all contracts in the contracts standing orders.
B10	To award contracts on behalf of both councils with a total contract value of under £5,000,000
B11	To sign contracts on behalf of the Council which do not require sealing.
Grants	
B12	Approving grants to voluntary organisations in accordance with the councils' policies and budget provision under any relevant legal powers
Insurance	
B13	To instruct the Council's insurers and, upon their advice, to negotiate and settle insurance claims up to limits provided for in the financial procedures
B14	<ul style="list-style-type: none"> • Settling insurance claims – including claims for personal injury where the losses are insured including those below any excess and approve any settlements or other actions in respect of such claims. Includes any action to instruct insurance providers with regard to defending any actions or threatened actions. Provided any settlement is on advice from Director of Legal and Governance, Insurers and/or Director of Finance. • Making provision for insurance in respect of the Council's functions, premises, property, employees, Members and third parties including self-insurance and the selecting of and accepting of tenders for insurance cover and related services which are considered to be best value
B15	Approving indemnities to officers/members including insurance cover. Provided with consent of the S151 officer/monitoring officer and is within the Council's agreed policy.
Fees & Charges	
B16	To implement approved fees, charges, rents etc and to ensure that proper arrangements exist for their collection.
B17	Setting Statutory Fees and Charges for services where the fee/charge is levied under a statutory obligation to do so.
B18	To monitor the implementation of the charging policy including any relevant deadlines. To advise on reviews of fees and charges.
Pensions	

Functions delegated by LBN and LBH to the Joint Committee	
B	Finance (including Procurement)
B19	To act upon and make decisions as a Pensions Panel consisting of the Director of Finance, Director of Human Resources/Organisational Development and Director of Legal & Governance for the purpose of Stage 2 appeals within the Internal Dispute Resolution Procedure Regulations and exercising other discretions within the Local Government Pension Scheme.
B20	All decisions relating to the administration of the Superannuation Fund including making payments of remuneration or pensions, crediting contributions, dividends and interest and realising and making investments, providing notices to members, arranging for periodical valuations, actuarial certificates, keeping audited accounts and applying to the Secretary of State for forfeiture certificate <ul style="list-style-type: none"> • Administration of Discretionary Pension powers. • Approval of any discretionary payments permitted by the Superannuation Act 1972. • To exercise all powers and duties of the Council as an employer. • To agree early retirements granted by any school governing body with delegated powers to do so and to make discretionary severance payments in accordance with regulations and guidelines for making such payments to non-school based staff.
B21	Suspending financial delegation to any school where there is a failure to comply with requirements of Financial Management under the School Standards and Framework Act 1998 (S51, sch 15).
B22	To make or enter into leasing arrangements for vehicles, plant and equipment.
B23	Pay any expenses incurred by Electoral Registration Officer
B24	Determining chargeable amounts payable by charities, non-profit making bodies, recreational clubs and societies and the exercise of any discretionary relief.
B25	Representing the Council at Appeals Service Tribunals
B26	<ul style="list-style-type: none"> • Exercising the councils' functions and powers to administer cautions and administrative penalties with regard to benefit offences under the Social Security Fraud Act 2001. • Applying for communications Data in accordance with the powers conferred by the Social Security Fraud Act 2001 •
B27	Authorising a prosecution for fraud by an employee or third party in accordance with the Fraud Prosecution Policy.

C	Legal & Governance
	Legal Proceedings
C1	To lay information, complaints and claims on behalf of the Council for the purpose of any proceedings before the Magistrates' Court, County Court and other courts and tribunals, including all civil and criminal proceedings.
C2	In so far as not referred to elsewhere. Instituting, proceedings, agreeing to arbitration or ADR, defending, entering a plea in, admitting facts in, giving and seeking disclosure in, settling (within budget), issuing cautions, seeking costs, taking relevant enforcement action, injunctions, confiscation and restraint orders and taking other relevant procedural action in respect of any actual or contemplated legal or other formal proceedings on behalf of or against the Authority and appearing by counsel or other person or to authorise an officer to so appear in any proceedings. Including all and any such action in relation to bringing or defending any appeal arising out of such legal proceedings.
C3	To defend all legal proceedings brought against the Council and to take any steps that are in his or her opinion expedient to that end.
C4	Instituting proceedings under Section 222 of the Local Government Act 1972.
C5	To arrange for the administration of all statutory appeals
C6	After consultation with the Director of Finance to settle claims in proceedings commenced or about to be commenced against the Council in a court or tribunal up to a limit of £250,000. Settlement of claims that exceed £250,000 require the approval of the relevant individual Cabinet Member unless the decision is required to be made immediately before, at, or during a hearing in which case the decision maker must report to the relevant Cabinet member for information.
C7	To sign, serve, advertise and receive notices and documents on behalf of the Council in relation to any formal or legal procedures.
C8	To serve requisitions for information and other documents to enable the Council to receive information in the pursuance of legal proceedings.
C9	Where the issue of any document, notice or order will be a necessary step in legal proceedings on behalf of the Council, to sign such document unless any enactment otherwise requires or unless the Council has given the necessary authority to some other person for the purposes of such proceedings.
C10	To authorise Council staff to represent the Council in proceedings in the County Court of the County Courts Act 1984 and the Magistrates Court under Section 223 Local Government Act 1972.
C11	To alter the financial procedures in Financial and Contract Procedures specifically relating to EU contracts and occurring either due to exchange rate changes or EU directed amendments.
C12	To give notice, publish and take any necessary action in respect of Compulsory

C Legal & Governance	
	Purchase Orders under the Acquisition of Land Act 1981 or any other enabling legislation, and pay or recover compensation, home loss, disturbance, serve notices, reach agreement, accept undertakings, instruct the Services to issue notices, warrants for possession, redeem mortgages, and such functions and powers position to Compulsory Purchase (Vesting Declarations) Act 1981, and Compulsory Purchase Act 1965 and any other related legislation and Land Compensation Acts 1961 and 1973 but not confirming CPO's
C13	Signing Statements of Truth, providing witness statements and statutory declarations in respect of matters within their own knowledge and giving evidence in person on behalf of the Authority
C14	Administering cautions in any criminal proceedings.
C15	Applying for Confiscation Orders, restraint, Charging Orders, deduction of wages, injunctions, possession and any other appropriate orders in connection with all criminal legal proceedings initiated by the Council
C16	To instruct and or seek the opinion of Counsel and or external solicitors to advise or represent the Council in the name of instructing solicitor
Authentication of Documents	
C17	Authorising/affixing the Authority's seal to deeds and other documents and sign any documents not requiring the authorities' seal.
C18	To prepare, approve and issue or serve all legal documentation.
C19	To certify as a true and correct record any documents in accordance with section 229 of the Local Government Act 1972.
C20	To sign or endorse any documents on behalf of the borough where so requested by a citizen.
C21	To authorise, serve or issue all statutory notices, approvals and licences under any enactment other than those specifically delegated to another officer
C22	To sign or endorse any documents on behalf of the borough where so requested by a citizen.
Administration	
C23	To develop and implement the Council's information governance policies and protocols.
C24	To exercise general use and hire of the Town Hall and other halls and buildings for the purpose of meetings and other authorised events in accordance with approved fee scales and principles and guidelines but to be able to waive or reduce scales of fees and charges in suitable cases. To exercise general management of the Council Chamber, Committee Rooms and other accommodation for Members, including any audio-visual or other information technology equipment installed

C Legal & Governance	
	therein.
C25	To approve arrangements for members' training.
C26	To approve the attendance of members at conferences or training events outside the borough but within the United Kingdom, including any travel and accommodation arrangements.
C27	After consultation with the Executive and the Chairmen of Committees as appropriate, to determine the schedule of meetings for each municipal year (including dates, times and places of meeting).
C28	To undertake all the administrative procedures for all statutory and non-statutory appeals, including Schools Appeals, Hearings Panels and any other panels or Sub-Committees required including but not limited to the appointment and re-appointment of independent persons for school appeals and other hearings, the selection of members or independent persons to consider specific cases, the consideration of applications for re-hearing of School Admission Appeals, the arrangement of panels and dates and the appointment of Chairmen of panels.
C29	Approving travelling and subsistence and any other claims of Members in accordance with the agreed Schemes.
C30	To grant use of the Council's coat of arms.
C31	After consultation with the Leader of the Group of which the previous appointee is a Member, to appoint a Member of the Council to fill a casual vacancy in any appointment to another organisation arising during the course of a municipal year.
C32	To act and make decisions on behalf of a pensions panel consisting of the Director of Finance, Director of Exchequer and Transactional Transactions and Director of Legal & Governance for the purposes of Stage 2 appeals within the Internal Dispute Resolution Procedure Regulations and exercising other discretions within the Local Government Pension Schemes.
C33	Waiving legal professional fees.
C34	Making any application to apply a caution, withdrawing any caution, objecting to any caution, registering, or objecting to notice or interest or restriction, applying to upgrade any title.
C35	To give notice, publish and take any necessary action including confirmation in respect of Compulsory Purchase Orders under the Acquisition of Land Act 1981 or any other enabling legislation, and pay or recover compensation, home loss, disturbance, serve notices, reach agreement, accept undertakings, instruct the Services to issue notices, warrants for possession, redeem mortgages, approval of claims for successful objectors and such functions and powers position to Compulsory Purchase (Vesting Declarations) Act 1981, and Compulsory Purchase Act 1965 and any other related legislation and Land Compensation Acts 1961 and

C Legal & Governance	
	1973.
C36	To register a notice, apply for a certificate, under The Rights of Light Act 1959 Section 2.
C37	To publish notice of any intention to dispose of open space under The Local Government Act 1972 and The Town and Country Planning Act 1990.
C38	To agree payments for relevant professional fees incurred by the Council, by lessees or prospective lessees of the Council's commercial premises.
C39	To serve any notices and exercise any powers and duties including payment of compensation arising out of the Council's ownership of land.
C40	Approving compensatory payments under section 92 Local Government Act 2000.
C41	Providing legal support (including payment of external lawyers' fees etc.) to staff assaulted in the course of their duties. Includes agreeing any conditions applicable including a cap on contributions and circumstances for repayment.
C42	Authorising officers to use powers of entry and seizure where permitted in law.
C43	Applying to register any Land Charge, search the Land Charges Register pay any request fee and request Office Copy Entries from Land Registry
C44	Serving notice on registered keeper of vehicle requiring information about the identity of driver person in charge of the vehicle in relation to any offence concerning the vehicle and to bring proceedings for failure to provide information.
C45	Serving notices on occupiers of any land or premises requiring them to furnish information regarding details of all those with an interest in the land.
C46	Issuing Right to Buy completion notices, and all other action in relation to RTB sales and assignments providing certificates in respect of non-registered land (Right to Buy and other) paying relevant stamp duty land tax, waiving RTB discount repayments, Registry Charges/Local Land Charges, creating, waiving and enforcing easements and covenants, and discharging mortgages on behalf of the Authority and such other actions maybe necessary in relation to the sale, purchase or enforcement/creation of rights of land or property.
C47	Authorise the taking of photocopies of material open for public inspection under a statutory requirement as permitted by copyright Designs & Patents Act 1984.
C48	Providing legal support (including payment of external lawyers' fees etc.) to staff assaulted in the course of their duties. Includes agreeing any conditions applicable including a cap on contributions and circumstances for repayment.
C49	To name, rename, number and renumber streets and premises. [LBH only]

C	Legal & Governance
C50	To maintain the register of highways that are maintainable at public expense [LBH only]

D	ICT/BUSINESS SYSTEMS
D1	To develop the Council's e-government and t-government strategies.
D2	To develop the Council's information systems, and information technology and e-government strategies.
D3	To develop the Council's information and communications technology strategies including the supply, withdrawal, data protection, security and integrity of the systems to staff and members.
D4	To supply connections and services to public sector partners and other organisations, provided that the integrity of the Council's information systems is maintained.
D5	Agreeing arrangements for the use of any spare capacity in any computers or associated equipment owned by the Council under Section 38 of the Local Government (Miscellaneous Provisions) Act 1976
D6	Approving sales of computer software developed and owned by the Council
D7	Agreeing policies procedures and standards relating to the security, integrity and accessibility for ICT infrastructure and systems

E	STRATEGIC HUMAN RESOURCES
E1	To develop and implement the Council's human resources, organisation development, remuneration and occupational health strategies.
E2	Implementing policies and procedures for recruitment, retention, change/reorganisation, redundancy, redeployment, absence, capability, conduct, Terms and Conditions of Employment, including dismissal of staff.
E3	To implement any decisions and recommendations of recognised national negotiating bodies in respect of pay. Where a supplementary estimate is required, the cost must be reported to the Cabinet.
E4	To implement decisions and recommendations of recognised national negotiating bodies on all employment matters including terms and conditions of employment. Where there is a cost implication, a report must be made to the Cabinet.
E5	<p>Subject to appointments, dismissals, assimilation and redundancies for Heads of Service and above being authorised by Appointments Committee, to implement the procedure for any senior management re-alignment or restructuring including;</p> <ul style="list-style-type: none"> (i) Achieving any necessary reduction through voluntary redundancy; (ii) Considering applications from unaffected Heads of Service or above which would create a suitable alternative employment opportunity for an affected Head of Service or above; (iii) Deciding upon the ring fence arrangements and inviting applications for assimilation; and (iv) Arranging advertisements and assessment centres, and, subject to compliance with Contract Procedure Rules, appointing external recruitment consultants.
E6	To amend HR policies where necessary in consequence of legislative, organisational or other changes that have no adverse financial effect.
E7	Approval of staffing and service related Equalities Impact Assessments
E8	Comply with and exercise powers and duties of the Authority as an employer under the Transfer of Undertakings (TUPE) Regulations.
E9	Appointing or engaging trainers to facilitate the Council's corporate training scheme and managing the corporate management training programme in compliance with relevant procurement rules.
E10	Consulting with recognised Trades Unions and in particular in respect of redundancies under the Trade Union and Labour Relations (Consolidation) Act 1992, s.188 including giving all appropriate notices.

E11	Complying with, exercising and performing powers and functions of the Authority as an employer under the Trade Union and Labour Relations (Consolidation) Act 1992.
E12	Giving notice of redundancy, make redundancy payments, serve counter notices and written statements of redundancy calculations under Employment Rights Act 1996.
E13	Exercising any powers in respect of statutory sick, parental, incapacity or industrial injuries pay under The Social Security Administration Act 1992, Social Security Contributions and Benefits Act 1982 or in relation to the reserve forces under the Reserve Forces (Safeguard of Employment) Act 1985 and Reserve Forces Act 1996.
E14	Giving effect to a governing body's decision in respect of the remuneration and other terms of employment of school teachers and any pay and conditions orders made by the Secretary of State in accordance with any guideline issued under Education Act 2002.
E15	Applying for and giving notices or information in respect of any attachment of earnings orders made in relation to any debtor who is an employee of the Council under Attachment of Earnings Act 1971.
E16	Approving applications for specific staff monitoring where warranted under the Council's policy and in accordance with the Information Commissioners Code.
E17	Making recommendations to the relevant committees in respect of the Council's whistle blowing policy.

