



CABINET

7.30 pm	Wednesday 16 December 2015	Council Chamber - Town Hall
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Members 9: Quorum 5

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

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

Reporting means:-

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

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

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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 - 8)

To approve as a correct record the minutes of the meeting held on 18 November 2015, and to authorise the Chairman to sign them.

5 THE COUNCIL'S FINANCIAL STRATEGY (Pages 9 - 14)

The report seeks to draw Cabinet's attention to the implications contained within the Chancellor of the Exchequer's recent Autumn Statement.

6 PROPERTY DISPOSALS (Pages 15 - 40)

The report identifies sites that do not appear to meet the Council's approved criteria for property ownership and therefore need to be considered for disposal.

7 ATTESTATION OF PARKS PROTECTION OFFICERS (Pages 41 - 48)

The report seeks a decision on the attestation of the permanent Parks Protection Officers which will allow them to better deal with the more serious incidents that can arise in parks and open spaces.

8 HAVERING LOCAL PLAN UPDATE (Pages 49 - 74)

The report provides an update on the progress of the Local Plan to date.

9 CORPORATE PERFORMANCE REPORT QUARTER 2 (2015/16) (Pages 75 - 98)

The Corporate Performance Report provides an overview of the Council's performance for each of the strategic goals (Clean, Safe and Proud).



MINUTES OF A CABINET MEETING
Council Chamber - Town Hall
Wednesday, 18 November 2015
(7.30 - 8.22 pm)

Present:

Councillor Roger Ramsey (Leader of the Council), Chairman

Councillor Damian White

Councillor Robert Benham

Councillor Wendy Brice-Thompson

Councillor Meg Davis

Councillor Osman Dervish

Councillor Melvin Wallace

Councillor Clarence Barrett

Councillor Ron Ower

Cabinet Member responsibility:

Housing

Environment

Adult Social Services and Health

Children and Learning

Regulatory Services and Community
Safety

Culture and Community
Engagement

Financial Management

Housing Company Development
and OneSource Management

Councillors Ray Morgon, David Durant, Keith Darvill Ray Best, Philip Hyde and Joshua Chapman also attended.

There were two members of the public present.

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

23 MINUTES

The minutes of the meeting held on 4 November 2015 were agreed as a correct record and were signed by the Chairman.

24 DEMENTIA AND DIAGNOSIS TOPIC GROUP REPORT

Councillor Wendy Brice-Thompson, Cabinet Member for Adult Social Services and Health, introduced the report

Cabinet was informed that at its meeting on 9 September 2014 the Individuals Overview and Scrutiny Sub-Committee agreed to establish a

topic group to scrutinise the different stages of diagnosis, how assessments were carried out and the support in place for people living with dementia.

The Topic Group concluded its investigations after five meetings and reported its findings to the Sub-Committee at its meeting on 22 September 2015.

The report before Cabinet identified the pre-diagnosis of dementia, the assessments that were carried out to identify memory loss and the support that was in place for people living with dementia.

During the review, the Topic Group had noted the process for referrals from GP's to the memory service currently administered by the North East London NHS Foundation Trust (NELFT) and the Clinical Commissioning Group (CCG).

The report noted the training and education that was available to GP's to ensure early diagnosis of possible dementia together with other symptoms which could cause memory loss.

The Topic Group also explored best practice in the borough's care homes in supporting residents living with dementia. The report identified a number of recommendations for NELFT, the CCG and Adult Social Care to implement.

Reasons for the Decision

Under the Local Government and Public Involvement in Health Act 2007, s. 122, Cabinet is required to consider and respond to a report of an Overview and Scrutiny Committee within two months of its agreement by that Committee or at the earliest available opportunity. In this case, Cabinet was required to do this at its meeting on 18 November 2015. Cabinet is also required to give reasons for its decisions in relating to the report, particularly in instances where it decides not to adopt one or more of the recommendations contained within it.

Other options considered:

None. There are no alternative options.

Before Cabinet came to its decision, Members expressed the view that the record should show their appreciation for the work undertaken by the Overview and Scrutiny Topic Group and that in addition to noting its report, Cabinet should endorse its findings and commend them to the appropriate body for implementation.

Cabinet:

1. **Noted** the report of the Topic Group and thanked it for its excellent work.
2. **Confirmed** and **supported** its recommendations and **referred** them to the Health and Wellbeing Board for implementation.

25 **LEARNING DISABILITIES AND SUPPORT TOPIC GROUP REPORT**

Councillor Wendy Brice-Thompson, Cabinet Member for Adult Social Services and Health, introduced the report

Cabinet was informed that at its meeting on 9 September 2014, the Individuals Overview and Scrutiny Sub-Committee agreed to establish a topic group to scrutinise the support available to young people with learning disabilities with transition from School to College/Further Education and where capable, into work opportunities.

The Topic Group met on eight occasions during the course of its investigations and reported its findings to the Sub-Committee on 22 September 2015.

During the review, the Topic Group had noted that the changes from the current “statements of educational need” to Education Health and Care Plans were part of the Children’s and Families Act which had become law on 1 September 2014.

The report considered how these Education Health and Care Plans should be written to ensure that they were person-centred.

The report also identified a number of recommendations for officers and external partners to ensure a joint working approach which ought to identify the best outcomes for the child.

Reasons for the decision:

Under the Local Government and Public Involvement in Health Act 2007, s. 122, Cabinet is required to consider and respond to a report of an Overview and Scrutiny Committee within two months of its agreement by that Committee or at the earliest available opportunity. In this case, Cabinet was required to do this at its meeting on 18 November 2015. Cabinet is also required to give reasons for its decisions in relating to the report, particularly in instances where it decides not to adopt one or more of the recommendations contained within it.

Other options considered:

None. There are no alternative options.

Cabinet:

1. **Noted** the report of the Topic Group and thanked it for its hard work and the high quality of its findings and pertinence of its recommendations and
2. **Authorised** the Cabinet Member for Adult Social Services and Health to establish a link between the Local Authority and Job Centres and local employers to enable people with learning disabilities to obtain employment.

26 **ROMFORD MARKET TRANSFORMATION PROGRAMME**

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

Cabinet was informed that the report before it outlined proposals for the transformation of Romford Market. These fell under four main headings: branding identity and vision; operational management and business development; physical transformation and improved use of space.

Work on the first three was being initiated. The full physical interventions proposed were subject to the successful award of external funding to match the Council's proposed investment.

The transformational plan would see a fundamental change in the way Romford Market looked, felt, was managed and operated as well as changes to the Market Place itself and how it would be used on both market and non-market days.

Reasons for the decision:

A revamped market would bring income to the Council and would spur economic activities elsewhere in the town. The Romford Development Framework indicated that Romford was poised for significant future growth with the potential of 3,400 homes, and 23,000 m² of office and retail space leading to 480 new jobs over the next 10 years. The RDF and findings of the 20:20 study showed that to reach that potential, Romford needed to improve, and this Market Transformation Programme would be fundamental to cementing and growing Romford's position as a retail and leisure destination.

Other options considered:

Do nothing. Without intervention the market would continue to decline and underperform as a commercial proposition but also as an asset for the Town.

Cabinet:

1. **Endorsed** the main proposals developed with the assistance of consultants 20:20 Ltd, as identified in section 4 of the report and tasked officers to progress implementation.
2. **Authorised** officers to engage with traders, retailers and partners in the delivery of the changes described in the report.
3. **Delegated** authority to the Group Director of Communities and Resources in consultation with the Cabinet Member for Environment to finalise the grant application for capital

investment in the market to the Mayor of London's London Regeneration fund.

4. **Delegated** authority to the Cabinet Member for Environment and the Group Director of Communities and Resources to submit further funding applications (e.g. Veolia and HLF) or to other funding sources relating to the market and Market Place consistent with the programme outlined in the report.
5. **Noted** the appointment of architects to cost and develop full proposals for the physical development of the Market Place and to **recommend to Council** the allocation of £1m Council capital funding of the programme subject to securing sufficient match-funding from other sources subject to a business case being signed off by the Finance Business Partner and Group Director, Communities & Resources, in consultation with the Cabinet Member for Environment.
6. **Agreed** to utilise transformational funding to support the market transformation programme as part of the Council's 'invest to save' model and **authorised** the Group Director of Communities and Resources to release funds accordingly, subject to both the Group Director and Finance Business Partner signing-off a business case in consultation with the Cabinet Member for Environment.

27 **SOCIAL HOMEBUY**

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

The report before Cabinet sought its agreement to a policy which would enable existing Council tenants to purchase a share in their home, subject to the limitations and restrictions set out in the report.

Cabinet was informed that the proposed scheme was intended to increase opportunities for Havering Council tenants to take the first steps into home ownership by purchasing a share in their existing Council home. All Council tenants would be eligible under the scheme subject to the restrictions as set out.

The scheme was not a national requirement but a voluntary arrangement similar to those operated by a number of other London Boroughs. The scheme had some strong similarities to that introduced under the 2010 Guidance for Local Authorities issued by Communities and Local Government but did not replicate it in its entirety.

Reasons for the decision:

The proposal would increase the range of home ownership options available to Havering tenants. This would support the general aim to increase access to affordable homeownership as set out within the 2014–17 Housing Strategy.

A range of other options for accessing affordable home ownership already existed, including shared ownership which was targeted at first-time buyers in general and not Council tenants.

In common with the Right-to-Buy legislation the proposal was specifically restricted to qualifying Council tenants but this option opened-up accessibility to low-cost home ownership through assisting those Council tenants who did not have sufficient financial resources to purchase outright.

Other options considered:

The option of not developing a social HomeBuy scheme for Council tenants was considered and rejected as it would not meet the objective of expanding the options for Council tenants wishing to access low-cost home ownership.

It would also have been possible to determine different parameters for the scheme, qualifying criteria, and rules of operation but the proposed scheme appeared to be the fairest in the circumstances.

Cabinet:

1. **Agreed** to the introduction of a social HomeBuy scheme to allow existing Council tenants to purchase a share in their home the principal terms of which are set out in the report.
2. **Authorised** the Head of Housing Services in consultation with the Cabinet Member for Housing to prepare and approve a detailed social HomeBuy scheme in line with principles outlined in the report.
3. **Authorised** the Head of Housing Services to amend the categories of properties exempt from the scheme after consultation with the Cabinet Member for Housing.

28 **HOUSING REVENUE ACCOUNT AFFORDABLE HOUSING DEVELOPMENT PROGRAMME - PHASE 3**

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

The Leader reminded those present that this report contained an exempt appendix and that if Members wished to discuss elements contained within the appendix, Cabinet would have to go into private session.

The report before Cabinet sought approval of additions to the affordable housing development programme in the years 2015/16 and 2016/17.

Members were reminded that the report followed their approval of a report presented to it on 23 September 2015 entitled: "Housing Development Plan – Strategic Overview" and sought to set out the first years of the programme within the financial envelope approved in that report.

The report proposed a range of new housing development schemes for the period up to and including 2016/17. This period was the first two years of phase 3 of the Council's affordable housing development programme and followed earlier phases of new-build that were currently either completed or in development.

The range of accommodation provided would seek to maximise provision for vulnerable people thereby contributing to planned revenue social care savings.

Reasons for the decision:

The increased provision of affordable housing for rent and shared ownership would support the aspirations for new-build development set out within the agreed Housing Strategy 2014-17. The schemes would make a positive contribution to the HRA. The shared ownership dwellings would assist local residents who aspired to home ownership but were unable to purchase outright to buy their own home for the first time.

New-build development could also have a regenerative impact on a locality by removing unsightly or disused places such as redundant garage blocks and by replacing run-down buildings that were no longer fit for purpose such as those at Lombard Court.

Other options considered:

The option of not increasing affordable housing provision was considered and rejected as it would not begin to deal with the lack of housing supply. It would also not provide opportunities for Havering residents to access low-cost home ownership through the shared ownership element of the programme.

As the appendix was not discussed, Cabinet continued in open session.

Cabinet:

1. **Approved** the additions to the affordable housing development programme for 2015/16 and 2016/17 as set out in the report.
2. **Delegated** authority to the Group Director for Children, Adults and Housing after consultation with the Cabinet Member for Housing to make variations to, or substitutions for, any of the schemes covered in the report, including virement between schemes deemed desirable following scheme review, resident

consultation and/or identified as a planning requirement unless the variations would incur additional capital investment beyond the existing programme budget.

3. **Approved** the submission of funding bids to the Greater London Authority to support the affordable housing development programme as set out in the report.

Chairman



CABINET

16/12/2015

Subject Heading:

The Council's Financial Strategy

Cabinet Member:

Cllr Roger Ramsey

CMT Lead:

Andrew Blake-Herbert

Deputy Chief Executive Communities & Resources

Report Author and contact details:

Mike Board

Corporate Finance & Strategy Manager

01708 432217

mike.board@onesource.co.uk

Policy context:

The Council is required to approve an annual budget and to establish a financial strategy and this report forms the latest phase of that process.

Financial summary:

This report updates Cabinet on the implications for Local Government of the Government's Autumn Statement.

Is this a Key Decision?

No

Is this a Strategic Decision?

No

When should this matter be reviewed?

January 2016

Reviewing OSC:

Value

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

Havering will be clean and its environment will be cared for

People will be safe, in their homes and in the community

Residents will be proud to live in Havering

SUMMARY

The Chancellor of the Exchequer presented his Autumn Statement to the House of Commons on 25th November 2015. It built on the previous announcements made in the Summer Budget and provided details of the spending reductions facing government departments for the next parliament. In the second term of office, the

Chancellor is planning far deeper cuts than in any other major economy with Local Government at the forefront of any reductions.

The Local Government Financial Settlement (LGFS) is expected to be announced during the week commencing 14th December at which point the implications for Havering's financial strategy will be considered further. It is planned to present a detailed report to Cabinet on 20th January setting out the implications for Havering.

RECOMMENDATIONS

Cabinet is asked to:

1. **Note** the Government's announcements affecting Local Government as set out in the Autumn Statement.
2. **Note** that a more detailed report will be made to Cabinet in January 2016 following the publication the Local Government Financial Settlement for 2016/17.
3. **Note** that Councils will be permitted to increase Council Tax levels by up to 2% to meet the increasing costs of Adult Social Care.
4. **Agree** to extend the budget consultation exercise to include consideration of an additional Council Tax increase of up to 2% for Adult Social Care.

REPORT DETAIL

1. AUTUMN STATEMENT

- 1.1 The Autumn Statement was announced on 25th November. The main headlines affecting Local Government were as follows.
 - Overall resource savings for Local Government of around 28% by 2019-20.
 - The Better Care Fund to be expanded by £1.5bn nationally by 2020.
 - Local Authorities to be able to increase Council Tax by 2% for Adult Social Care.
 - Public Health budgets to decrease by 3.9% by 2020.
 - Reduction in the New Homes Bonus.
 - Extension to Small Business Rate Relief.
 - Ability to use capital receipts for specified revenue projects.
- 1.2 The implications of the Autumn Statement on the LGFS will be considered further in the January Cabinet report.
- 1.3 The Government have recognised the increasing cost pressures faced by Local Authorities responsible for Adult Social Care. Havering's budgetary pressures has been discussed at some length in previous reports to Cabinet. Cabinet may therefore wish to give serious consideration to the opportunity to

increase Council Tax by an additional 2% to meet additional Adult Social Care costs.

2. IMPLICATIONS FOR COUNCIL TAX

- 2.1 The Council's financial strategy assumes increases of 1.99% per annum in Council Tax to be implemented over the life of the MTFS.
- 2.2 An additional Council Tax increase of up to 2% (approximately £24 per annum) may be levied in order to fund increasing Adult Social care costs.
- 2.3 As covered in the September cabinet report this year there will also be a reduction in Council Tax due to the precept to fund the Olympics dropping out in 16/17.

3. CONSULTATION

- 3.1 It is recommended that the existing budget consultation be expanded to seek feedback on the possibility of increase Council Tax by up to 2% for Adult Social Care purposes.