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)
F1	To be the Council's designated corporate property officer responsible for the strategic management of the Council's property portfolio including corporate strategy and asset management, procurement of property and property services, planned and preventative maintenance programmes, property allocation and use, reviews, acquisitions and disposals and commercial estate management, subject to restrictions and limits in the following powers:
F2	Prepare, propose and implement a Corporate Asset management Plan and Corporate Property Strategy for the Council's property assets.
F3	To conduct preliminary negotiations, negotiate, agree and conclude all property matters including the making and settling of rating appeals on Council property and property valuations for all purposes.
F4	To undertake marketing of any Council property.
F5	To instruct external property advisors, surveyors, auctioneers and consultants where necessary on property transactions.
F6	To agree and incur reasonable pre-sale expenses up to a limit of £100,000 per transaction when disposing of property, such expenses to be offset against the capital receipts arising.
F7	The disposal of any freehold or leasehold land where the capital value does not exceed the maximum amount delegated to officers in financial procedures.
F8	The disposal of any land or property subject to a statutory requirement to do so.
F9	The acquisition of freehold or leasehold land where the capital value does not exceed the maximum amount delegated to officers in financial procedures.
F10	The disposal of assets other than land provided the best possible price is obtained.
F11	The disposal of assets other than land with no value (NB this does not extend to disposals at nil value/peppercorn where the asset has a value).
F12	Management, insurance and maintenance of all corporate property.
F13	Applying for planning permission in respect of Council owned land.
F14	Entering into planning and highway agreements in respect of Council owned land.
F15	Serving notices to quit, notices seeking possession and tenants notices; exercising any duty to compensate in respect of land matters or re-housing matters; enforcing covenants; serving notices relating to land and attendant procedures, and disposal of property left on land. Granting wayleaves and easements to and enter similar agreements with statutory undertakers and other

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)
	bodies, extinguish rights of statutory undertakes and pay compensation.
F16	Licensing of access works and demolition on Council owned land and property.
F17	To agree or request guarantee agreements, rent deposits, overriding leases, releases from covenants, to seek mortgagor's consent where required.
F18	To publish notice of intention to dispose of open space.
F19	To make applications to the court or tribunal and all attendant procedures upon matters relating to Council land.
F20	To carry out rent reviews or lease renewals.
F21	To negotiate all relevant terms including payment of professional fees in respect of the letting and management of commercial premises and implement all agreements.
F22	To exercise all powers and duties under the Landlord and Tenant Acts, this may be exercised by the Council as landlord or tenant.
F23	To propose alterations to the valuation list or raise objections to an proposed alterations or appeal against valuation decisions.
F24	To exercise all powers and duties of the Council as landowner in relation to Compulsory Purchase matters.
F25	To maintain the Council's list of Assets of Community Value and to determine applications for inclusion on that list and in respect of appeals and all attendant procedures.
F26	To maintain the Council's register of land held by public bodies.
F27	Management, maintenance, provision and hire of public halls and buildings owned/occupied by the Council, including provision of security services.
F28	To serve demands, place and enforce charges, appoint receivers or debt collection agencies, issue legal proceedings or any other enforcement or other action in relation to debts and interest thereon owed to the Council.
F29	To exercise all powers relating to Romford Market including granting and revoking licences and enforcing relevant byelaws (LBH).
F30	To exercise all powers and duties in relation to concessionary fares and similar schemes, including the taxicard scheme and to issue minibuses and other permits to appropriate organisations (LBH).
F31	Following notification to relevant ward members, to vary but not extend existing

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)
	agreements for mobile phone masts at school sites in circumstances where installations are to be upgraded and lower emissions will result and to grant Landlord's consent (LBH).
F32	To ensure compliance with the Council's Carbon Reduction Commitment Energy Efficiency Scheme (LBN).

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CABINET

8 July 2015

Subject Heading:

CORPORATE PERFORMANCE REPORT: ANNUAL (2014/15)

Cabinet Member:

Cllr Clarence Barrett

CMT Lead:

Andrew Blake-Herbert

Report Author and contact details:

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01708 432017

Policy context:

The report sets out the Council's performance against the Corporate Performance Indicators and annual targets for 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:

Six overview and scrutiny sub-committees (Children and Learning, Crime and Disorder, Environment, Health, Individuals, Towns and Communities) and the Overview and Scrutiny Board

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

Havering will be clean and its environment will be cared for	[X]
People will be safe, in their homes and in the community	[X]
Residents will be proud to live in Havering	[X]

SUMMARY

This report sets out the Council's performance against the corporate performance indicators and annual targets for 2014/15 according to the five Living Ambition goals of last year's 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 RAG ratings for 2014/15 are as follows:

- **Red** = more than **10%** off the annual target and where performance has *not improved* compared to the same quarter last year
- **Amber** = more than **10%** off the annual target and where performance has *improved or been maintained* compared to the same quarter last year
- **Green** = on or within **10%** of the annual target

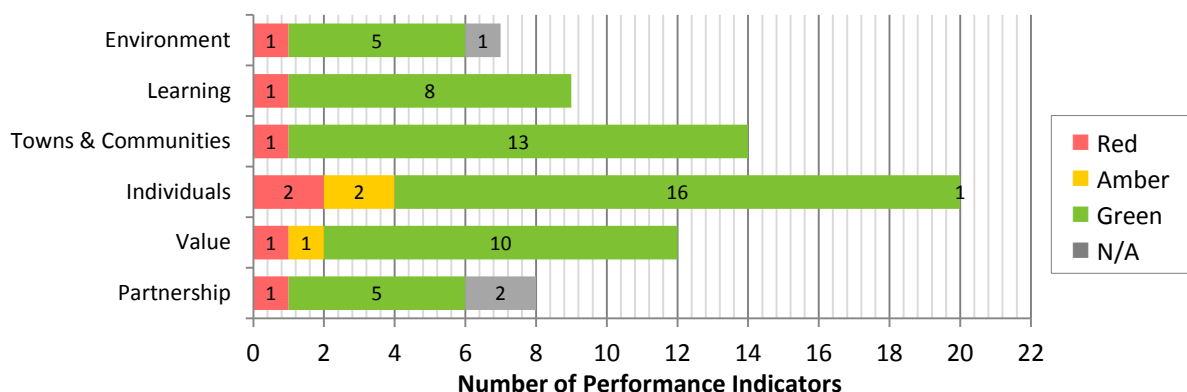
Where the RAG rating is 'Red', corrective action has been included in the report. This highlights what action the Council is taking to address poor performance, where appropriate.

Also included in the report is a Direction of Travel (DOT) column to compare:

- Short term performance – with the previous quarter (Quarter 4 / annual 2014/15 with Quarter 3 2014/15)
- Long term performance – with the previous year (annual 2014/15 with annual 2013/14)

An upward green arrow (↑) means performance is better than the same time last year / quarter and a downward red arrow (↓) means performance is worse. A horizontal amber arrow (→) means that performance has remained the same.

Annual 2014/15 - Performance Summary



70 Corporate Performance Indicators are measured annually and 67 of these have been given a RAG status. In summary:

- **57 (85%)** have a RAG status of **Green**; compared to 45 of 54 (83%) in 2013/14.
- **10 (15%)** have a RAG status of **Red** or **Amber**; compared to 9 of 54 (17%) in 2013/14.

Cabinet, 8 July 2015

Also attached to the report, for the first time this quarter (at Appendix 2), is a Demand Pressure Dashboard illustrating the growing demands on Council services and the context that the performance levels set out in this report have been achieved within.

Targets

Included in the report are the proposed targets for 2015/16, to allow further comparison of the target against last year's outturn.

RECOMMENDATIONS

That Cabinet:

Review the performance indicators set out in Appendix 1 and **note** the corrective action that is being taken where necessary.

Agree the proposed amendments to the performance targets for various corporate performance indicators set as part of the Corporate Plan and detailed below.

Note the content of the Demand Pressures Dashboard attached at Appendix 2.

REPORT DETAIL

Environment – to ensure a clean, safe and green borough

Highlights:

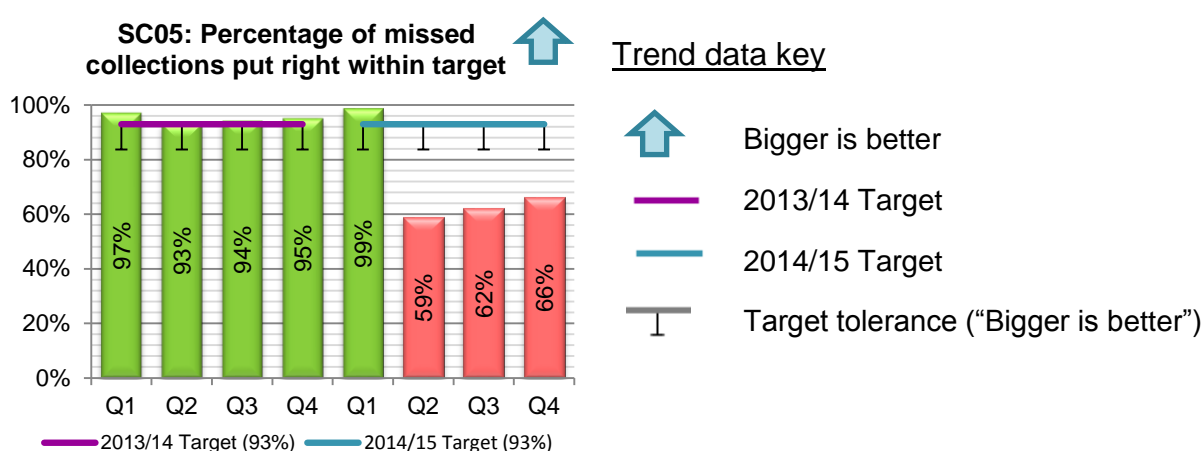
The Council's performance around making Havering a clean, safe and green borough has been very positive, being within target tolerance for five out of seven targets for the year so far. The outturn for one of the targets will not become available until August 2015. If it had not been for the very unfortunate fire at Frog Island waste management plant, it is very likely that all targets would have been met.

Performance was better than 2013/14 in the following areas:

- Percentage of household waste sent for reuse, recycling and composting is now 34% - up 1% on the same time last year
- There were 51 people killed or seriously injured on the roads in 2013, that's 27 fewer people than 2012
- There were 2,914 fly-tipping incidents reported, which is 706 fewer reports than in 2013/14
- Parking income against budget rose to £3,675,348 in total; £177,362 more than was collected last year.

Improvements required:

- Against a target of 93%, the percentage of missed collections put right within target was 66%. Collections were severely disrupted in August due to a fire at the waste management facility, which coincided with Serco taking over the waste management contract from Biffa. Since then, there have been issues with IT systems and processes, and although performance has improved month on month, it has not been possible to recover the cumulative position for the year. However, this will not be a corporate indicator for 2015/16. Instead there will be a measure of the number of missed waste collections per 100,000, so the performance indicator will measure how often we deliver the service “right first time” rather than how quickly we correct omissions.



Learning – to champion education and learning for all

Highlights:

Seven out of nine of the Learning indicators either met or exceeded the target, and a further one was within target tolerance, showing that the Council is dedicated to working with schools and the further education sector to promote first class learning opportunities for all.

Performance was better than 2013/14 in the following four areas:

- 680 apprentices (aged 16-18) were recruited in the borough, 37 more than last year.
- The percentage of 3 and 4 year olds who have access to an early education entitlement place if their parents wish has gone up 1% to 102%. The DfT advises that, in some cases, local authority take-up rates can exceed 100%. This is because population estimates at lower geographic levels, such as a local authority, are subject to a greater degree of uncertainty than at national level.
- The percentage of Early Years providers judged Good or Outstanding by Ofsted has gone up by 5% to 80%
- Now only 3% of 16 to 19 year olds (school years 12-14) are not in education, employment or training (NEET), 1.1% less than last year

Improvements required:

- Only one Learning indicator didn't meet the annual target. Against a target of 68%, 64% of pupils achieved five or more A*-C grades at GCSE, including Maths and English, at Key Stage 4. Performance is below the target set because there have been changes to the examination system during the last two years, which affected outcomes in Havering and nationally. However, attainment remains above the national and statistical neighbours averages and is broadly in line with the London average. Havering nationally ranks 35th of 152, and ranks 2nd against statistical neighbours.

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

Highlights:

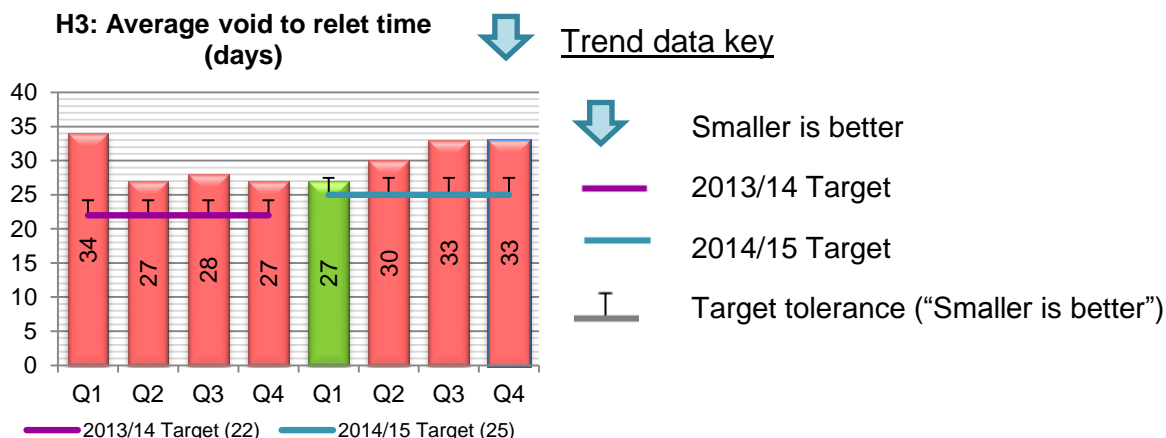
Performance was either above or on target for 11 out of 14 indicators, and within target tolerance for a further two, which demonstrates that the Council continues to regenerate our towns and communities and strives to ensure affordable homes are provided for local people.

Out of the 11, the following achieved better performance than last year:

- The Council secured £5,628,965 net external funding through regeneration initiatives, that is £1,395,770 more than in 2013/14
- 98% of Leaseholder Service Charge Arrears were collected (excluding major works) compared with 93% last year
- 213 more homes were made decent than in 2013/14, totalling 1,291 for the year
- Rent arrears against rent debit reduced from 2.14% to 2.07%

Improvements required:

- The average void to re-let time has been considerably longer than both the target and last year's outturn. Performance briefly fell within target tolerance in Quarter 1, however the average void to re-let time continued to worsen in Quarter 2 (30 days) and Quarters 3 and 4 (33 days). Helping those affected by welfare reforms to downsize resulted in more empty homes activity. Changes to work contractors also had an impact, resulting in backlogs. While a corrective action plan was put in place, a higher than average number of new voids (49) in December had a significant impact on performance for Quarters 3 and 4. A comprehensive recovery programme was implemented in February 2015, which has reduced the numbers of empty properties available to re-let. An action plan is available on request. Contractor performance on turnaround (average 25 days) is slowly improving and, as at 19 June 2015, stood at 22 void general needs properties, with an average turnaround time during April and May of 15 days. The Housing service is continuing to review all activities associated with re-letting properties and is currently piloting an approach where tenants bidding for houses are asked to take properties "as seen" with works to follow.