- 3.2 The question to be included in the consultation is:

“In line with the Chancellor's autumn announcement of the potential to increase Council Tax by a further 2% to fund Social Services, would you be prepared to possibly pay an extra £0.47p per week to support the continued provision of care for vulnerable adults in Havering?
(Figure based on Council Tax on a Band D property)”

- 3.3 This could be published the day after cabinet, with it being included on the Councils web site, and reference made on the next email bulletin that goes out. It is proposed to leave the consultation open for four weeks, so beyond the current consultation. This would mean it couldn't be considered at the January cabinet, but would be picked up in the February Council Tax setting cycle.
- 3.4 The Local Government Financial Settlement (LGFS) is expected to be announced during the week commencing 14th December at which point the implications for Havering's financial strategy for 2016/17 will become clearer. It is planned to present a detailed report to Cabinet on 20th January setting out the implications for Havering, and it will be in light of this and the outcome of the consultation that any final decisions on increases in Council Tax will be considered.

REASONS AND OPTIONS

Reasons for the decision:

It is essential that the Council's financial strategy takes due account of Government plans and any other material factors where these are likely to have an impact on the Council's financial position. This report represents a further significant step in

developing the Council's budget strategy for the next three years and reflects the expected continued Government approach of reduced levels of funding.

Other options considered:

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

IMPLICATIONS AND RISKS

Financial implications and risks:

The Council's budget process ensures that financial implications and risks are considered. There are continuing risks with the potential impact on funding arising from both the Budget and Comprehensive Spending Review (CSR) announcements, as highlighted in both this and the previous report to Cabinet. The Council has done much to mitigate these risks by setting out its plans in the Financial Strategy approved in November.

Further consideration of the implications for the Strategy and council tax levels will be included in the January report.

Legal implications and risks:

The Council is subject to a number of duties in relation to revenue, capital and procurement. For instance, as a Best Value Authority the Council is under a duty to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness." s 3 Local Government Finance Act 1999. The Council is also under an implied duty to set a balanced budget. Otherwise there are no apparent specific legal risks in adopting the recommendations set out in the report, providing appropriate consultation is carried out at all stages.

Human Resources implications and risks:

The Council continues to work closely with its staff and with Trades Unions to ensure that the effects on staff of the savings required have been managed in an efficient and compassionate manner.

All savings proposals or changes to the funding regime that impact on staff numbers, will be managed in accordance with both statutory requirements and the Council's Managing Organisational Change & Redundancy policy and associated guidance.

Equalities implications and risks:

This report updates members on recent government announcements affecting Local Government funding and how these might impact the Council's medium term financial strategy.

The Council faces significant challenges in achieving a balanced budget, not only in terms of funding reductions, but also in terms of the rising demand for services, brought about by Havering's increasing older demographic, as well as major national policy pressures such as the implications of the Care Act.

Where proposals affect staff, service users, or indeed the wider population, they will need to be thoroughly analysed for disproportionate negative impact, with mitigating actions identified to minimise any negative impact. All proposals will be subject to consultation with Councillors, staff, service users and the general public as appropriate before any final decisions are made. Where appropriate Equality Impact Assessment will also be provided at the point that decisions are made.

Other Risks:

There are no particular other risks arising, other than a very short timescale to properly analyse the LGFS announcements whenever they eventually occur. This is being planned for but much of the detail will have to await the final announcements and publication

BACKGROUND PAPERS

There are none.

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Cabinet

16 DECEMBER 2015

Subject Heading:

PROPERTY DISPOSALS

Cabinet Member:

Councillor Roger Ramsey

CMT Lead:

Andrew Blake-Herbert, Deputy Chief Executive, Communities and Resources

Report Author and contact details:

Garry Green, Head of Property
Tel: 01708 432566
E-mail: garry.green@onesource.co.uk

Policy context:

The Council's Asset Management Plan

Financial summary:

The disposal of the properties identified in this report would generate capital receipts.

Is this a Key Decision?

Yes

Expenditure or saving (including anticipated income) of £500,000 or more

When should this matter be reviewed?

Not Applicable

Reviewing OSC:

Overview & 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
- People will be safe, in their homes and in the community
- Residents will be proud to live in Havering

SUMMARY

On various occasions Cabinet approval has been given to the disposal of a number of Council owned sites that have been identified as surplus either as a result of specific projects or more general property reviews carried out by Strategic Property Services.

As the Council has pursued a policy of selling surplus sites for many years it becomes more difficult to identify new sites for disposal that do not pose challenges, either technically or in terms of planning, and especially in respect of

objections to disposal that arise in many cases. Nonetheless, constant and on-going appraisal of property assets to identify disposal opportunities is a requirement on all local authorities and at Havering is essential in providing capital receipts to fund spending to support and enhance Council services.

This report identifies further sites that do not appear to meet the Council's approved criteria for property ownership and therefore need to be considered for disposal.

RECOMMENDATIONS

That Cabinet:

- 1 Declare as surplus the freehold interest in the properties listed below and **authorise** their disposal and **authorise** the Head of Property in consultation with the Director of Legal & Governance, oneSource to deal with all matters arising including the appropriation for planning purposes and thereafter to complete the disposals.
 - Land at Logan Mews, Romford
 - 38 Regarth Avenue, Romford
 - 1 and 3 Widecombe Close, Harold Hill

- 2 (a) **Agree** to declare surplus and dispose of the freehold interest in the properties listed below and **authorise** adverts to be placed in a local newspaper in order to comply with the statutory requirements relevant to the proposed disposal of open space under Sections 122 and 123 of the Local Government Act 1972 and for the appropriation of open space for planning purposes.
 - Land at Hubbards Chase, Emerson Park
 - Land adjacent to Tweed Way Hall, Rise Park
 - Land adjoining former Whitworth Centre, Harold Hill
 - Land at Priory Road, Harold Hill
 - Land at Rainham Road, Hornchurch

(b) **Agree** that any representations made in response to these advertisements be formally considered and in the event that disposal of land is confirmed **authorise** the Head of Property in consultation with the Director of Legal & Governance, oneSource to deal with all matters arising and thereafter to complete the disposals.

- 3 **Authorise** the land at Wingletye Lane as shown on the plan within Appendix 1 to this report be made available for public recreational use subject to the usual park byelaws and subject to the land at Hubbards Chase proceeding to disposal.

REPORT DETAIL

- 1 Over the last few years Cabinet has considered several reports that dealt with the results of a number of systematic property reviews and service led projects that identified surplus property assets. Following this consideration, approval has been given to a number of property disposals.
- 2 The Council's Asset Management Plan states that land and property assets should only remain in Council ownership if they:
 - need to be retained in Council control for the provision of services
 - are of great value to the Council, community and other stakeholders and are in need of the degree of protection from development or other uses afforded only by ownership
 - are investment properties providing a financial return that can fully satisfy relevant investment criteria
- 3 As well as ensuring that the portfolio of retained property is suitable for the operational needs of the Council, there is a continuing need to generate capital receipts from the disposal of assets in order to pursue capital projects. The review and identification of new disposal and capital receipt opportunities make an essential contribution to funding the Council's capital programme.
- 4 The combination of these factors has highlighted the need for a continuing systematic review of the Council's assets to ensure that those that continue to be retained match one of the definitions referred to above and those that do not are considered for disposal or re-use.
- 5 The required outcome of any asset disposal is to ensure that the Council's assets are managed efficiently and that their value makes a positive contribution to service delivery. However, where the site is to be redeveloped in accordance with the Council's planning policies the disposal may also assist in the pursuit of certain planning objectives, such as housing provision.
- 6 The sites identified for disposal within this report are:

Appendix 1	Land at Hubbards Chase, Emerson Park
Appendix 2	Land adjacent to Tweed Way Hall, Rise Park
Appendix 3	Land adjoining former Whitworth Centre, Harold Hill
Appendix 4	Land at Logan Mews, Romford
Appendix 5	38 Regarth Avenue, Romford
Appendix 6	Land at Priory Road, Harold Hill
Appendix 7	Land at Rainham Road, Hornchurch
Appendix 8	1 and 3 Widecombe Close, Harold Hill

Each appendix sets out the strategic context in identifying the land for disposal along with any associated projects. Further data on the asset and a site plan are also provided.