Individuals – to value and enhance the lives of our residents

Highlights:

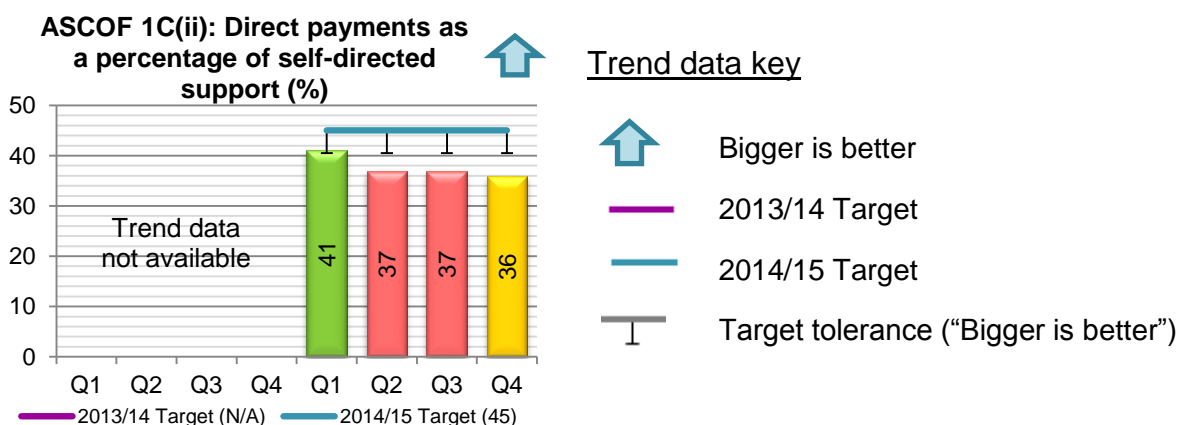
The Council has improved services for the borough’s most vulnerable families and children, focusing on early intervention to improve wellbeing. Performance met or exceeded target against eight of the 21 indicators and was within target tolerance against a further eight indicators.

Ten out of the 21 indicators saw better performance than last year:

- 63% of adults with learning disabilities were living in their own home or with their family, compared to 61% the previous year.
- The percentage of adults in contact with secondary mental health services in paid employment went up to 6.8% from 5.1%
- The percentage of people who return to Adult Social Care 91 days after completing reablement has fallen to 4.4% from 5.9%
- The percentage of carers who request information and advice has gone up significantly from 32.1% in 2013/14 to 88.9%
- The percentage of Looked After Children (LAC) with stable placements has increased with 83% of placements lasting for at least two years, compared to 79% last year. As well as performance being above target (80%), the Council is also performing significantly above the England average (67%).
- The percentage of Child Protection Plans lasting more than 24 months has fallen from 4.7% to 4%
- Only four children out of 251 became the subject of a Child Protection Plan for a second or subsequent time within two years, that is 1.6%, compared with 5.8% last year
- The total number of Careline and Telecare users in the borough has increased by 121, from 4,604 in 2013/14 to 4,725 in 2014/15.
- The rate of permanent admissions to residential and nursing care homes is at 9.6 per 100,000 population (aged 18-64), very slightly better than last year when performance was 9.7 per 100,000 population.
- There were 12 new in-house foster carers recruited in 2014/15, compared with eight in the previous year

Improvements required:

- The percentage of direct payments as a percentage of self-directed support remains below target with 36% of people (736) currently in receipt of a direct payment out of a possible 2,036. This is below target (45%). It is not possible to compare to performance during the same period last year due to a change in definition. It is expected that the roll-out of the pilots arising from the recent Lean Review of Adult Social Care and Commissioning, such as the potential for a specialist care planning function, will improve performance. This function will enable care planners to work closely with service users to develop robust person-centred support plans with the aim of increasing uptake.



- Total non-elective admissions into hospital (general & acute), at all ages, per 100,000 population, has not met the target (2,582) with 147 more admissions. Though, according to the Council’s definition, performance against this indicator would be RAG rated Green (as it is within 10% of the target), it has been RAG rated Red as it is a Better Care Fund (BCF) indicator, with access to funding being directly linked to the achievement of the target. A deep-dive by colleagues in the Clinical Commissioning Group and Commissioning Support Unit has been commissioned with the outcome to be determined, and this continues to be monitored as part of the Better Care Fund submissions.
- Six of 17 children (35%) were waiting no longer than 16 months to move in with their adopting family. This is worse than target (60%), however it is important to note that a change in definition (from 20 months to 16 months) makes direct comparisons with previous years’ performance difficult.

Value – to deliver high customer satisfaction and a stable Council Tax

Highlights:

Providing efficient and effective services for the borough is central to the Council achieving its goals.

Out of the 12 performance indicators, performance against eight either met or exceeded the target. Performance was within target tolerance against a further two indicators.

Cabinet, 8 July 2015

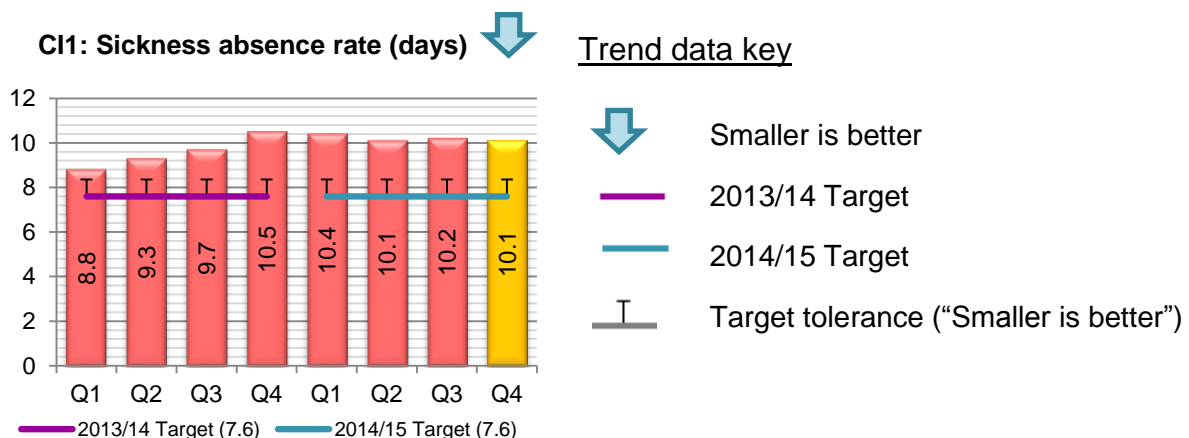
Four of these have seen better performance compared with last year:

- The percentage of corporate complaints completed within 10 days (86%) was better than last year (73%).
- Call abandonment rates were 3.3% lower at only 8.7%.
- The speed of processing new Housing Benefit / Council Tax Support claims has gone down from 26 days to 18 days, which is significantly quicker than the target of 24 days
- The speed of processing changes in circumstances of Housing Benefit/Council Tax Support claimants has gone down from 12 days to 10 days.

Improvements required:

- The sickness absence rate per annum per employee has remained consistently above target. Human Resources continues to work with Heads of Services to maintain momentum and proactively manage sickness cases. The Council's Corporate Management Team has agreed that all managers with responsibility for staff will have a specific objective relating to managing sickness absence effectively in their PDRs. In addition, CMT has agreed funding for two fixed term resources for one year to be deployed within the Operational HR team to work with managers to assist them to manage cases proactively. Intensive work to reduce sickness absence began at the beginning of the year, and the results were starting to be seen in Q3, when the number of long term absent employees went down to 127, and fell further to 113 in Q4. Over the last two quarters 32 of these people have left the Council. Fifteen of them resigned, six were dismissed through the sickness absence policy, four left on ill health retirement, three were dismissed for reasons other than sickness absence, two retired and two left for other reasons.

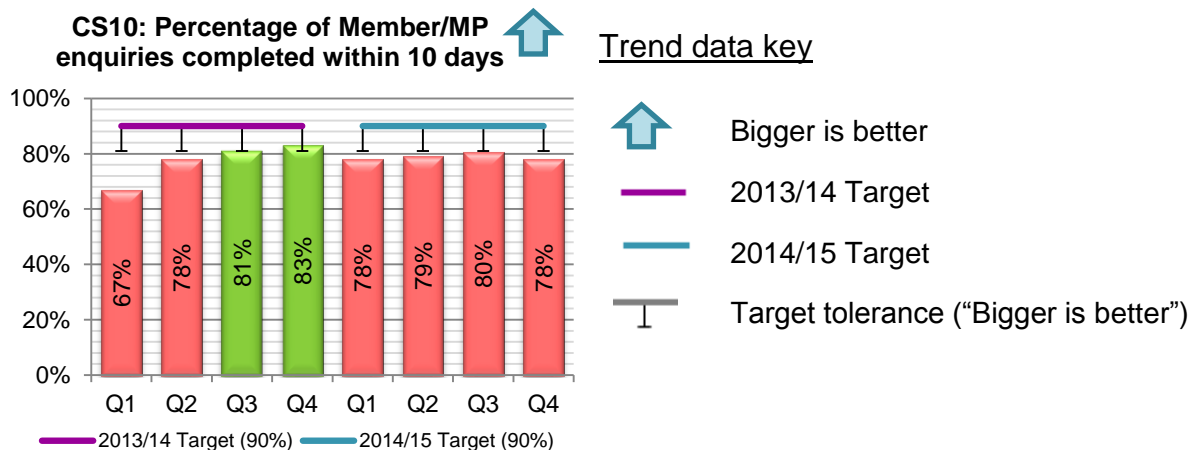
Since the end of 2013/14, the average number of days absence per employee has lowered from 10.5 days to 10.1 days, and is projected to lower to 9.5 days by the end of 2015/16 and to 8.5 days in 2016/17.



- The percentage of Member / MP Enquiries completed within 10 days (78%) was also worse than target (90%) and slightly worse than last year (83%). A review of complaints was undertaken last year and a revised process has been rolled

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out for both customer and Member complaints. This new process is designed to improve complaint responses.



Partnership Indicators

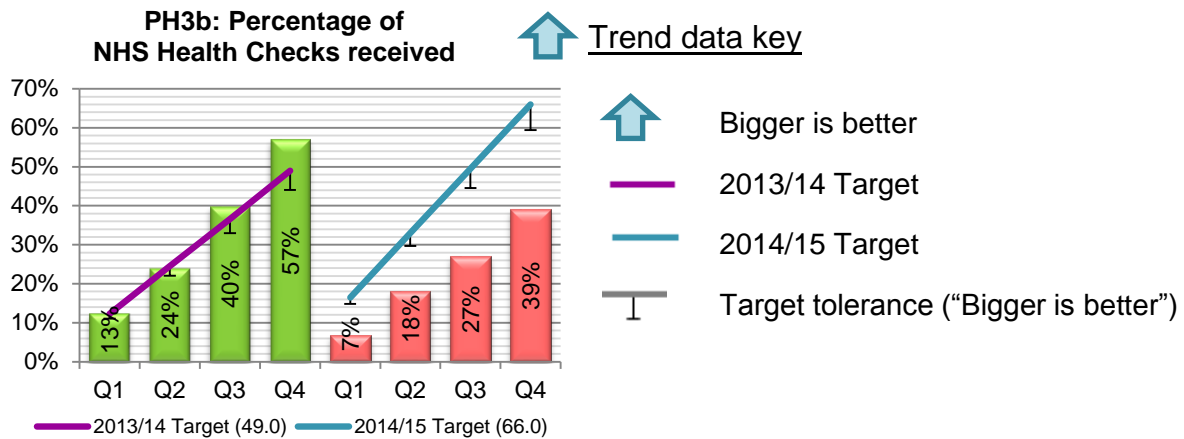
There are a number of indicators for which the Council is not solely responsible for either the target or performance. Performance against four of the seven indicators met or exceeded the annual target. Performance against a further target was within target tolerance.

Highlights:

- The number of burglaries reported has reduced significantly by 403 incidents to 1,993. This is currently exceeding the target set by the Mayor's Office for Policing and Crime (MOPAC) to reduce offending by 20% by March 2016.
- Anti-social behaviour reports have fallen from 6,748 last year to 4,833, which is a 28% reduction.
- The overall rate of delayed transfers of care from hospital, 4.5 per 100,000, is better than target and last year when performance was 5.3 per 100,000

Improvements required:

- The number of eligible people receiving an NHS health check (5,195, that is 38.6%) is below target (8,879 of 13,453 – 66%) and less than last year (6,396 – 56.7%). Underperformance is being addressed by developing a cluster arrangement with GPs, putting in place improvement plans for GPs that are underperforming, attending nurse and practice manager meetings as well as developing marketing materials.



The full Corporate Performance Report is attached as **Appendix 1**.

Target setting

This report includes the proposed targets for 2015/16, which have been set as part of the service planning process. Where proposed targets appear less challenging than the 2014/15 outturn, these have been queried by the Corporate Policy & Diversity team and an explanation provided by the service in the comments box.

The report considered by the Cabinet meeting on 18 March 2015, at which the Corporate Plan for 2015/16 was agreed, made clear that the measures and targets set out in the Corporate Plan at that time would continue to be refined as necessary as service plans were finalised throughout the remainder of March 2015. As such, the following amendments to the targets that were agreed at that time are now proposed:

- Reduce residual household waste to 646kg per household – The service would like this changed to **664kg** in light of year end outturn data and trends being seen across London.
- Increase the number of online report forms to 35% of all reports – It is proposed to increase the target to **40%** following discussions at the Council’s Overview and Scrutiny Board.
- Increase the number of volunteers assisting in running of library services to 360 – The service would like to reduce the target to **290** as officers believe this to be a more realistic and achievable – whilst still challenging - target
- 100% of estate inspections achieve the target score – It is proposed to reduce the target to **95%** following discussions at the Council’s Overview and Scrutiny Board.
- Collect 93% of Leaseholder Service Charge Arrears (excluding major works) – The service proposes to increase the target to **100%**.
- Reduce the percentage of rent arrears against rent debit to 2.5% - It is proposed to amend the target to **2.4%** following discussions at the Council’s Overview and Scrutiny Board.
- Increase the speed of processing changes in circumstances of Housing Benefit and/or Council Tax Support claimants to within 15 days – It is proposed to

increase the target to **12 days**. Following discussion with the service, officers believe this would be a challenging but achievable target.

REASONS AND OPTIONS

Reasons for the decision:

To provide Cabinet Members with an update on the Council's performance against the Corporate Performance Indicators and annual targets, in line with best practice.

Other options considered: N/A

IMPLICATIONS AND RISKS

Financial implications and risks:

Adverse performance against some Corporate Performance Indicators may have financial implications for the Council, particularly where targets are explicitly linked with particular funding streams.

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 and temporary additional HR resources have been agreed by CMT to support managers in this regard.

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. All managers with responsibility for staff will have a specific objective relating to managing sickness absence effectively in their PDRs.

Legal implications and risks:

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

Equalities implications and risks:

The following Corporate Performance Indicators rated as 'Red' or 'Amber' could potentially have equality and social inclusion implications for a number of different social groups if performance does not improve:

- **H3** – Average void to re-let times
- **ASCOF 1C(ii)** – Direct payments as a percentage of self-directed support (%)
- **L7** - Total non-elective admissions in to hospital (general & acute), all-age, per 100,000 population
- **CY15** - Number of new in-house foster carers
- **PH3b** – Percentage of eligible people receiving an NHS Health Check
- **CI1** – Sickness absence rate per annum per employee
- **(ex) NI075** - Percentage of pupils who achieve 5 or more A*-C grades at GCSE, including Maths and English, at Key Stage 4

The commentary for each indicator provides further detail on steps that will be taken to improve performance and mitigate these potential 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: Annual Corporate Performance Report 2014/15

Key

RAG Rating		Direction of Travel (DOT)	
Green	On or within 10% of the annual target	↑	Short Term: Performance is better than the previous quarter Long Term: Performance is better than last year
Amber	More than 10% off the annual target and where performance has <i>improved or been maintained</i> compared to last year	→	Short Term: Performance is the same as the previous quarter Long Term: Performance is the same as last year
Red	More than 10% off the annual target and where performance has <i>not improved</i> compared to last year	↓	Short Term: Performance is worse than the previous quarter Long Term: Performance is worse than last year

Description	
	Corporate Plan Indicator
(C)	Outturns reported cumulatively
(S)	Outturns reported as snapshot
(R)	Outturns reported as rolling year
(A)	Outturns reported as annual figure

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All new Corporate Performance Indicators for 2015/16 are towards the bottom of the document.

Environment - to ensure a clean, safe and green borough

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	Short Term DOT against 2014/15 (Q3)		Long Term DOT against 2013/14 Annual Performance		Comments	Service
SCO1 (C)	Residual household waste per household (kg)	Smaller is Better	664 kg (Target in new Corporate Plan agreed 18 March)	640 kg (494kg – Q3 time lag)	512 kg (Q3 time lag) (GREEN)	↓	342 kg (Q2)	↓	500 kg (Q3 time lag)	Data comes from the East London Waste Authority (ELWA) and lags by at least 8 weeks. The residual household waste is within target tolerance though slightly higher than the same period last year. London has seen residual waste increase by 3% year on year whilst Havering saw an increase of 2% last year. Rises in waste costs still pose a significant financial challenge with the levy predicted to increase by £1m+ every year until 2027, which is why we focus heavily on minimising waste through a	Streetcare <i>Local performance indicator</i>

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	Short Term DOT against 2014/15 (Q3)		Long Term DOT against 2013/14 Annual Performance		Comments	Service
										number of borough-wide schemes, such as a compostable sack service, Love Food Hate Waste workshops, Real Nappies, Give and Take days, Sew and Swish workshops and more, which is hoped to help reverse the declining trend.	
SCO2 (c)	Percentage of household waste sent for reuse, recycling & composting	Bigger is Better	36% (Target in new Corporate Plan agreed 18 March)	36% (Q3 target)	34% (26,381 of 78,379) (Q3 time lag) (GREEN)	↓	36% (19,229 of 53,997) (Q2)	↑	33%	Data comes from ELWA and lags by at least 8 weeks. The percentage of household waste recycled from October to December (34%) is on target and performance is better than the same period last year (33%).	Streetcare <i>Local performance indicator</i>
Page 124 SCO6 (A)	Number of people killed and seriously injured on roads	Smaller is Better	48	50	51 (2013) (GREEN)	-	N/A	↑	78 (2012)	The latest data that is available is for the full year of 2013. The figure of 51 shows a 35% improvement on the previous year. The data ranks Havering 9 th best out of the 33 London boroughs. A number of safety improvement schemes have been implemented this year which has helped to reduce casualty numbers.	Streetcare <i>Reported to Department for Transport and TfL by Met Police</i>
SCO7 (c)	Number of fly tipping incidents	Smaller is Better	3,000	3,500	2,914 (GREEN)	↓	2,144	↑	3,620	Performance is significantly better than target with 2,914 incidents reported over the year. This is 586 fewer incidents than target and 706 fewer incidents than the same period last year. This is largely due to a new system that involves manually removing extraneous reports from CRM to improve the accuracy of the data. However, it should be noted that while keeping the streets clean, many fly-tips are removed by front-line staff and not recorded. New technology will be introduced in the near future allowing staff to record all fly-tips, improving the Council's knowledge of the problem, and helping address some of the causes. This will in turn increase the number of recorded incidents.	Streetcare <i>Reported to Department for Environment, Food & Rural Affairs (DEFRA)</i>

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	Short Term DOT against 2014/15 (Q3)		Long Term DOT against 2013/14 Annual Performance		Comments	Service
SC04 (C)	Parking income against budget (£)	Bigger is Better	£4,764,420	£3,964,420	£3,675,348 (GREEN)	↑	£2,699,680	↑	£3,497,986	Car parking income is higher than the same period last year, but slightly lower than target. Due to significant changes in the parking regime, the target for 2015/16 is considerably higher than previous years. Increased manual enforcement activity has offset the loss of income following legislative changes that reduced use of CCTV cars. Early indications suggest that the additional income target of £1m will be very challenging. Officers are closely monitoring performance and considering ways the financial target can be met.	Streetcare <i>Local performance indicator</i>
SC05 (C)	Percentage of missed collections put right within target (Collected the same day if reported by midday; collected by midday the next working day if reported after midday)	Bigger is Better	This will not be a corporate indicator in 2015/16	93%	66% (3,244 of 4,938) (RED)	↑	62% (2,469 of 3,959)	↓	95%	Collections were severely disrupted in August due to a fire at the waste management facility. Since then, there have been issues with IT systems and processes, and although performance has improved month on month, it has been impossible to recover the cumulative position for the year.	Streetcare <i>Local performance indicator</i>
R8 (A)	Greenhouse gas emissions from Local Authority estate and operations (tonnes CO ₂)	Smaller is Better	21,000 (Target in new Corporate Plan agreed 18 March)	22,000	TBC (August 2015) (NOT AVAILABLE)	-	N/A	-	21,243	This outturn is not available until August 2015	Policy and Performance <i>Local performance indicator</i>

Learning - to champion education and learning for all

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	Short Term DOT against 2014/15 (Q3)		Long Term DOT against 2013/14 Annual Performance		Comments	Service
LA1 (C)	Number of apprentices (aged 16-18) recruited in the borough	Bigger is Better	660 AY 2014/15 (Target in new Corporate Plan agreed 18 March)	600 AY 2013/14	680 AY 2013/14 (GREEN)	↑	530 AY 2013/14 (Q3)	↑	643 AY 2012/13	There have been 80 more apprentices recruited in the borough (680) than target (600) and 37 more than the same period last year (643). This is due to the Raising Participation Age (RPA) campaign, as well as activities conducted during National Apprenticeship Week.	Learning & Achievement <i>Local performance indicator</i>
LA5 (A)	Percentage of 3 and 4 year olds who have access to an early education entitlement place if their parents wish	Bigger is Better	90% (Target in new Corporate Plan agreed 18 March)	96%	102% (GREEN)	-	N/A	↑	101%	The proportion of parents making the choice to put their children in early education exceeds the DfT expectation (96%) with Havering achieving 102% take up rate, which is one per cent higher than performance last year. The DfT advises that, in some cases, local authority take-up rates can exceed 100%. This is because population estimates at lower geographic levels, such as a local authority, are subject to a greater degree of uncertainty than at national level. Target this year is reduced due to changes in requirements for this measure, which will be very difficult to meet. In particular, the eligibility criteria has changed and now relates to families income thresholds rather than referrals.	Learning & Achievement <i>Reported to Department for Education (DfE)</i>
LA6 (S)	Percentage of Early Years providers judged Good or Outstanding by Ofsted	Bigger is Better	80% (Target in new Corporate Plan agreed 18 March)	75%	80% (231 of 287) (GREEN)	↑	76% (223 of 295)	↑	75%	Performance (80%) is better than target (75%) and the same period last year (75%). This is due to the continuation of efficient processes, which ably support child-minders and PVI (private, voluntary and independent) settings to achieve an Ofsted grading of good or above.	Learning & Achievement <i>Reported to Department for Education (DfE)</i>

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	Short Term DOT against 2014/15 (Q3)		Long Term DOT against 2013/14 Annual Performance		Comments	Service
LA9 (A)	Schools below the floor standard where fewer than 60% of pupils achieve Level 4 or above in Reading, Writing and Maths at Key Stage 2	Smaller is Better	0 of 49	0 of 49	0 of 49 (GREEN)	-	N/A	↑	1 of 49	Havering has an excellent record with schools remaining above the floor standard with none below in the 2013/14 academic year, an improvement on 2012/13 when one school was below the floor standard.	Learning & Achievement <i>Local performance indicator</i>
LA10 (A)	Schools below the floor stand where fewer than 40% of pupils achieve 5 or more A*-C grades at Key Stage 4	Smaller is Better	This will not be a corporate indicator in 2015/16	0 of 18	0 of 18 (GREEN)	-	N/A	→	0 of 18	Havering is one of the few local authorities that has never had a secondary school below the floor standard.	Learning & Achievement <i>Local performance indicator</i>
Page 127 (ex) 117 (s)	Percentage of 16 to 19 year olds (school years 12-14) who are not in education, employment or training (NEET)	Smaller is Better	4.0% (Target in new Corporate Plan agreed 18 March)	4.0%	3.0% (GREEN)	↑	4.4%	↑	4.1%	Performance has improved (3%) and is lower than last year (4.1%). This has been achieved by continuing to track young learners using the targeting toolkit to identify potential people who are NEET and ensure early intervention.	Learning & Achievement <i>Reported to Department for Education (DfE)</i>
LA13 (A)	Achievement gap between pupils eligible for free school meals and their peers, at Key Stage 2	Smaller is Better	16% (Target in new Corporate Plan agreed 18 March)	20%	16% (GREEN)	-	N/A	-	N/A	It is not possible to compare performance with the previous year as the measure has changed; however, it is considerably (4%) better than target (20%). Attainment at Key Stage 2 has improved for all pupils, whether disadvantaged or not. However, disadvantaged pupils have improved at a faster rate thereby reducing the gap from -20% points in 2013 to -16% points in 2014 due to target work. The gap is now below the national average and below that of statistical neighbours against which Havering is ranked 1 st .	Learning & Achievement <i>Reported to Department for Education (DfE)</i>

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	Short Term DOT against 2014/15 (Q3)		Long Term DOT against 2013/14 Annual Performance		Comments	Service
LA14 (A)	Achievement gap between pupils eligible for free school meals and their peers, at Key Stage 4	Smaller is Better	28% (Target in new Corporate Plan agreed 18 March)	23%	25% (GREEN)	-	N/A	↓	24%	Havering is in the top 25% of local authorities and 2.9% below the national average. In 2016, schools will no longer work to 5 A-Cs at GCSE level, but will move on to the new Attainment 8 programme. This will be a very turbulent period affecting teaching methods and progress levels of children. In addition, entry patterns will be different, hence the target has been changed to 28% in 2015/16	Learning & Achievement <i>Reported to Department for Education (DfE)</i>
Page 128 (ex) NI075 (A)	Percentage of pupils who achieve 5 or more A*-C grades at GCSE, including Maths and English, at Key Stage 4	Bigger is Better	In line with national target	68%	60% (RED)	-	N/A	↓	64%	Performance is below the target set because there have been changes to the examination system during the last two years, which affected outcomes in Havering and nationally. However, attainment remains above national and statistical neighbour averages and is broadly in line with the London average. Havering nationally ranks 35 th of 152, and ranks 2 nd against statistical neighbours, only behind Bexley.	Learning & Achievement <i>Reported to Department for Education (DfE)</i>

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

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	Short Term DOT against 2014/15 (Q3)		Long Term DOT against 2013/14 Annual Performance		Comments	Service
CL2 (C)	Number of physical library visits	Bigger is Better	1,602,271	1,602,276	1,668,460 (GREEN)	↑	1,276,414	↓	1,674,688	The annual target has been achieved, with 66,189 more physical visits than the target of 1,602,271 visits. However, performance is slightly worse than last year, with 6,228 fewer physical library visits.	Culture & Leisure <i>Reported to The Chartered Institute of Public Finance & Accountancy</i>

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	Short Term DOT against 2014/15 (Q3)		Long Term DOT against 2013/14 Annual Performance		Comments	Service
R2 (C) This will be R5 in 2015/16	Net external funding secured through regeneration initiatives (£)	Bigger is Better	£2,000,000 (Target in new Corporate Plan agreed 18 March)	£2,000,000	£5,628,965 (GREEN)	→	£5,628,965	↑	£4,233,195	Over the year, £5,628,965 of external funding was secured through regeneration initiatives; almost three times higher than target (£2,000,000). A large amount of funding is for Crossrail complementary measures, while funding was also secured through the Heritage Lottery Fund and Department for Work and Pensions.	Economic Development <i>Local performance indicator</i>
R3 (C) This will be R1 in 2015/16	Number of businesses accessing advice through regeneration initiatives	Bigger is Better	500 (Target in new Corporate Plan agreed 18 March)	700	875 (GREEN)	↑	658	↓	1,017	Although (142) fewer businesses have accessed advice through regeneration initiatives since last year, there were still 175 more than target (700). A new ICT system is now being used to record all interactions, which from 2015/16 will be able to provide a more detailed breakdown. This indicator will become R1 in 2015/16 reports and will only refer to established businesses accessing advice through regeneration initiatives, while another indicator (R2) will measure only start-up companies accessing advice via the Business Start-up Programme, which is why the target for this indicator is lower for 2015/16 (500).	Economic Development <i>Local performance indicator</i>
H1 (S)	Percentage of Leaseholder Service Charge Arrears collected (excluding major works)	Bigger is Better	100% (Target in new Corporate Plan agreed 18 March)	93%	98% (GREEN)	↑	85%	↑	93%	The percentage of Leaseholder Service Charge Arrears collected (98%) is better than target (93%) and last year (93%). In particular, legal action has allowed the Council to secure old service charge debt, which has contributed to reducing the overall balance.	Housing <i>Local performance indicator</i>
H2 (C)	Percentage of repairs completed on time (including services contractors) (Target completion date is determined by the system from the priority code)	Bigger is Better	90% (Target in new Corporate Plan agreed 18 March)	90%	86% (27,218 of 31,616) (GREEN)	↑	84% (18,818 of 22,410)	↓	88%	While the percentage of repairs completed on time (86%) was worse than target (90%) and the same period last year (88%) it still fell within target tolerance. With the start of a new contractor partnership, the contract is being closely monitored to ensure performance remains on target.	Housing <i>Local performance indicator</i>

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	Short Term DOT against 2014/15 (Q3)		Long Term DOT against 2013/14 Annual Performance		Comments	Service
H4 (C)	Number of homes made decent	Bigger is Better	96.08% (9,342)	1,291	1,291 (GREEN)	↑	666	↑	1,078	The final year of the decent homes programme completed on target with a final tranche of 1,291 homes being made decent (determined by the DCLG). The Programme improved the condition of homes for social housing tenants and vulnerable households in private sector accommodation. The target will change to a percentage value for 2015/16 to allow benchmarking against other local authorities. In addition, the programme will change, and will become about maintaining all social housing at decent homes standard, and hence the target is much higher than previous years based on managed stock of 9,724 homes.	Housing <i>Reported to Department Communities & Local Govt (DCLG)</i>
H5 (S)	Percentage of rent arrears against rent debit	Smaller is Better	2.40% (Target in new Corporate Plan agreed 18 March)	2.50%	2.07% (snapshot) (GREEN)	↑	2.15%	↑	2.14%	The percentage of rent arrears against rent debit collected has been better than target (2.50%) and last year (2.14%). Continued close working with the Welfare Reform and Neighbourhood Services Team has ensured residents are receiving appropriate advice and support to reduce rent debit.	Housing <i>Local performance indicator</i>
HNS14 (C)	Number of persons enrolled on Keys for Change	Bigger is Better	Target has been met. This will not be a corporate indicator in 2015/16	69	82 (GREEN)	↑	60	↑	67	The overall target for this programme was to assist 136 people over two years (November 2013 to October 2015). In 2013/14, 67 people were enrolled on the programme. A further 82 people have been enrolled over the last year, exceeding the target with 149 people in total.	Housing <i>Local performance indicator</i>
L7 (ex) NI155 (A)	Number of affordable homes delivered (gross)	Bigger is Better	300 (Target in new Corporate Plan agreed 18 March)	375	493 (GREEN)	-	N/A	↑	366	An extra 127 affordable homes were built over the year, and performance (493) far exceeds the target (375). The main areas were in Harold Wood (old Harold Wood hospital site), Rainham, Elm Park, Harold Hill and Romford.	Housing <i>Local performance indicator</i>