7. When a public authority proposes to sell an area of land that has been used as public open space it is required to follow a statutory process set out in S.123 of the Local Government Act 1972. This process involves advertising the proposed disposal for two consecutive weeks in a local publication. Any objections or representations must then be formally considered. The proposed disposals that require such a process are identified within the recommendations shown above.
8. In most cases it is also considered prudent to appropriate the land for planning purposes if it is identified for disposal and future development. This ensures that the Council's intended strategy for the land is clear and is often required by potential purchasers of the land.
9. To appropriate an area of open land for planning purposes also needs to follow a statutory process set out in the Local Government Act 1972. This process involves advertising the proposed disposal for two consecutive weeks in a local publication. Any objections or representations must then be formally considered.
10. On 13 March 2015 Cabinet approved, in principle, that the Council should establish a Council Owned Housing Company to deliver Market Rent and Market Sale Homes. In particular, approval, in principle, was given to the disposal of assets to the Company at market rates. The Deputy Chief Executive, Communities & Resources now has delegated authority to determine the principles and processes by which the said assets shall be disposed of and the terms of disposal.
11. It is possible that some of the disposals identified within this report will be of interest to the Housing Company and could be transferred to that Company, at market rates, under the delegated authority referred to above. This will be dealt with under that delegation and does not affect this report that just identifies the sites as potentially surplus and seeks approval to their disposal.

REASONS AND OPTIONS

Reasons for the decision:

The Council should regularly review assets to ensure that they meet the requirements of the Asset Management Plan and make the best possible contribution to the aims of the Council.

Other options considered:

The only other option immediately available would be to not sell these sites. They are considered to be surplus to the Council's requirements and retaining them may not maximise their contribution to the Council's aims.

IMPLICATIONS AND RISKS

Financial implications and risks:

Capital presale expenses up to the allowable maximum will be offset against the capital receipts. Any costs over and above this, or of a revenue nature will be met through the prioritisation of existing resources.

There is a risk that the disposal proceeds may be less than anticipated or that additional pre-sale expenses may be identified in which case the Head of Property would reconsider the position in consultation with the appropriate Lead Member. The economic case for each disposal will be kept under consideration throughout the sale process.

Costs will be incurred in connection with the processes required under Sections 122 and 123 of the Local Government Act 1972 in connection with the appropriation for planning purposes and disposal of open space. This will involve publishing adverts in the local press for two consecutive weeks. The cost of the adverts will be met from the pre-sale expense budgets initially and will be offset against the capital receipt as completion takes place.

The arrangements set out in Appendix 1 in respect of the proposed disposal of land at Hubbard Chase, Emerson Park involve bringing an additional 1.50 acres of land into more formal recreational use. The increased cost of Grounds Maintenance is estimated to be £1,500 per annum and this will be met from existing budgets held by the Parks Service.

Legal implications and risks:

There are no direct legal implications in identifying that certain properties are potentially surplus to the Council's requirements and can be sold or that certain areas can be brought into public use.

The legal implications for the conveyances required to complete the disposals will be considered when it is brought to the market.

The appropriation for planning purposes and disposal of land used as open space will have to follow the processes set out in Sections 122 and 123 of the Local Government Act 1972 that involve placing advertisements in two consecutive editions in the local press and the formal consideration of any representations made in response to those advertisements.

Human Resources implications and risks:

There are no Human Resources implications or risks in identifying these areas of land for disposal.

Equalities implications and risks:

There are no Equalities implications or risks in identifying these areas of land for disposal.

BACKGROUND PAPERS

None

**DISPOSAL OF LAND AT HUBBARDS CHASE, EMERSON PARK AND
CREATION OF ADDITIONAL OPEN SPACE AT
WINGLETYE LANE, EMERSON PARK**

- 1 The Council own the freehold interest in land at Hubbards Chase, Emerson Park as shown on the attached Plan SPS 1916, extending to approximately 3.00 acres. Part of the land is within the Metropolitan Green Belt but the remaining area, extending to approximately 1.20 acres, identified on the plan, is outside of the Green Belt.
- 2 The whole site has been used in the past for recreational purposes. It is covered by park byelaws and is held subject to Section 10 of the Open Spaces Act 1906.
- 3 The site has previously been used for junior football but this use ended in 2006 and pitches have not been marked out since then.
- 4 The Council also own land in Wingletye Lane, Emerson Park also shown on the attached Plan SPS 1916, extending to approximately 2.70 acres. This land is undeveloped and is not currently allocated for a specific use. It is open, grassed land but is not available for public use. It is within the Metropolitan Green Belt and is fenced to protect it from any unauthorised uses.
- 5 The current proposal is to bring the land in Wingletye Lane (2.70 acres) into use for public recreation and to dispose of the area of land at Hubbard Chase that is outside of the Green Belt (1.20 acres) for residential development, subject in both cases to planning and to any other required consents. The rest of the land at Hubbards Chase (1.80 acres) would remain as open space available to the public and access to it would be protected through any new development. The land at Wingletye Lane would become subject to the usual park byelaws.
- 5 The proposal would result in a total of 4.50 acres of open land being available for public use in this area compared to 3.00 acres currently – an increase of 50%. The additional cost of grounds maintenance for the additional areas of land is estimated to be £1,500 per annum and this will be met through existing Parks budgets. It would also bring forward a site considered suitable for development, subject to planning, that would increase the supply of family housing in this area and generate a capital receipt.
- 6 The cost of any works required to bring the Wingletye Lane land into public use would be offset from the capital receipt generated from the sale of land at Hubbards Chase and would be dealt with as part of the preparations for the disposal. The Parks Services have estimated that these costs are likely to be in the region of £200,000 and this could easily be met from the estimated capital receipt.
- 7 The Head of Culture and Leisure Services supports the proposal subject to funds being made available from the capital receipt to bring the land in

Wingletye Lane into public use. There may also be a need to consult with local residents to ensure that the proposed use of the additional land at Wingletye Lane and the retained open land at Hubbards Chase are used in a way to meet local need.

Housing Revenue Account (HRA) or General Fund	General
Site Area	1.20 acres for disposal
Description	Open space.
Current Use	Open space – used for informal recreation only
Ward	Emerson Park
Site Details	<p>Description Open land currently used for recreational purposes</p> <p>Principle of Development Planning issues have been considered by the relevant Officers and residential use may be acceptable in principle. It will be necessary for the individual characteristics and constraints of the site to be considered in the context of a development scheme before the planning position can be finally determined.</p> <p>Legal Title The land is registered to the Council. There are no covenants or other restrictions that would preclude development.</p> <p>Other In order to deal with planning issues and any objections that may arise from a proposal to sell an area of open space it is necessary to be able to put forward a local alternative area for recreational use</p>

LAND ADJACENT TO TWEED WAY HALL, TWEED WAY, RISE PARK

- 1 The Council own the freehold interest in Tweed Way Hall, Rise Park. The hall is let to the Tweed Way Hall Community Association under the terms of a 10 year lease from 2012. The land owned by the Council also includes an area of vacant land that is not included within the lease.
- 2 The land is not required for the operation of the hall and is not currently used. The management of the land has been challenging at times and measures taken to protect the amenity of neighbouring properties (breaking up the surface and leaving the grass uncut to deter anti-social behaviour) are not a satisfactory solution in the longer term.
- 3 It is considered that the site is suitable for a small residential development subject to planning and other consents. This would provide additional homes, generate a capital receipt and bring the land into use. It would also deal with the ongoing management issues.