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	Short Term DOT against 2014/15 (Q3)		Long Term DOT against 2013/14 Annual Performance		Comments	Service
DC4 (c)	Percentage of appeals allowed against refusal of planning permission	Smaller is Better	33%	30%	31% (31 of 101) (GREEN)	↓	28% (18 of 64)	↓	25%	The percentage of appeals allowed against refusal of planning permission is within target tolerance (31%), even though it is less strong than last year (25%). The service is due to update its planning polices in 2016/17, and performance is expected to improve with more up-to-date polices, hence for the coming year the target has been set in line with the trend in performance over past years. Performance is still considerably better than the national average (36%).	Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i>
(ex) NI157a (c)	Percentage of major applications processed within 13 weeks	Bigger is Better	62% (Target in new Corporate Plan agreed 18 March)	60%	85% (33 of 39) (GREEN)	↑	73% (19 of 26)	↑	62%	The percentage of major applications processed within 13 weeks has risen (85%) compared with last year (62%). However, these include extension of time agreements, which extend the statutory timeframe for decision. Previous years did not, nor will they in 2015/16, hence they are not directly comparable, however a RAG rating and DOT has been given.	Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i>
(ex) NI157b (c)	Percentage of minor applications processed within 8 weeks	Bigger is Better	65% (Target in new Corporate Plan agreed 18 March)	65%	74% (303 of 408) (GREEN)	↑	63% (187 of 295)	↑	36%	The percentage of minor applications processed within 8 weeks (74%) is higher than target (65%) and significantly better than last year (36%). This was the result of greater use of extension of time agreements, which means the data is not directly comparable with the previous year or 2015/16, however a RAG rating and DOT has been given.	Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i>
(ex) NI157c (c)	Percentage of other applications processed within 8 weeks	Bigger is Better	80% (Target in new Corporate Plan agreed 18 March)	80%	90% (1,326 of 1,473) (GREEN)	↑	88% (1,008 of 1,152)	↑	64%	Performance (90%) is better than target (80%) and significantly better than last year (64%). This again includes extension of time agreements; hence it is not directly comparable with the previous year, however a RAG rating and DOT has been given.	Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i>

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	Short Term DOT against 2014/15 (Q3)		Long Term DOT against 2013/14 Annual Performance		Comments	Service
H3 (A)	Average void to re-let times	Smaller is Better	22 days	25 days	33 days (RED)	→	33 days	↓	28 days	<p>Performance (33 days) was considerably worse than target (25 days) and last year (28 days). Helping those affected by welfare reforms to downsize resulted in more empty homes activity. In addition, changes to work contractors also had an impact, resulting in backlogs.</p> <p>Corrective Action A comprehensive recovery programme was implemented in February 2015, which has reduced the numbers of empty properties available to re-let. An action plan is available on request. Contractor performance on turnaround (average 25 days) is slowly improving and, as at 19 June 2015, stood at 22 void general needs properties, with an average turnaround time during April and May of 15 days.</p>	Housing <i>Local performance indicator</i>

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Individuals - to value and enhance the lives of our residents

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	Short Term DOT against 2014/15 (Q3)		Long Term DOT against 2013/14 Annual Performance		Comments	Service
ASCOF 1C(i) (S)	Percentage of people using social care who receive self-directed support and those receiving direct payments	Bigger is Better	82% (Target in new Corporate Plan agreed 18 March)	80%	75.4% (1,536 of 2,036)	↑	73% (1,495 of 2,052)	↑	47.7%	<p>Performance (75.4%) is within target tolerance (80%). Although a DOT and RAG rating has been given, a direct comparison is not possible due to a change in definition. Self-Direction has now been embedded as part of the Lean Review with different ways of working piloted, and now being rolled out across the service. This includes looking at external brokerage and support planning services, funded through personal budgets, such as 'MySupportBroker'. We continue to ensure that, wherever</p>	Adult Social Care <i>Reported to Department of Health (DH)</i>

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	Short Term DOT against 2014/15 (Q3)	Long Term DOT against 2013/14 Annual Performance	Comments	Service
					(GREEN)			appropriate, client packages are offered via Self Directed Support and that these are recorded in a timely and accurate manner.	
ASCOF 1F (c)	Percentage of adults in contact with secondary mental health services in paid employment	Bigger is Better	6.5%	5.5%	6.8% (31 of 459) (GREEN)	↓ 7.0% (34 of 487)	↑ 5.1%	Performance (6.8%) is better than target (5.5%) and an improvement on last year's outturn (5.1%). There are currently 31 individuals in active employment compared to 28 service users last year. Mental Health Services are committed to the recovery model and work closely with service users to support them to fulfil their potential in accessing employment opportunities. The service exceeded expectations significantly in 2014/15, therefore the 2015/16 target has not been set higher than the outturn but at what is felt to be achievable.	Adult Social Care <i>Reported to Department of Health (DH)</i>
ASCOF 1G (c)	Percentage of adults with learning disabilities who live in their own home or with their family	Bigger is Better	63%	62%	63% (319 of 509) (GREEN)	↑ 46% (217 of 468)	↑ 61%	Performance continues to remain positive and has improved on last year. There are currently 319 individuals (63% of service users) with learning disabilities living in their own home or with their family compared to 61% of service users during the same period last year.	Adult Social Care <i>Reported to Department of Health (DH)</i>
ASCOF 1H (c)	Percentage of adults in contact with secondary mental health services living independently, with or without support	Bigger is Better	94%	94%	88% (405 of 459) (GREEN)	↓ 89% (433 of 487)	↓ 93%	Performance (88%) is less than last year (93%) with 405 service users living independently. We will work closely with North East London Foundation Trust to continue to remove the barriers mental health service users face in accessing and remaining in settled accommodation, and coming out of residential care to settle back into the community.	Adult Social Care <i>Reported to Department of Health (DH)</i>
ASCOF 2A(ii) (c)	Rate of permanent admissions to residential and nursing care homes per 100,000	Smaller is Better	598.1	584.6	606.9	↓ 437.4	↓ 584.7	The rate of permanent admissions (606.9 per 100,000) is higher than target (584.6 per 100,000) and, due to the change in definition to account for Self Funders, the outturn is slightly worse than last year (584.7 per 100,000). There is continued pressure for placements in the borough and	Adult Social Care <i>Reported to Department of Health (DH)</i>

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	Short Term DOT against 2014/15 (Q3)		Long Term DOT against 2013/14 Annual Performance		Comments	Service
	population (aged 65+)				(GREEN)					work is continuing (e.g. implementing robust panel processes) to ensure that admissions are timely and appropriate.	
ASCOF 2B (i) (A)	Percentage of older people (65+) who were still at home 91 days after discharge from hospital into reablement services	Bigger is Better	87.5% (Target in new Corporate Plan agreed 18 March)	87%	80.7% (GREEN)	-	N/A	→	80.7%	This indicator is monitored over a 3-month period looking at patients discharged from hospital. The percentage of older people who were still at home 91 days after discharge from hospital into reablement services is on target and the same as last year (80.7%)	Adult Social Care <i>Reported to Department of Health (DH)</i>
ASCOF 2C(ii) (c) Page 134	Rate of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and Health per 100,000 population	Smaller is Better	2.8 (Target in new Corporate Plan agreed 18 March)	3.0	2.0 (GREEN)	↓	1.8	↓	1.8	The rate of delayed transfers of care attributed to ASC and Health (2.0 per 100,000) is better than target (3.0 per 100,000) but slightly worse than last year (1.8 per 100,000). There are slightly more delays occurring in the Acute sector compared to Non-Acute sector. The Joint Assessment and Discharge Team will continue to work with Health colleagues to maintain positive performance in this area and improve discharge processes.	Adult Social Care <i>Reported to Department of Health (DH)</i>
ASCOF 2C(iii) (c)	Rate of delayed transfers of care attributable to Adult Social Care (ASC) only per 100,000 population	Smaller is Better	1.0 (Target in new Corporate Plan agreed 18 March)	1.0	1.1 (GREEN)	↓	0.8	↓	0.8	While performance has been relatively stable throughout the year, the rate of delayed transfers of care attributed to Adult Social Care only (1.1 per 100,000) is within target tolerance (1.0 per 100,000) but slightly worse than last year (0.8 of 100,000). To date, ASC has been responsible for 24 delays (4 acute and 20 non-acute).	Adult Social Care <i>Reported to Department of Health (DH)</i>
L3 (c)	Percentage of people who return to Adult Social Care 91 days after completing reablement	Smaller is Better	5.0% (Target in new Corporate Plan agreed 18 March)	5.5%	4.4% (28 of 640) (GREEN)	↓	4.0% (20 of 494)	↑	5.9%	This indicator considers the success of reablement and measures the percentage of service users who return after a successful reablement phase. Over the year, only 28 service users (4.4%) have returned after reablement requiring a longer term package of care, which is considerably better than target (5.5%) and last year (5.9%).	Adult Social Care <i>Local performance indicator</i>

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	Short Term DOT against 2014/15 (Q3)		Long Term DOT against 2013/14 Annual Performance		Comments	Service
L6 (A)	Percentage of carers who request information and advice	Bigger is Better	75%	69%	88.9% (GREEN)	-	N/A	↑	32.1%	The percentage of carers who request information and advice is above target, from 32.1% in 2013/14 to 88.9% now. Performance has significantly improved within this area. The data is taken from the bi-annual statutory survey. From 2015/16 we aim for this to be monitored as part of the carers assessment process and the Better Care Fund submissions. The 2015/16 target was signed off by NHS England prior to the outturns being available.	Adult Social Care <i>Reported to Department of Health (DH)</i>
L8 (A)	Patient/service user experience (managing long term conditions)	Bigger is Better	34	33	32.1 (GREEN)	-	N/A	→	32.1	Data is taken from the GP patient survey and will be monitored throughout 2015-16 as part of the Better Care Fund submissions.	Adult Social Care <i>Reported to Department of Health (DH)</i>
CY2 (s)	Percentage of looked after children (LAC) placements lasting at least 2 years	Bigger is Better	80%	80%	83% (44 of 53) (GREEN)	↓	85% (45 of 53)	↑	79%	83% of our eligible Looked After Children (44 of 53) aged under 16 years have been in the same placement for at least 2 years. As well as performing above target (80%), we are also performing significantly above the England average (67%).	Children's Services <i>Reported to Department for Education (DfE)</i>
CY13 (c)	Percentage of Child Protection (CP) Plans lasting more than 24 months	Smaller is Better	4.0%	4.0%	4.0% (7 of 173) (GREEN)	→	4.0% (5 of 124)	↑	4.7%	By the end of the year, only 7 of the 173 children (4.0%) that had come off a Child Protection Plan had remained on their Plan for more than 24 months. This is the same as target (4.0%) and better than last year (4.7%).	Children's Services <i>Reported to Department for Education (DfE)</i>

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	Short Term DOT against 2014/15 (Q3)		Long Term DOT against 2013/14 Annual Performance		Comments	Service
N18 (c)	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years	Smaller is Better	5.0% (Target in new Corporate Plan agreed 18 March)	5.0%	1.6% (4 of 251) (GREEN)	↑	2.4% (4 of 165)	↑	5.8%	Over the year, 251 children had become the subject of a Child Protection Plan. Of these, 4 children (1.6%) from one sibling group became the subject of a Plan for the second time within 2 years. This is better than target (5.0%) and better than last year (5.8%).	Children's Services <i>Local performance indicator (as it refers to 2 years)</i>
L5 (c)	Total number of Careline and Telecare users in the borough	Bigger is Better	5,150 (Target in new Corporate Plan agreed 18 March)	5,000	4,725 (GREEN)	↑	4,659	↑	4,604	There are currently 4,725 Careline and Telecare users in the borough. While performance is still within target tolerance, there are 275 fewer than target (5,000) but 121 more than the same period last year (4,604). The winter season always has a negative effect on this indicator and a marketing plan is being drawn together to promote the service.	Housing <i>Local performance indicator</i>
ASCOF 2A(i) (c)	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64)	Smaller is Better	10.0 (Target in new Corporate Plan agreed 18 March)	9.0	9.6 (GREEN)	↓	7.6	↑	9.7	The rate of permanent admissions for individuals aged between 18-64 years (9.6 per 100,000) is worse than target (9 per 100,000) but better than the same period last year (9.7 per 100,000). However it is useful to note that there were only 14 total admissions to permanent placements in 2014/15.	Adult Social Care <i>Reported to Department of Health (DH)</i>
ASCOF 1C(ii) (s)	Direct payments as a percentage of self-directed support	Bigger is Better	45% (Target in new Corporate Plan agreed 18 March)	45%	36.1% (736 of 2,036)	↓	37% (761 of 2,052)	↑	14.6%	Performance is currently below target (45%) with 736 people currently in receipt of a Direct Payment out of a possible 2,036. A direct comparison in performance is not possible due to a change in definition; however, a RAG rating and DOT has been given. Corrective Action Nationally it is acknowledged that the most challenging cohort of users to encourage take up of Direct Payment is older people, of which Havering has the most in London. However, the roll-out of the pilots from the Lean Review, such as developing a specialist	Adult Social Care <i>Reported to Department of Health (DH)</i>

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	Short Term DOT against 2014/15 (Q3)		Long Term DOT against 2013/14 Annual Performance		Comments	Service
					(AMBER)					support planning function, should improve performance in 2015/16. This function will enable support planners to work closely with the service user to develop robust person-centred support plans with the aim of increasing the uptake of self-directed support and direct payments. Commissioning is also developing plans, as part of the ASC Market Position Statement, to encourage diversification of the market in terms of the service offer for people with personal budgets and direct payments, including the personal assistant market.	
Y15 c) Page 137	Number of new in-house foster carers	Bigger is Better	15	15	12 (AMBER)	↑	11	↑	8	Although the target for this measure was not met, the placement stability indicator for looked after children are all green and have met or exceeded their targets. In addition, performance is better than last year. Corrective Action 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 <i>Local performance indicator</i>
L7 (A)	Total non-elective admissions in to hospital (general & acute), all-age, per 100,000 population	Smaller is Better	Q1 – 2,692 Q2 – 2,730 Q3 – 2,739 Q4 – TBC	2,582 (Q4 target)	2,729 (Q4 outturn) (RED)	-	N/A	-	N/A	Total non-elective admissions into hospital (general & acute), all-age, per 100,000 population has not met the target (2,582) with 147 more admissions. Though, according to the Council's definition, performance against this indicator would be RAG rated Green (as it is within 10% of the target), it has been RAG rated Red as it is a Better Care Fund (BCF) indicator, with access to funding being directly linked to the achievement of the target. Corrective Action A deep-dive by colleagues in the Clinical Commissioning Group and Commissioning Support Unit has been commissioned with the outcome to be determined. Monitored as part of the Better Care Fund submissions.	Adult Social Care <i>Reported to Department of Health (DH)</i>

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	Short Term DOT against 2014/15 (Q3)		Long Term DOT against 2013/14 Annual Performance		Comments	Service
13 (c)	Percentage of children who wait less than 16 months between entering care and moving in with their adopting family	Bigger is Better	70%	60%	35% (6 of 17) (RED)	↓	41% (7 of 17)	↓	52% (12 of 23)	Over the year, 6 of the 17 children (35%) were waiting no longer than 16 months to move in with their adopting family. This is worse than target (60%), however it is important to note a change in definition (from 20 months to 16 months) which makes a direct comparison difficult.	Children's Services <i>Reported to Department for Education (DfE)</i>

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

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	Short Term DOT against 2014/15 (Q3)		Long Term DOT against 2013/14 Annual Performance		Comments	Service
CS7 (c)	Percentage of Corporate Complaints completed within 10 days (15 days from 2015/16)	Bigger is Better	95% (Target in new Corporate Plan agreed 18 March)	90%	86% (GREEN)	↓	87%	↑	73%	The percentage of Corporate Complaints completed within 10 days (86%) was within target (90%) and significantly better than last year (75%). Streetcare and Housing both continue to receive the majority of complaints. The indicator will change to percentage of Corporate Complaints completed within 15 days from 2015/16.	Corporate Health <i>Local performance indicator</i>
CS8 (c)	Percentage of Corporate Complaints escalated to Stage 2	Smaller is Better	10% (Target in new Corporate Plan agreed 18 March)	10%	6% (GREEN)	→	6%	→	6%	The percentage of Corporate Complaints escalated to Stage 2 (6%) was better than target (10%) and remains the same as last year (6%). With the majority of complaints addressed to a satisfactory standard within each Service at Stage 1, very few complaints are escalated to Stage 2.	Corporate Health <i>Local performance indicator</i>