HRA or General Fund	General
Site Area	0.28 acres
Description	Vacant land adjacent to Community Hall
Current Use	Vacant land
Ward	Pettits
Site Details	<p>Description An area of unused land within the curtilage of the Community Hall but not required for the hall use. It is not included within the lease held by the Community Association.</p> <p>Principle of Development Planning issues have been considered by the relevant Officers and residential use may be acceptable in principle. It will be necessary for the individual characteristics and constraints of the site to be considered in the context of a development scheme before the planning position can be finally determined.</p> <p>Legal Title The land is registered to the Council. There are no covenants or other restrictions that would preclude development.</p>

LAND ADJOINING FORMER WHITWORTH CENTRE, HAROLD HILL

- 1 The Council own the freehold interest in an area of land immediately adjacent to the site of the (now largely redeveloped) Whitworth Centre in Harold Hill.
- 2 The land is a small open area adjacent to existing Council housing in Hitchin Close. It is adjacent to Noak Hill Road but access to the site would be through the new development on the Whitworth Centre site.
- 3 The land has been contoured and landscaped but is largely used as a means of gaining pedestrian access to Noak Hill Road. It is also used informally for dog walking but is not large enough for any more formal recreational use.
- 4 It is considered that the site is suitable for a small residential development subject to planning and other consents. This would provide additional homes, generate a capital receipt and bring the land into use

HRA or General Fund	Housing
Site Area (acres)	0.6 acres
Description	Amenity land adjacent to the new development on the site of the former Whitworth Centre, Harold Hill
Current Use	Amenity land
Ward	Heaton
Site Details	<p>Description A landscaped area adjacent to existing residential properties.</p> <p>Principle of Development Planning issues have been considered by the relevant officers and residential use may be acceptable in principle.</p> <p>The site currently has an open, landscaped quality. It forms a belt of land, with good tree cover, which runs in a northerly direction behind Hitchin Close, fronting on to Noak Hill Road.</p> <p>A planning application for residential development on this site would be a matter of judgment for Regulatory Services Committee but it is considered that a well-designed, high quality</p>

	<p>scheme could attract a planning consent.</p> <p>It is recognised that the character of land adjacent to the site (the former Whitworth Centre) has changed as a result of its reclassification within the Local development Framework and its subsequent redevelopment and this also indicates that development of the subject site may be acceptable.</p> <p>Legal Title The land is registered to the Council. There are no covenants or other restrictions that would preclude development.</p> <p>Other Pedestrian access to the land is currently obtained from Noak Hill Road or via Hitchin Close. No vehicular access exists presently and this would be required in the event of development being pursued.</p> <p>There is an adopted footpath travelling through the centre of the site and this will need to be diverted or developed around in the event that development takes place.</p> <p>There may be trees on site of sufficient quality to justify TPOs but the site has not yet been reviewed by the Councils Tree Preservation Officer.</p> <p>There is some service equipment beneath the site including a gas main and an abandoned water distribution main. Any development scheme will need to accommodate these utilities.</p>
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LAND AT LOGAN MEWS, ROMFORD

- 1 The Council own the freehold interest in a small area of land in Logan Mews that currently contains 8 lock up garages. Logan Mews runs behind a parade of largely Council owned shops at the southern end of High Street, Romford close to the car park that serves The Brewery Shopping Centre.
- 2 Some of the garages have been used in the past for the storage of items by the Council. Others have been let out under standard garage licences. The storage use could be easily relocated and the licences brought to an end to achieve vacant possession of the site.
- 3 The garages are not in good repair and they currently make a negative contribution to Romford Town Centre. The financial return from letting out the garages is not attractive compared to the likely value of the land for development.
- 4 It is considered that the site is suitable for a small residential development subject to planning and other consents. This would provide additional homes, generate a capital receipt and bring the land into use that is more aligned with the regeneration of Romford Town Centre.

HRA or General Fund	General
Site Area (acres)	0.05 acres
Description	8 Garages and a parking space
Current Use	As above
Ward	Romford Town
Planning/Transportation/ Access Issues	<p>Description The site consists of a row of 8 garages and a parking space.</p> <p>The site is located within the retail fringe area of Romford Town Centre as it sits behind the High Street. The High Street is identified as a secondary retail location.</p> <p>Principle of Development Planning issues have been considered by the relevant Officers and residential use may be acceptable in principle. It will be necessary for the individual characteristics and constraints of the site to be considered in the context of a development scheme before the planning position can be finally determined.</p>

	<p>Legal Title The Council's land is subject to legal constraints. Part of the land (which is predominantly adopted highway) is subject to rights of way. The title plan for EGL307232 shows that this does, however, affect the western corner of the Council's garage site.</p> <p>In addition, the land is subject to a right in favour of Romford Brewery to construct an access ten feet wide (with or without gates) if this was ever required. The right granted does mean that the whole of the site owned by the Council cannot be developed.</p> <p>Other than the constraints outlined, there are no covenants which would preclude development</p> <p>The land is registered to the Council. There are no covenants or other restrictions that would preclude development.</p> <p>Other The site is accessed via Logan Mews which is an adopted highway. The Highway extends to the boundary of the neighbouring land and is situated at each end of the row of garages.</p> <p>There is a main water distribution pipe travelling along the boundary of the garages. This will need to be accommodated within any design.</p>
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38 REGARTH AVENUE, ROMFORD

- 1 The Council hold the freehold interest in a number of residential properties in Regarth Avenue, Romford. At the end of the road, bordering the River Rom, one of these properties (No 38) is shortly to be vacated.
- 2 The property is a detached unit that has been converted for office use and has been used by an organisation called “Tapestry” - formerly Age Concern. That use has now come to an end and the premises are being returned to the Council with vacant possession. No alternative Council use has been identified for the property.
- 3 The premises are in poor condition and extensive works would be required to bring them back into mainstream residential use.
- 4 It is considered prudent to declare the property surplus and to identify it for disposal. However, the site could be of strategic importance in dealing with the regeneration of Romford Town Centre (especially as part of any scheme that links areas of land in Bridge Close - currently in industrial use - to the approaches to Romford Station) and disposal will be held until these issues are considered.

HRA or General Fund	General Fund
Site Area (acres)	0.09 acres
Description	Detached house which has been converted into office accommodation comprised of two offices, toilet and kitchen on the ground floor with three offices and a bathroom / filing room upstairs.
Current Use	The property is currently used by ‘Tapestry’ (formerly Age Concern) as office accommodation.
Ward	Romford Town
Planning/Transportation/ Access Issues	<p>Description Detached house, used as offices in need of extensive repair and modernisation</p> <p>Principle of Development There is an established residential use. Part of the site sits within Flood zone 3 on account of its proximity to the River Rom.</p> <p>Legal Title The land is registered to the Council. There are no covenants or other restrictions that would preclude development.</p> <p>Other Issues None.</p>

LAND AT PRIORY ROAD, HAROLD HILL

- 1 The Council own the freehold interest in an area of open space in Priory Road, Harold Hill.
- 2 The land is immediately adjacent to a larger area of Council owned land that is within the Green Belt. That area of land was formerly part of Manor Farm and has now been incorporated into Dagnam Park. The area of land identified in this report is not within the Green Belt and does not form part of the park.
- 3 It is considered that the site is suitable for a small residential development subject to planning and other consents. This would provide additional homes, generate a capital receipt and bring the land into use.
- 4 If the land were to be developed it would be necessary to reserve a small area of land to the western boundary to provide a buffer between the development and the River Ingrebourne. This reservation strip would also provide access to the land at the rear.