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	Short Term DOT against 2014/15 (Q3)	Long Term DOT against 2013/14 Annual Performance	Comments	Service	
ISS10 (c)	Percentage of suppliers paid within 30 days of receipt, by Transactional Team, by invoice	Bigger is Better	95% (Target in new Corporate Plan agreed 18 March)	95%	95% (105,139 of 110,133) (GREEN)	→	95% (76,628 of 80,276)	↓ 96%	There were 105,139 invoices paid within 30 days of receipt out of a total of 110,133 invoices received (95%). This is on target (95%) and only slightly worse than the same period last year (96%). As the Council increases the use of online invoicing (iSupplier), the amount of paper invoices should decrease, which will improve the speed of processing.	Corporate Health <i>Local performance indicator</i>
CS1 (c)	Percentage of customers satisfied with the Contact Centre	Bigger is Better	88%	85%	88% (17,048 of 19,313) (GREEN)	↓	90% (13,852 of 15,429)	↓ 89%	Of the 19,313 customers that completed a satisfaction survey in the last year, 17,048 (88%) were satisfied with the Contact Centre (Call Centre and the PASC). Performance is better than target (85%) though slightly worse than last year (89%). The number of surveys carried out is less than last year (21,779), due to reduced service in the PASC, which provided fewer opportunities to offer face-to-face surveys.	Customer Services <i>Local performance indicator</i>
CS2 (c)	Call abandon rates	Smaller is Better	10% (Target in new Corporate Plan agreed 18 March)	10%	8.7% (37,616 of 433,786) (GREEN)	→	8.7% (26,904 of 309,736)	↑ 12%	Performance is significantly better than last year (12%) with only 8.7% of calls abandoned. This improved performance is despite the number of calls increasing by 106,349 this year due to a channel shift away from face-to-face contact and more services migrating into the Contact Centre.	Customer Services <i>Local performance indicator</i>
CS3 (c)	Percentage of automated transactions	Bigger is Better	35% (Target in new Corporate Plan agreed 18 March)	30%	30% (213,199 of 703,212) (GREEN)	↑	29% (149,624 of 522,917)	- New indicator	The percentage of automated transactions is on target (30%). Recent initiatives such as the introduction of applying and paying for parking permits online and green waste renewal have helped increase performance. This was a new indicator for 2014/15 therefore DOT is not provided.	Customer Services <i>Local performance indicator</i>

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	Short Term DOT against 2014/15 (Q3)		Long Term DOT against 2013/14 Annual Performance		Comments	Service
CS1 (c)	Percentage of Council Tax collected	Bigger is Better	97% (Target in new Corporate Plan agreed 18 March)	97%	97% (£120.7m) (GREEN)	↑	86% (£106.6m)	→	97%	There has been £120.7m of Council Tax collected over the last year (97%). This is on target (97%) and the same as last year (97%). The strategy to improve collection worked well in 2014/15 but will be revised for 2015/16 to take account of local changes such as the Council Tax Support scheme.	Exchequer & Transactional Services <i>Reported to Department Communities & Local Govt (DCLG)</i>
CS2 (c)	Percentage of National Non-Domestic Rates collected (NNDR)	Bigger is Better	98% (Target in new Corporate Plan agreed 18 March)	98%	97% (£72.7m) (GREEN)	↑	84% (£63.4m)	→	97%	Performance is within tolerance of the target, and the same as last year. The targets for the year were set in 2013/14, based on the profiled income received in that year. As part of government measures to assist businesses, however, payments can now be made over 12 instalments rather than 10. Therefore, the monthly collectable figure has reduced.	Exchequer & Transactional Services <i>Reported to Department Communities & Local Govt (DCLG)</i>
CS3 (c)	Speed of processing new Housing Benefit/Council Tax Support claims	Smaller is Better	20 days (Target in new Corporate Plan agreed 18 March)	24 days	18 days (GREEN)	→	18 days	↑	26 days	New claim processing is prioritised above all other benefit claim types to ensure people in need receive help with their rent and council tax payments, therefore performance has comfortably exceeded target in 2014/15. Additional resources were also made available to accomplish this high level of performance. This strategy will be maintained in 2015/16.	Exchequer & Transactional Services <i>Reported to Department for Work and Pensions (DWP)</i>
CS4 (c)	Speed of processing changes in circumstances of Housing Benefit/Council Tax Support claimants	Smaller is Better	12 days (Target in new Corporate Plan agreed 18 March)	15 days	10 days (GREEN)	↑	12 days	↑	12 days	Exchequer & Transactional Services is making efficient use of additional resources to maintain and improve benefit processing. A number of enhancements were made to the core system to automate activities which will have contributed positively to performance. This is proving successful as performance (10 days) is better than target (15 days) and better than the same period last year (12 days).	Exchequer & Transactional Services <i>Reported to Department for Work and Pensions (DWP)</i>

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	Short Term DOT against 2014/15 (Q3)		Long Term DOT against 2013/14 Annual Performance		Comments	Service
CI1 (R)	Sickness absence rate per annum per employee (days)	Smaller is Better	8.5 days (Target in new Corporate Plan agreed 18 March)	7.6 days	10.1 days (AMBER)	↑	10.2 days	↑	10.5 days	Performance (10.1 days) is worse than target (7.6 days) but an improvement on last year (10.5 days). Targeted support is being provided to managers in areas where sickness absence is high, and a Health and Wellbeing day was organised for staff in March. Intensive work to reduce sickness absence began at the beginning of the year, and the results were starting to be seen in Q3, when the number of long term absent employees went down to 127, and fell further to 113 in Q4. The average number of days absent is projected to fall to 9.5 days by the end of 2015/16 and 8.5 days in 2016/17.	Corporate Health <i>Local performance indicator</i>
Page 141 CS10 (c)	Percentage of Member/MP Enquiries completed within 10 days (15 days from 2015/16) (%)	Bigger is Better	95%	90%	78% (RED)	↓	80%	↓	83%	The percentage of Member Enquiries completed within 10 days (78%) was worse than target (90%) and slightly worse than last year (83%). This was due to Streetcare staff shortages and Housing system failures, which created a backlog within the two areas that received most enquiries. Corrective Action Staff shortages have been addressed and complaints/members enquiries are now logged on CRM rather than Housing's independent system, to mitigate further problems.	Corporate Health <i>Local performance indicator</i>

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

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	Short Term DOT against 2014/15 (Q3)		Long Term DOT against 2013/14 Annual Performance		Comments	Service
CSP1 (c)	Number of burglaries reported	Smaller is Better	2,320 (Target in new Corporate Plan agreed 18 March)	2,465	1,993 (GREEN)	↓	1,427	↑	2,396	There were 472 fewer burglaries reported (1,993) than target (2,465) and 403 fewer than last year (2,396). Burglary is currently exceeding the target of reducing offending by 20% by March 2016. 2014/15 has seen a reduction in excess of 16% compared to a regional average reduction of 13%.	Corporate Policy & Community <i>Reported to Mayor's Office for Policing and Crime (MOPAC)</i>
Page 142 CSP2 (c)	Number of antisocial behaviour (ASB) incidents	Smaller is Better	6,377 (Target in new Corporate Plan agreed 18 March)	6,910	4,833 (GREEN)	↓	3,906	↑	6,748	There were 2,077 fewer ASB complaints reported to the police (4,833) than target (6,910), and 1,915 less reports than last year (6,748). Some of the reduction may be linked to other services, for example, police call handlers signposting some complaints of ASB, such as noise, fly-tipping and vehicle nuisance, to council services.	Corporate Policy & Community <i>Reported to Mayor's Office for Policing and Crime</i>
ASCOF 2C(i)a (c)	Overall rate of delayed transfers of care from hospital per 100,000 population	Smaller is Better	6.0	7.0	4.5 (GREEN)	↓	4.1	↑	5.3	The overall rate of delayed transfers of care from hospital (4.5 per 100,000) is better than target (7.0 per 100,000) and better than the same period last year (5.3 per 100,000). Performance in this area is continually monitored following the creation of the Joint Assessment and Discharge Team.	Adult Social Care <i>Reported to Department of Health (DH)</i>

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	Short Term DOT against 2014/15 (Q3)		Long Term DOT against 2013/14 Annual Performance		Comments	Service
ASCOF 2C(i)b (C)	Rate of delayed transfers of care from hospital per 100,000 population (monthly average)	Smaller is Better	389.1	403.45	252.4 (GREEN)	↑	386.4	-	New indicator	This was a new indicator for 2014/15 and it is therefore not possible to give a DOT, however, performance (252.4 per 100,000) is strong and well within tolerance of the target (403.45 per 100,000). Monitored as part of the Better Care Fund submissions	Adult Social Care <i>Reported to Department of Health (DH)</i>
PH3a (C)	Percentage of eligible patients offered an NHS Health Check	Bigger is Better	20% (equates to 13,343) (Target in new Corporate Plan agreed 18 March)	20% (13,453 of 67,265)	18.7% (12,551 of 67,265) (GREEN)	↑	14.2% (9,529 of 67,265)	↓	20.8% (14,237 of 68,358)	Performance (18.7%) is within target tolerance (20%) however, it is slightly less than last year (20.8%) with 1,686 fewer eligible patients being offered an NHS Health Check.	Public Health <i>Local performance indicator</i> <i>(The statutory return to the DH uses less accurate population data)</i>
PH3b (C)	Percentage of eligible people receiving an NHS Health Check	Bigger is Better	This will not be a corporate indicator in 2015/16	66% (8,879 of 13,453)	38.6% (5,195 of 13,453) (RED)	↑	26.9% (3,617 of 13,453)	↓	56.7% (6,396 of 11,280)	The number of eligible people receiving an NHS health check (5,195) is below target (8,879) and less than last year (6,396). Corrective Action Underperformance continues to be addressed by developing cluster arrangements with Havering GPs Federation, putting in place improvement plans, attending nurse and practice manager meetings, undertaking training and developing marketing materials.	Public Health <i>Local performance indicator</i> <i>(The statutory return to the DH uses less accurate population data)</i>
PH2 (A)	Participation in the National Child Measurement Programme	Bigger is Better	85%	85%	79% Mar 15 (Year-end Available Dec-15) (NOT AVAILABLE)	-	N/A	-	93%	Performance figures were given in March and are based on year-to-date, therefore it is not possible to add a RAG rating or DOT, as the comparison would be inaccurate. For data validation purposes, there is a time lag of a calendar year.	Public Health <i>Local performance indicator</i> <i>(The statutory return to the DH uses less accurate population data)</i>

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	Short Term DOT against 2014/15 (Q3)		Long Term DOT against 2013/14 Annual Performance		Comments	Service
PH1 (C)	Chlamydia diagnoses	N/A	This will not be a corporate indicator in 2015/16	475	403 (NOT RAG RATED)	-	302	-	425	Performance (403) is below target (475) and worse than last year (425). Corrective Action The commissioned provider has submitted an action plan that focuses on increasing screening by primary care and sexual health services. Targeted outreach also engages with high risk groups less likely to engage with these healthcare services (e.g. vulnerable young people and young offenders).	Public Health <i>Reported to Department of Health (DH)</i>

ADDITIONAL TARGETS SET AS PART OF THE 2015/16 CORPORATE PLAN AND SERVICE PLANS

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	2013/14 Annual Performance	Service
SC03 (C)	NEW Number of missed waste collections per 100,000	Smaller is Better	100	N/A	N/A	N/A	Streetcare <i>Local performance indicator</i>
SC10 (C)	NEW Completion against Street Cleansing schedule	Bigger is Better	82% (Target in new Corporate Plan agreed 18 March)	85%	79%	79%	Streetcare <i>Local performance indicator</i>
SC20 (A)	NEW Number of green waste customers (green bin)	Bigger is Better	23,000 (Target in new Corporate Plan agreed 18 March)	22,500	22,289	21,894	Streetcare <i>Local performance indicator</i>
SC21	NEW Refuse & recycling collections completed against schedule	Bigger is Better	93% (Target in new Corporate Plan agreed 18 March)	N/A	N/A	N/A	Streetcare <i>Local performance indicator</i>

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	2013/14 Annual Performance	Service
LA15 (A)	NEW Percentage of average attendance in Primary schools	Bigger is Better	95.5%	95.2%	95.8%	95.1%	Learning & Achievement <i>Reported to Department for Education (DfE)</i>
LA16 (A)	NEW Percentage of average attendance in Secondary schools	Bigger is Better	95.2%	95%	94.6%	94.3%	Learning & Achievement <i>Reported to Department for Education (DfE)</i>
LA17 (A)	NEW Primary school persistent absence rate	Smaller is better	3.1%	3.5%	2.6%	3.4%	Learning & Achievement <i>Reported to Department for Education (DfE)</i>
LA18 (A)	NEW Secondary school persistent absence rate	Smaller is Better	5.6%	6.0%	5.6%	6.2%	Learning & Achievement <i>Reported to Department for Education (DfE)</i>
LA21 (A)	NEW Percentage of young people leaving care with at least one GCSE at grade A*-C	Bigger is Better	64% (Target in new Corporate Plan agreed 18 March)	60%	57%	63%	Learning & Achievement <i>Reported to Department for Education (DfE)</i>
LA26 (C)	NEW Percentage of schools judged to be Good or Outstanding	Bigger is Better	76% (Target in new Corporate Plan agreed 18 March)	85%	82%	79%	Learning & Achievement <i>Reported to Department for Education (DfE)</i>
V1	NEW Number of volunteers active as Friends of Parks	Bigger is Better	110 (Target in new Corporate Plan agreed 18 March)	N/A	96	N/A	Culture & Leisure <i>Local performance indicator</i>

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	2013/14 Annual Performance	Service
V2	NEW Number of volunteers assisting in the running of library services	Bigger is Better	290 (Target in new Corporate Plan agreed 18 March)	N/A	N/A	N/A	Culture & Leisure <i>Local performance indicator</i>
CL13	NEW Number of Parks with Green Flag Status	Bigger is Better	9 (Target in new Corporate Plan agreed 18 March)	9	9	8	Culture & Leisure <i>Local performance indicator</i>
R2 (c)	NEW Number of potential start-up businesses accessing advice via the Business Start-up Programme	Bigger is Better	25	N/A	N/A	N/A	Economic Development <i>Local performance indicator</i>
R3 (c)	NEW Reduce collective retail and leisure vacancy rate for 7 town centres by 2% below national average for town centres.	Smaller is Better	National rate minus 2% (Target in new Corporate Plan agreed 18 March)	N/A	N/A	N/A	Economic Development <i>Local performance indicator</i>
HC5 (c)	NEW Estate inspections achieving target score	Bigger is Better	95% (Target in new Corporate Plan agreed 18 March)	100%	N/A	100%	Housing <i>Local performance indicator</i>
RS17 (c)	NEW Percentage of major planning applications processed within 13 weeks at end of each quarter over two year period	Bigger is Better	50%	N/A	N/A	N/A	Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i>