HRA or General Fund	General
Site Area (acres)	1.35 acres
Description	Open space
Current Use	As above
Ward	Gooshays
Planning/Transportation/ Access Issues	<p>Description An area of grassed land fronting Priory Road.</p> <p>Principle of Development Subject to it being demonstrated that development complies with LDF policies on open space then alternative uses could be considered, of which residential would be the preferred option, in line with Policy CP1.</p> <p>The site makes a contribution to the character and openness of this part of Priory Road and the layout and design of the scheme will need to reflect this.</p> <p>There are a number of large trees around the site boundaries. A detailed assessment of these would be required as part of any planning application.</p>

	<p>Carters Brook also lies to the north of the site and would present environmental and flood risk issues.</p> <p>Part of the site is within Flood Zones 2 and 3. A Flood Risk Assessment will be needed with any submission and the scheme will need to satisfy the sequential test. Any development of this site will need to give careful consideration to its impact on the adjoining green belt land.</p> <p>Legal Title The land is registered to the Council. There are no covenants or other restrictions that would preclude development.</p> <p>Other The site contains a foul sewer travelling diagonally across the site from the north to the southern boundary. Any development will need to reflect the existence of the sewer.</p>
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LAND AT RAINHAM ROAD, HORNCHURCH

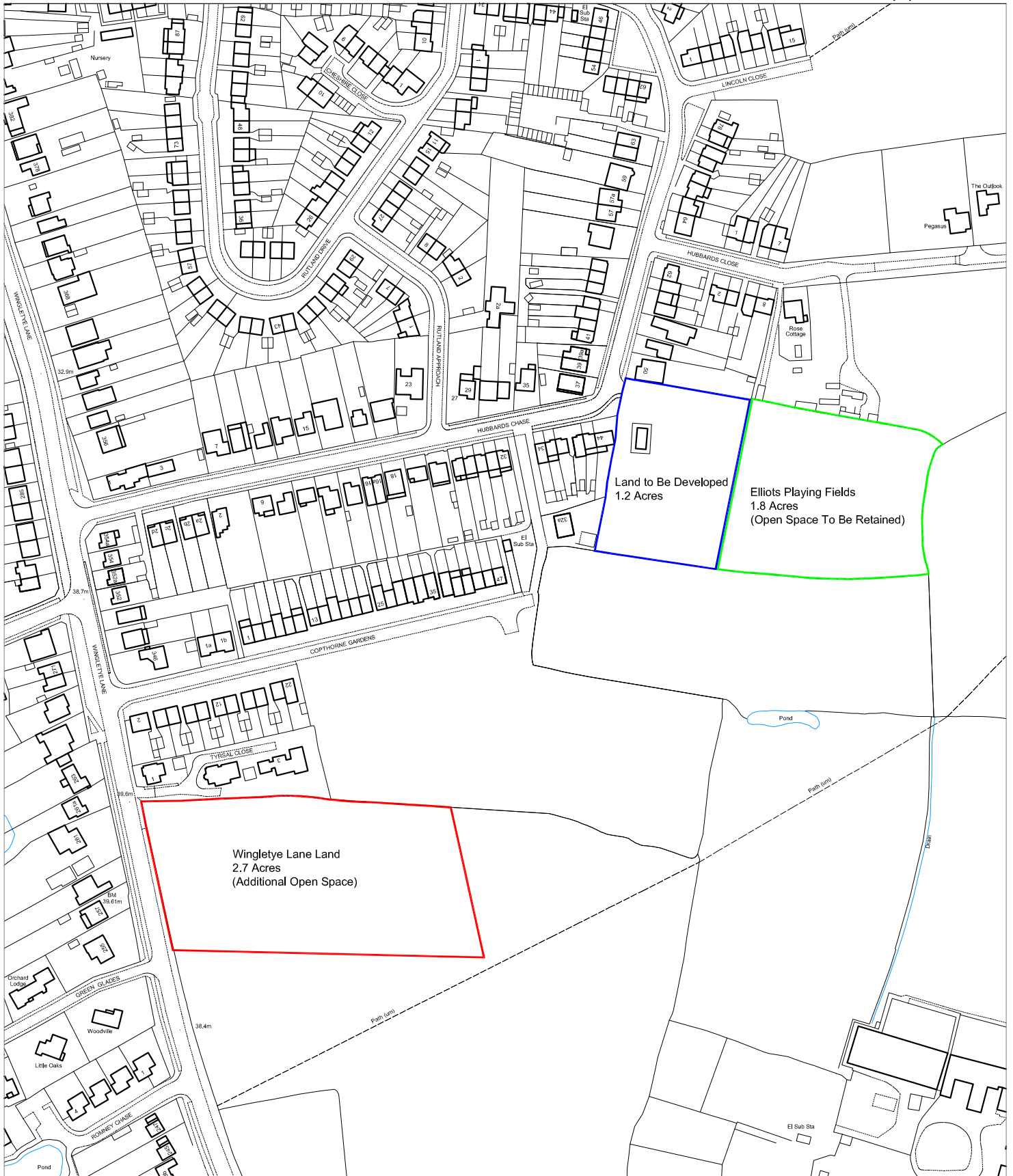
- 1 The Council own the freehold interest in Bretons Recreation Ground, Rainham Road, Hornchurch. Within that landholding there are two small areas of land fronting Rainham Road that could be suitable for development.
- 2 The whole of Bretons Recreation Ground, including these two areas, is within the Metropolitan Green Belt. The National Planning Policy Framework (NPPF) sets out certain circumstances where development within the Green Belt is appropriate. One of these is where the proposal involves the in-filling of gaps between existing developed areas.
- 3 The sites that are now being considered for disposal are considered to meet this requirement. One of the sites is between existing residential properties known as Bretons Cottages, along the frontage of Rainham Road.
- 4 The second site is at the end of the row of existing cottages, immediately opposite build development on the opposite side of Rainham Road. A small development on this site would “square off” the boundary between the built environment and the Green Belt.
- 5 It is recommended that part of the capital receipt from any disposal is used to enhance Bretons.

HRA or General Fund	General
Site Area	0.46 acres and 0.31 acres
Description	Two small areas of land at the edge of Bretons Recreation Ground, on the frontage to Rainham Road.
Current Use	Open Land within Bretons Recreation Ground.
Ward	Elm Park
Site Details	<p>Description See above</p> <p>Principle of Development The sites are within the Metropolitan Green Belt and any application for redevelopment will need to be compatible with Green Belt policy and guidance. It is considered that a well laid out, high quality development that “fills” in areas between existing housing – linked to improvements to the wider recreation ground may be permitted.</p> <p>Legal Title The land is registered to the Council. There are no covenants or other restrictions that would preclude development.</p> <p>Other None</p>

1 AND 3 WIDECOMBE CLOSE, HAROLD HILL

- 1 The Council hold the freehold interest in two terraced houses in Widecombe Close, Harold Hill. The two properties have been used as a residential facility for adults with learning difficulties and extensive works have taken place to combine the two units including the removal of one staircase and one kitchen.
- 2 The remaining residents have recently been relocated to similar accommodation at Peel Way and the properties are no longer required by Adult Services. No other Council use has been identified and the properties are now considered to be suitable for disposal, most likely to the Council's Housing Company.
- 3 If the properties were sold without restriction (and in their current condition) it is likely that they would be attractive to bidders who may wish to use them as a House in Multiple Occupation (HMO). It is not considered that an HMO is an appropriate use in this location and it is proposed that prior building works and the process of sale be used to protect against this. The properties will be managed and marketed for sale as two separate, single units suitable for family housing.

Housing Revenue Account or General Fund	General
Site Area	N/A
Description	Two terraced houses that have been merged and converted into a residential care facility for adults with learning difficulties.
Current Use	Residential
Ward	Heaton
Site Details	<p>Description See above</p> <p>Principle of Development Returning the properties to general residential use does not require planning consent. No planning consent is required in order to proceed with a disposal.</p> <p>Legal Title The land is registered to the Council. There are no covenants or other restrictions that would preclude the disposal.</p>



Land at Wingletye Lane & Hubbards Chase
Hornchurch



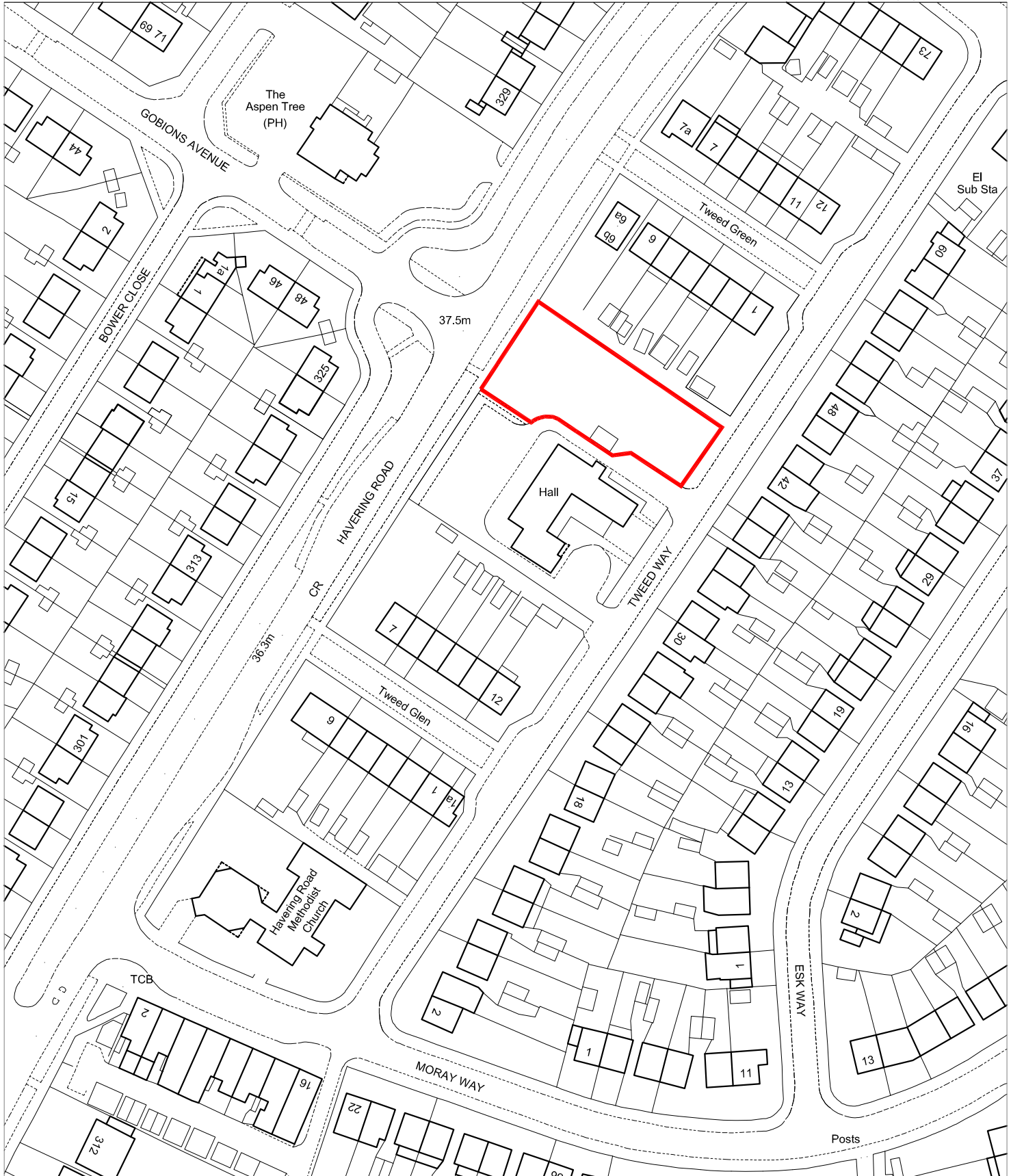
Property Services

Tollgate House
96-98 Market Place
Romford | RM1 3ER
Tel: 01708 434343

rev/by date amendment

Site Plan

drawn by	nt	drawing number
date	September 2015	sps1916
scale	1:2500 @ A4	



Property Services

Tollgate House
96-98 Market Place
Romford | RM1 3ER
Tel: 01708 434343

rev/by date amendment

Tweed Way Hall Land
Tweed Way, Collier Row, RM1 4AZ



Site Plan

drawn by	nt	drawing number
date	July 2015	sps1918
scale	1:1250 @ A4	



Land at Hitchin Close, Harold Hill



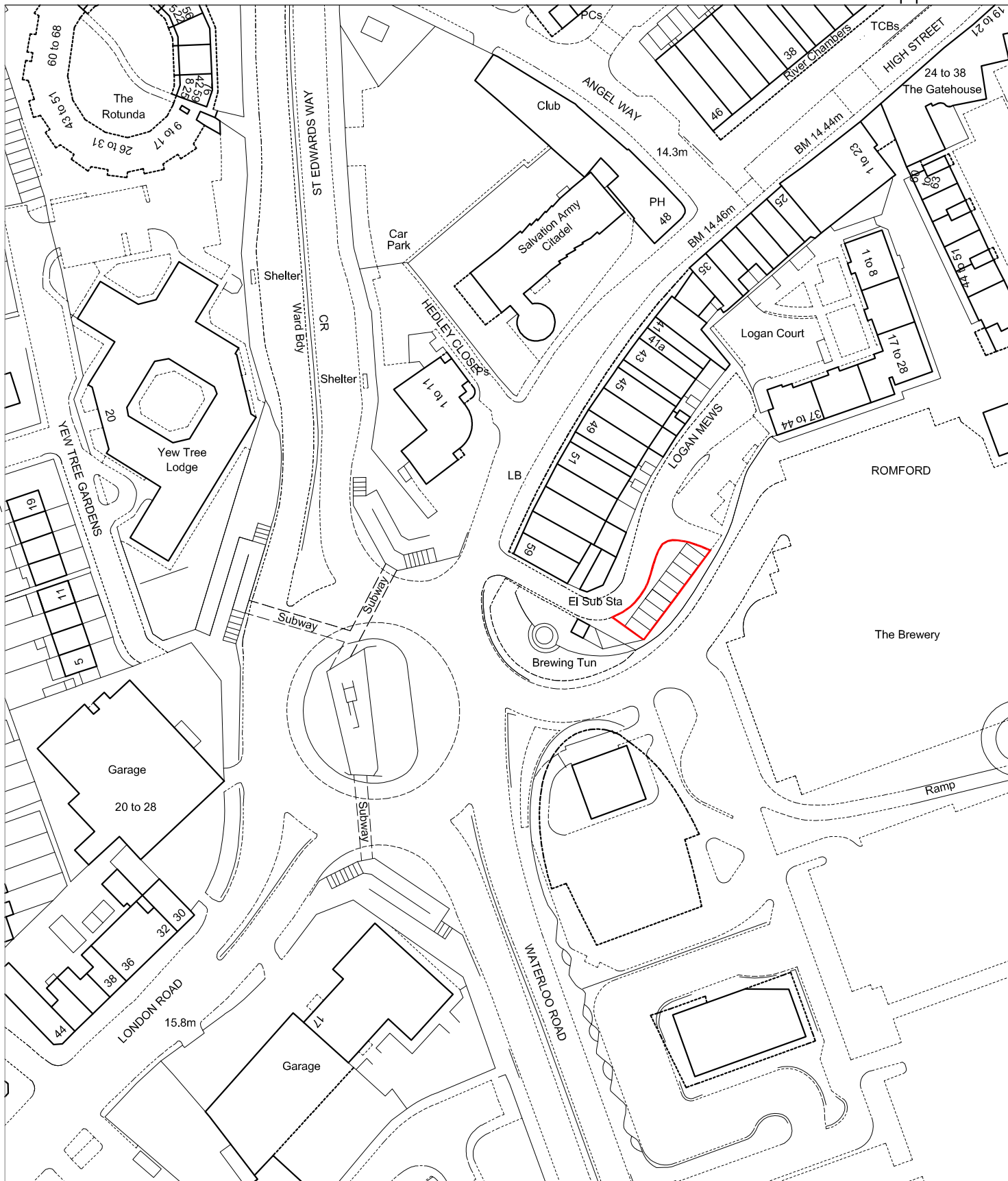
Property Services

Tollgate House
96-98 Market Place
Romford | RM1 3ER
Tel: 01708 434343

rev/by date amendment

Site Plan

drawn by	nt	drawing number
date	July 2015	sps1907
scale	1:1250 @ A4	



Property Services