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Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	2013/14 Annual Performance	Service
RS18 (C)	NEW Percentage of minor planning applications processed within 8 weeks at end of each quarter over two year period	Bigger is Better	60%	N/A	N/A	N/A	Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i>
RS19 (C)	NEW No more than 19% of planning decisions on major applications decided (or subject to non-determination appeal) in any 2 year rolling period are overturned at appeal within 9 months of the end of that 2 year period	Smaller is Better	19% (Target in new Corporate Plan agreed 18 March)	N/A	N/A	N/A	Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i>
SCOF 1e	NEW Adults with learning disabilities in paid employment	Bigger is Better	8.7	8.5	8.6	8.3	Adult Social Care <i>Reported to Department of Health (DH)</i>
CH21	NEW Percentage of looked after children (LAC) placed in LBH foster care	Smaller is Better	40% (Target in new Corporate Plan agreed 18 March)	N/A	34%	37%	Children's Services <i>Reported to Department for Education (DfE)</i>
CH22	NEW Percentage of referrals to Children's Social Care progressing to assessment	Bigger is Better	95% (Target in new Corporate Plan agreed 18 March)	95%	95%	91%	Children's Services <i>Reported to Department for Education (DfE)</i>
CS3	NEW Number of online transactions as a % of all transactions	Bigger is Better	35% (Target in new Corporate Plan agreed 18 March)	30%	30.32%	N/A	Customer Services <i>Local performance indicator</i>

Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	2013/14 Annual Performance	Service
CSP10	NEW Repeat Domestic Violence cases going to the MARAC	Smaller is Better	TBC in line with national outturn data	24.50%	17.50%	15.70%	Corporate Policy & Community <i>Reported to Mayor's Office for Policing and Crime</i>
CSP3	NEW Reduce Robbery	Smaller is Better	399 (Target in new Corporate Plan agreed 18 March)	424	290	274	Corporate Policy & Community <i>Reported to Mayor's Office for Policing and Crime</i>
CSP7	NEW Reduce violence with injury	Smaller is Better	1,158 (Target in new Corporate Plan agreed 18 March)	1,231	1,630	1,314	Corporate Policy & Community <i>Reported to Mayor's Office for Policing and Crime</i>
CET2	NEW Number of volunteers participating in community clean ups	Bigger is Better	90(Target in new Corporate Plan agreed 18 March)	N/A	N/A	N/A	Corporate Policy & Community <i>Reported to Mayor's Office for Policing and Crime</i>
PH4	NEW Percentage of new patients attending sexual health services accepting offer of HIV test	Bigger is Better	75%	N/A	71%	67%	Public Health <i>Local performance indicator</i> <i>(The statutory return to the DH uses less accurate population data)</i>
PH5	NEW Number of schools achieving stated level of healthy schools award	Bigger is Better	N registered = 65 N Bronze = 25 N Silver = 8 N Gold = 2	N/A	N registered = 48 N Bronze = 9 N Silver = 1 N Gold = 0 (YTD)	N/A	Public Health <i>Local performance indicator</i> <i>(The statutory return to the DH uses less accurate population data)</i>

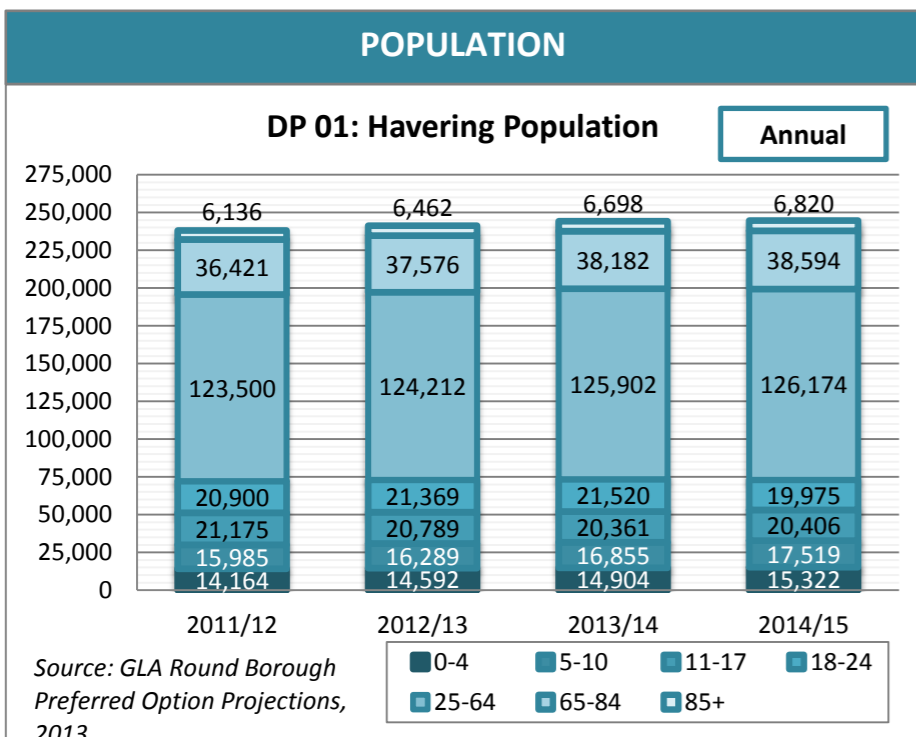
Ref.	Indicator	Value	2015/16 Annual Target	2014/15 Annual Target	2014/15 Annual Performance	2013/14 Annual Performance	Service
PH6	NEW Percentage of women smoking at Time of Delivery	Smaller is Better	10%	N/A	10.6% (Q3) (Year-end Available Jul 15)	11.04%	Public Health <i>Local performance indicator (The statutory return to the DH uses less accurate population data)</i>

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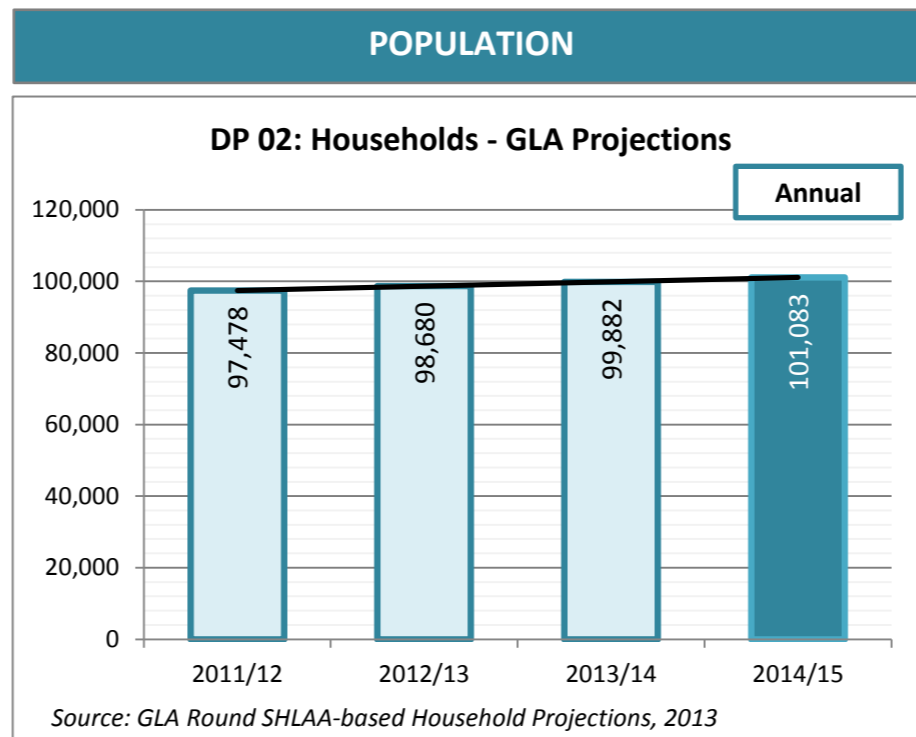
Appendix 2: Quarter 4 Demand Pressure Dashboard 2014/15

Taken to Cabinet on 8 July 2015

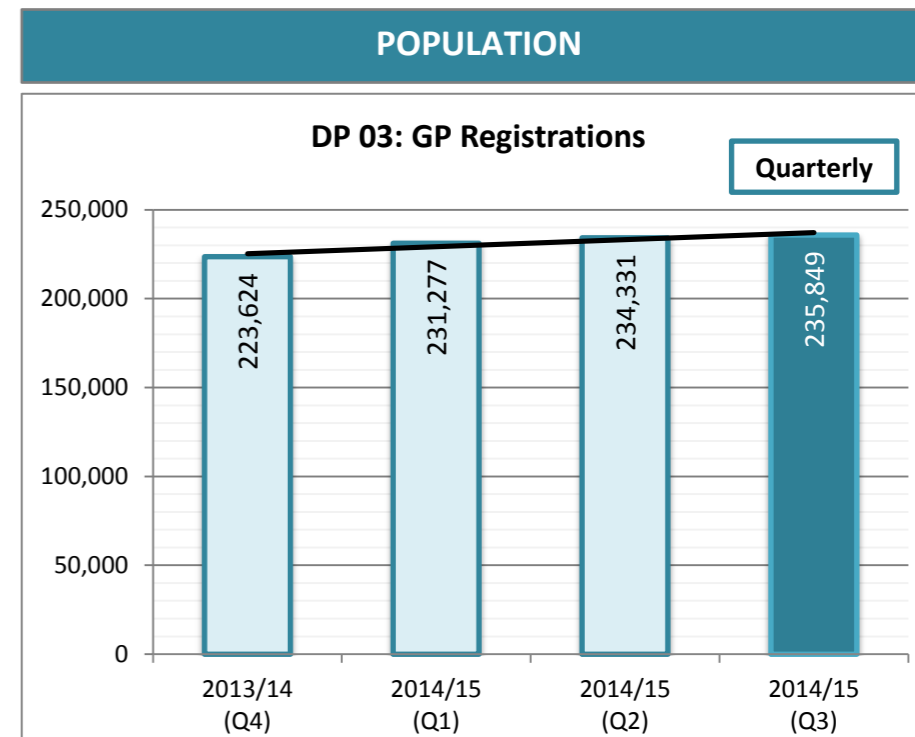
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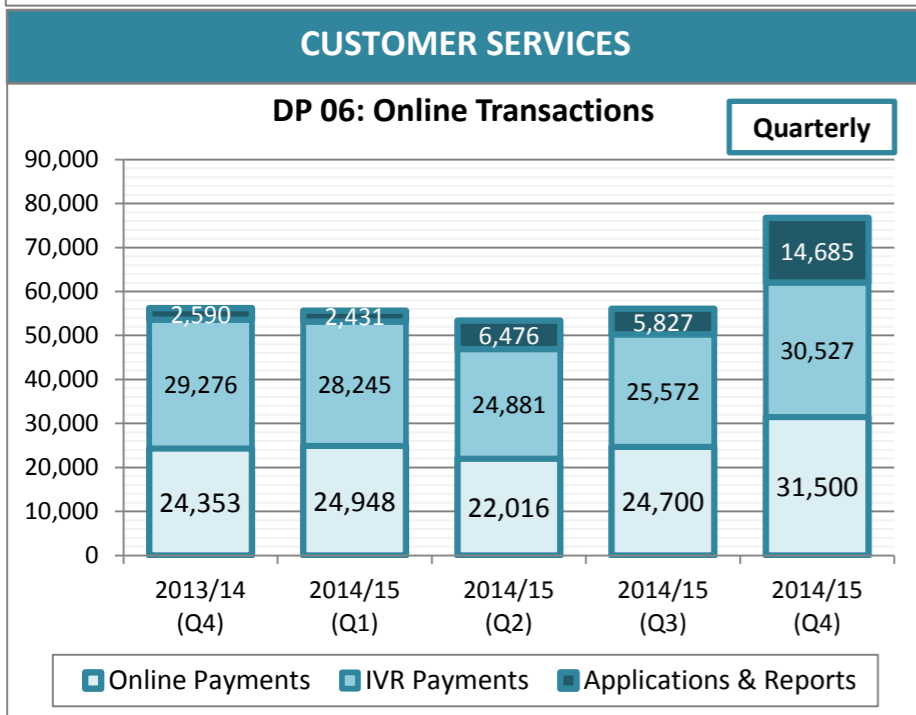
Using GLA Round Borough Preferred Option Projections (2013), Havering's population is projected to rise at a lower rate than Greater London. The population was projected to increase from 238,281 (2011/12) to 244,810 (2014/15).



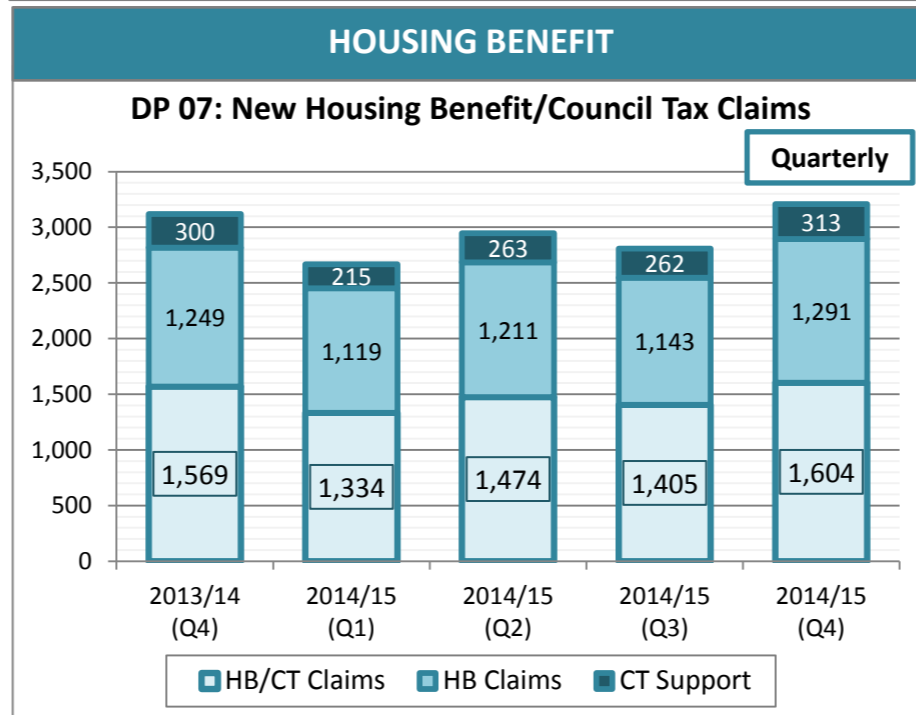
Using GLA Round SHLAA (Strategic Housing Land Availability Assessment) Based Household Projections (2013), the number of households in Havering was projected to steadily increase from 97,478 (2011/12) to 101,083 (2014/15).



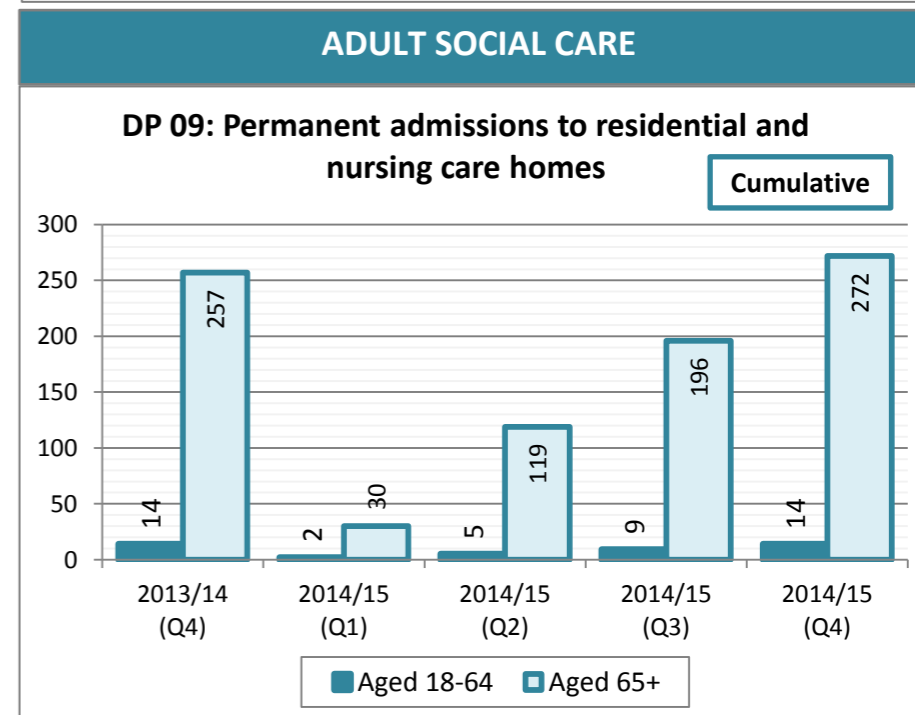
There is a time lag of at least one quarter. The most current data shows GP registrations continuing to rise each quarter with 1,518 additional registrations in the last quarter alone. (Q4, Q1 and Q2 have been updated to reflect data changes)



Online transactions have increased by around 37% since last year. Moving more processes online, such as for parking, green waste renewal and council tax payments, has made services more accessible online.



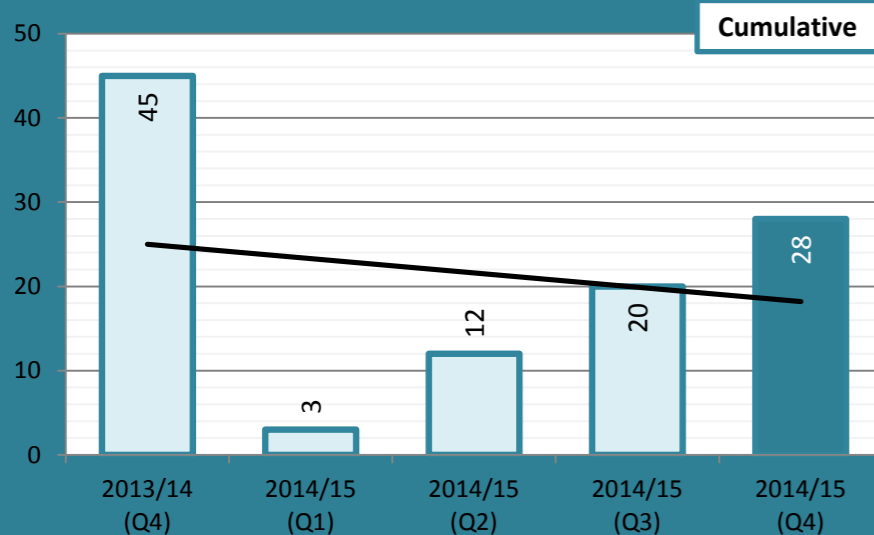
The number of new Housing Benefit and Council Tax Support claims received is slightly higher than last year (Q4). However, over the full year, the number of new claims has decreased, which may reflect an upturn in the economy.



Demand for residents aged 18-64 is the same as last year with 14 permanent admissions, but increased for residents aged over 65 with 272 permanent admissions (compared to 257 last year).

ADULT SOCIAL CARE

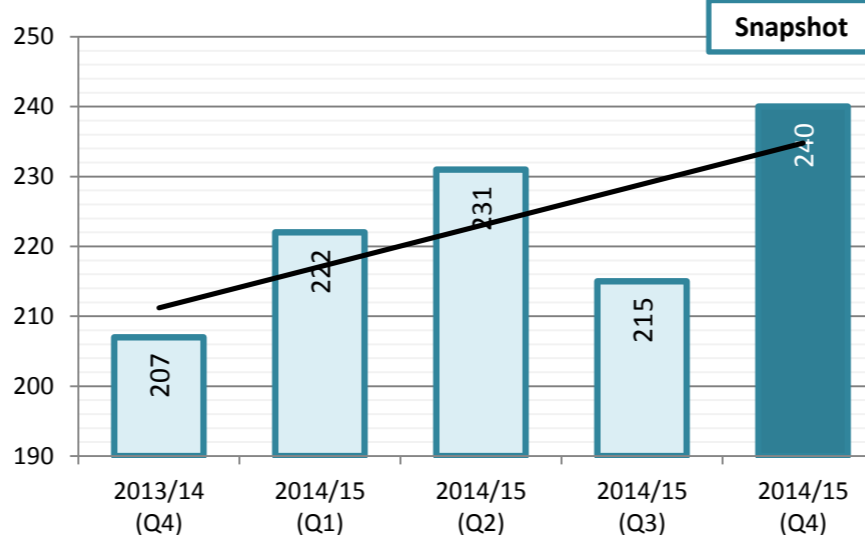
DP 11: Residents Requiring Ongoing Service After Reablement



This is a local indicator and is reported cumulatively. Demand has decreased with 28 of 640 residents requiring ongoing services after reablement compared to 45 in the same period last year.

CHILDREN'S SERVICES

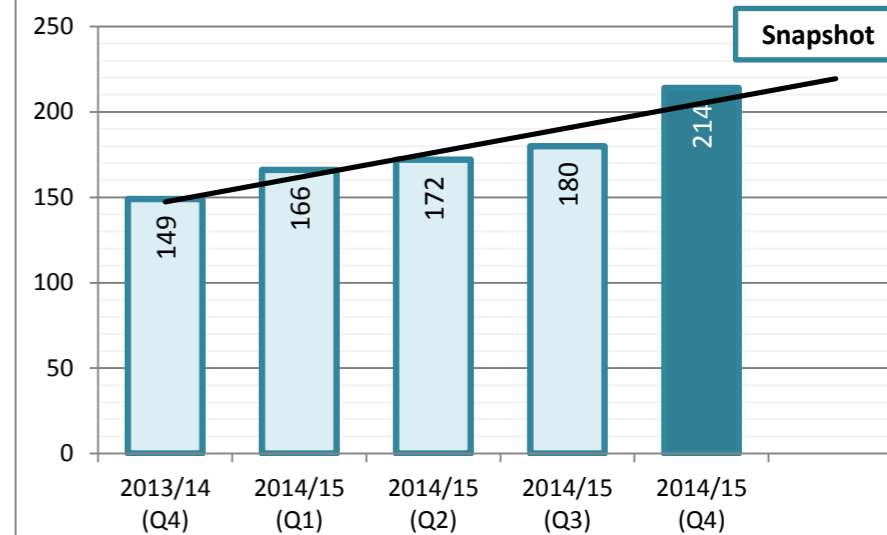
DP 12: Number of Looked After Children (LAC)



The number of looked after children and young people this quarter (240) is the highest number on record, increasing by 33 compared to the same period last year (207)

CHILDREN'S SERVICES

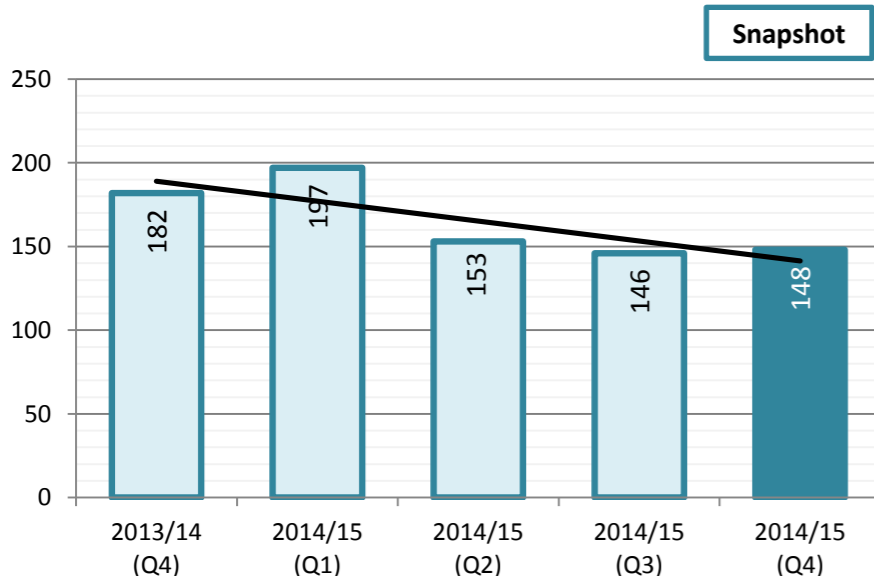
DP 13: Number of Child Protection (CP) Plans



The number of children & young people on Child Protection Plans increased by 34 cases last quarter to 214, the highest amount this period and 65 more than the same period last year.

CHILDREN'S SERVICES

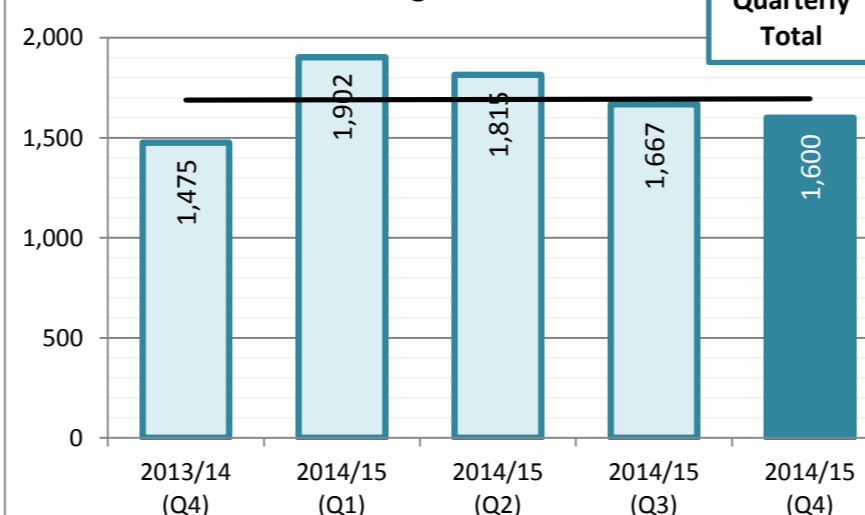
DP 14: Number of Children in Need (CIN) Plans



There were two more children/young people on a CIN Plan since last quarter, and 34 less than the same period last year. The numbers of cases have been lower on average over the year compared with 2013/14.

CHILDREN'S SERVICES

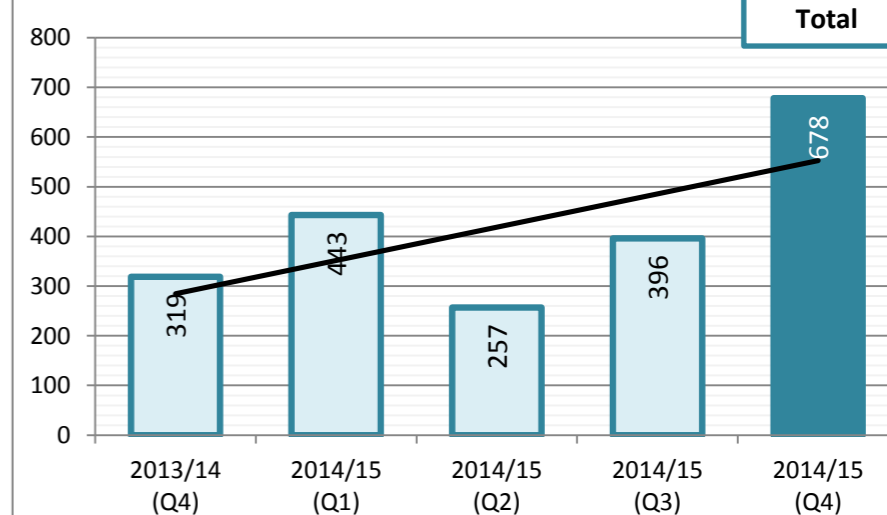
DP 15: Number of Contacts received in Triage / MASH



There were 1,600 contacts received in Triage/MASH in Q4; a decrease of 67 on the previous quarter. This is a decrease of 125 compared to the same point last year, and the full year total is lower than 2013/14.

CHILDREN'S SERVICES

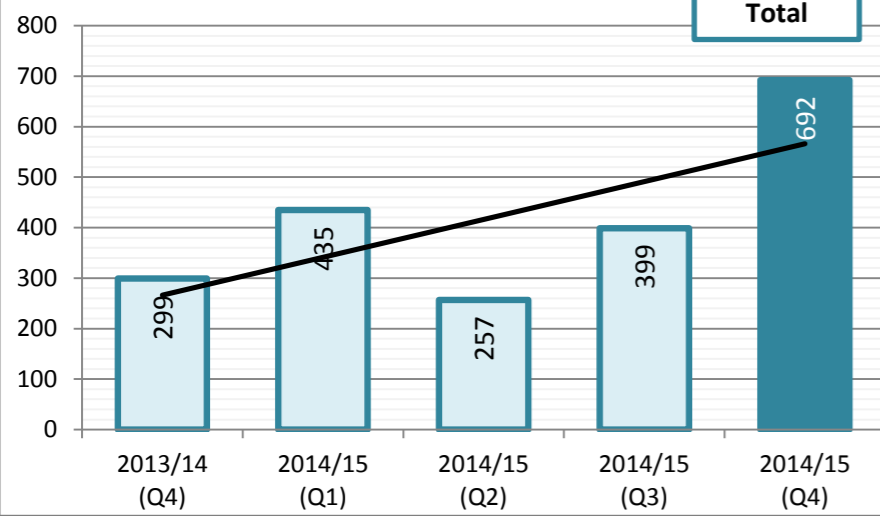
DP 16: Number of contacts becoming referrals to Children's Social Care



There were 678 contacts becoming referrals to Children's Social Care in Q4; an increase of 282 on the previous quarter. This is a an increase of 359 compared to the same point last year.

CHILDREN'S SERVICES

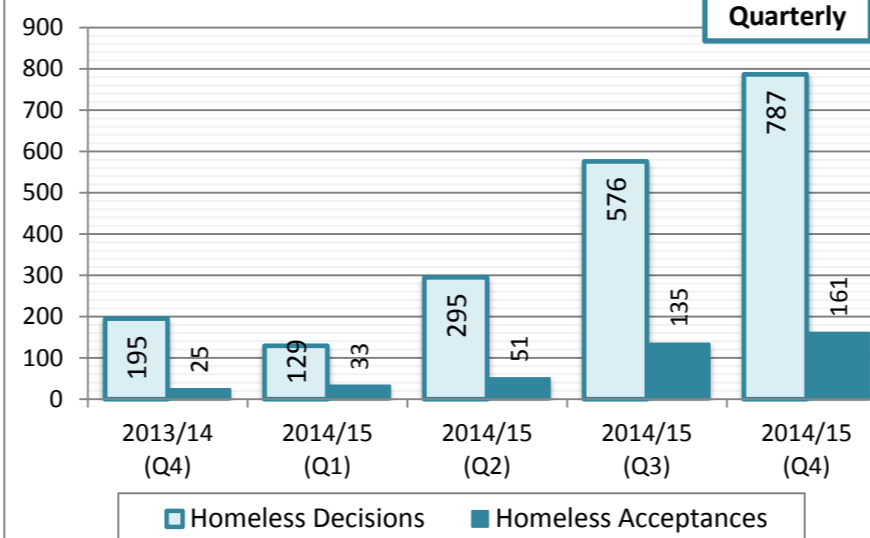
DP 17: Number of referrals becoming assessments



There were 692 referrals becoming assessments in Q4; an increase of 293 on the previous quarter. This is an increase of 393 compared to the same point last year.

HOMELESSNESS

DP 19: Homeless Decisions and Acceptances



Although the number of people approaching the Housing Advice Team has increased (homeless decisions), detailed preventative advice and negotiation with family or landlords has helped keep homeless acceptances relatively low (although this has still increased by 136 since last year).

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