Tollgate House
96-98 Market Place
Romford | RM1 3ER
Tel: 01708 434343

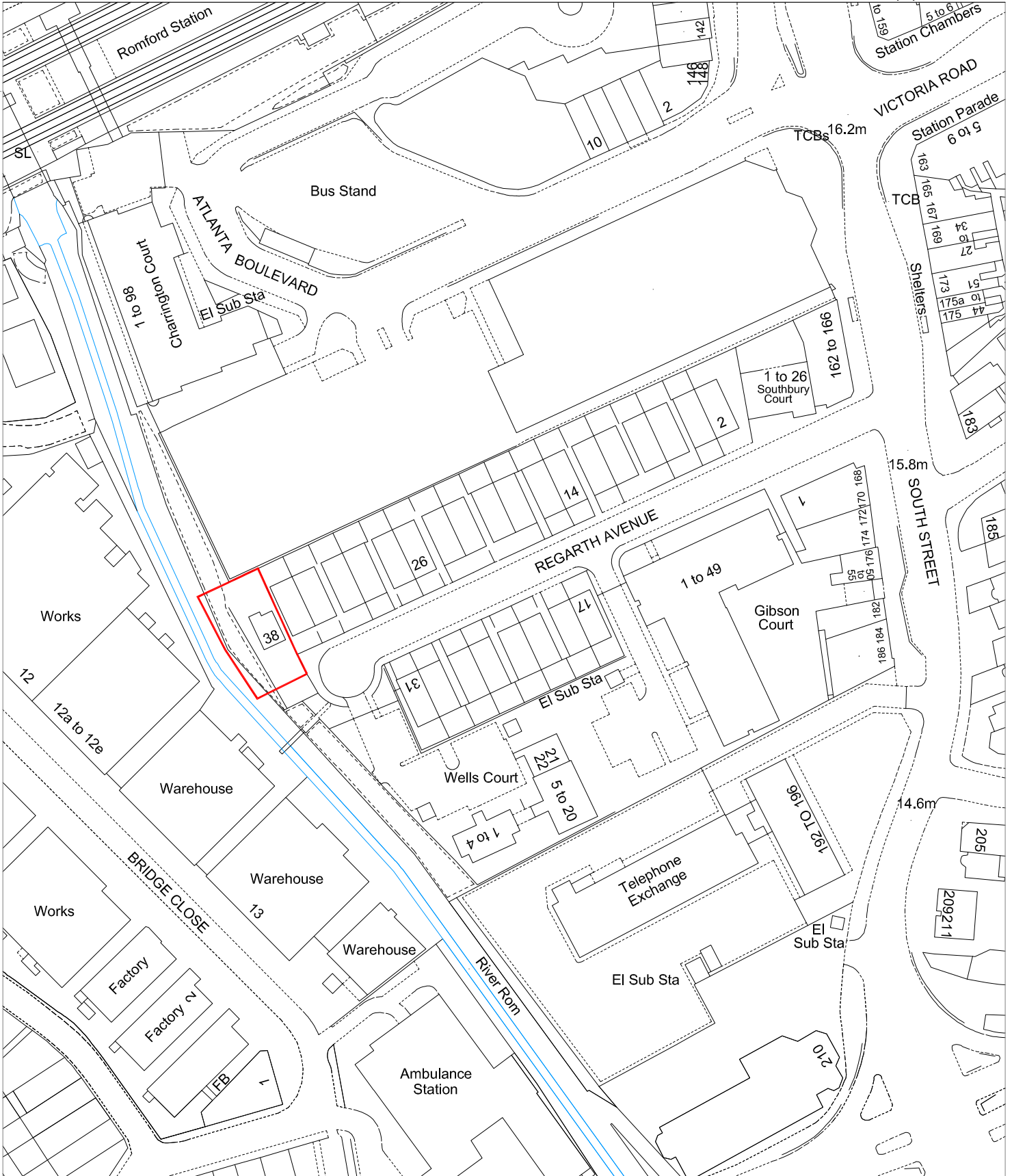
rev/by date amendment

Logan Mews Garage Site
Romford



Site Plan

drawn by	nt	drawing number
date	July 2015	sps1925
scale	1:1250 @ A4	



Property Services

Tollgate House
96-98 Market Place
Romford | RM1 3ER
Tel: 01708 434343

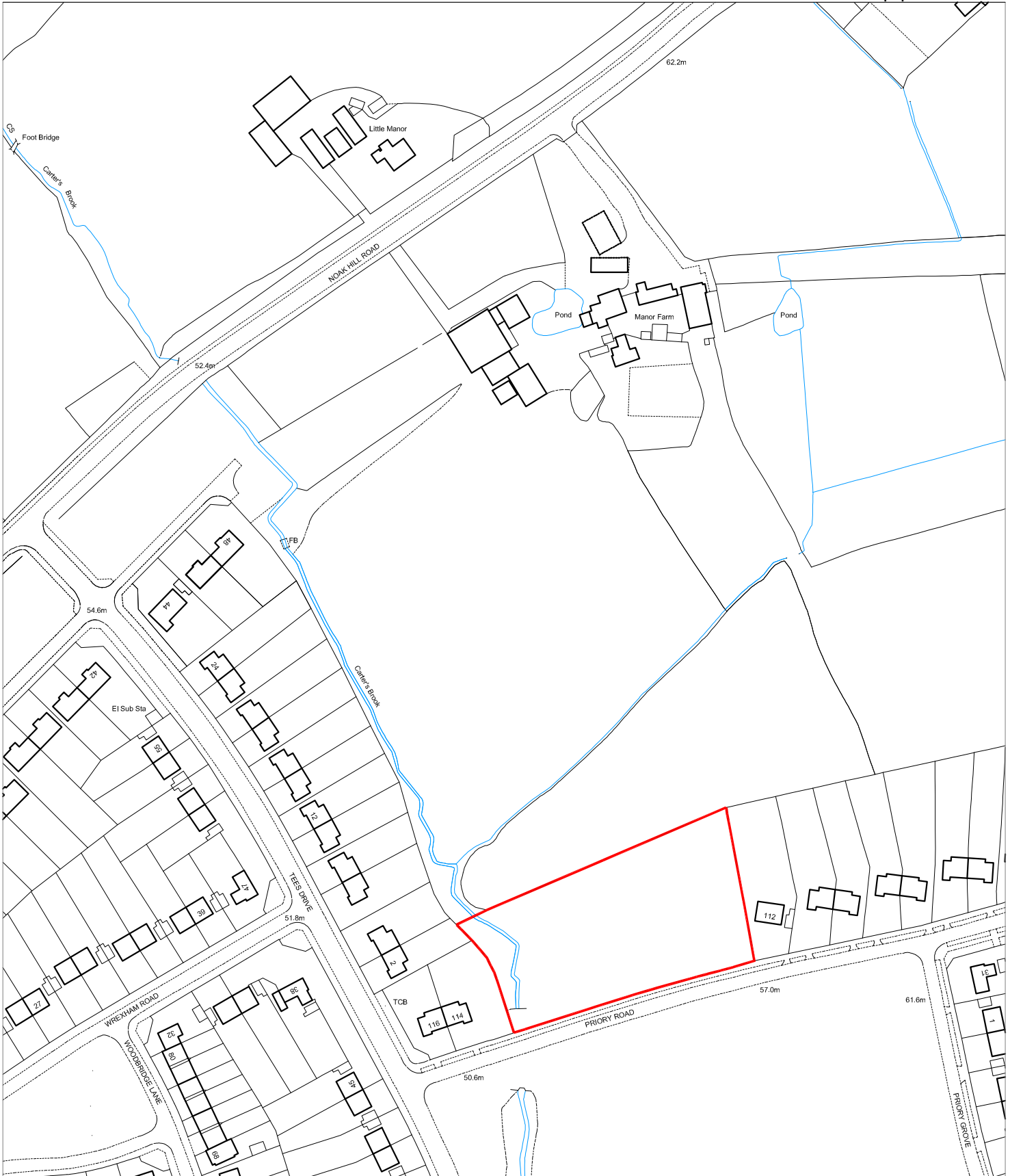
rev/by date amendment

38 Regarth Avenue
Romford, RM1 1TH



Site Plan

drawn by	nt	drawing number
date	July 2015	sps2096
scale	1:1250 @ A4	



Priory Road Land
Harold Hill



Property Services

Tollgate House
96-98 Market Place
Romford | RM1 3ER
Tel: 01708 434343

rev/by date amendment

Site Plan

drawn by	nt	drawing number
date	July 2015	sps1913
scale	1:2000 @ A4	



Property Services

Tollgate House
 96-98 Market Place
 Romford | RM1 3ER
 Tel: 01708 434343

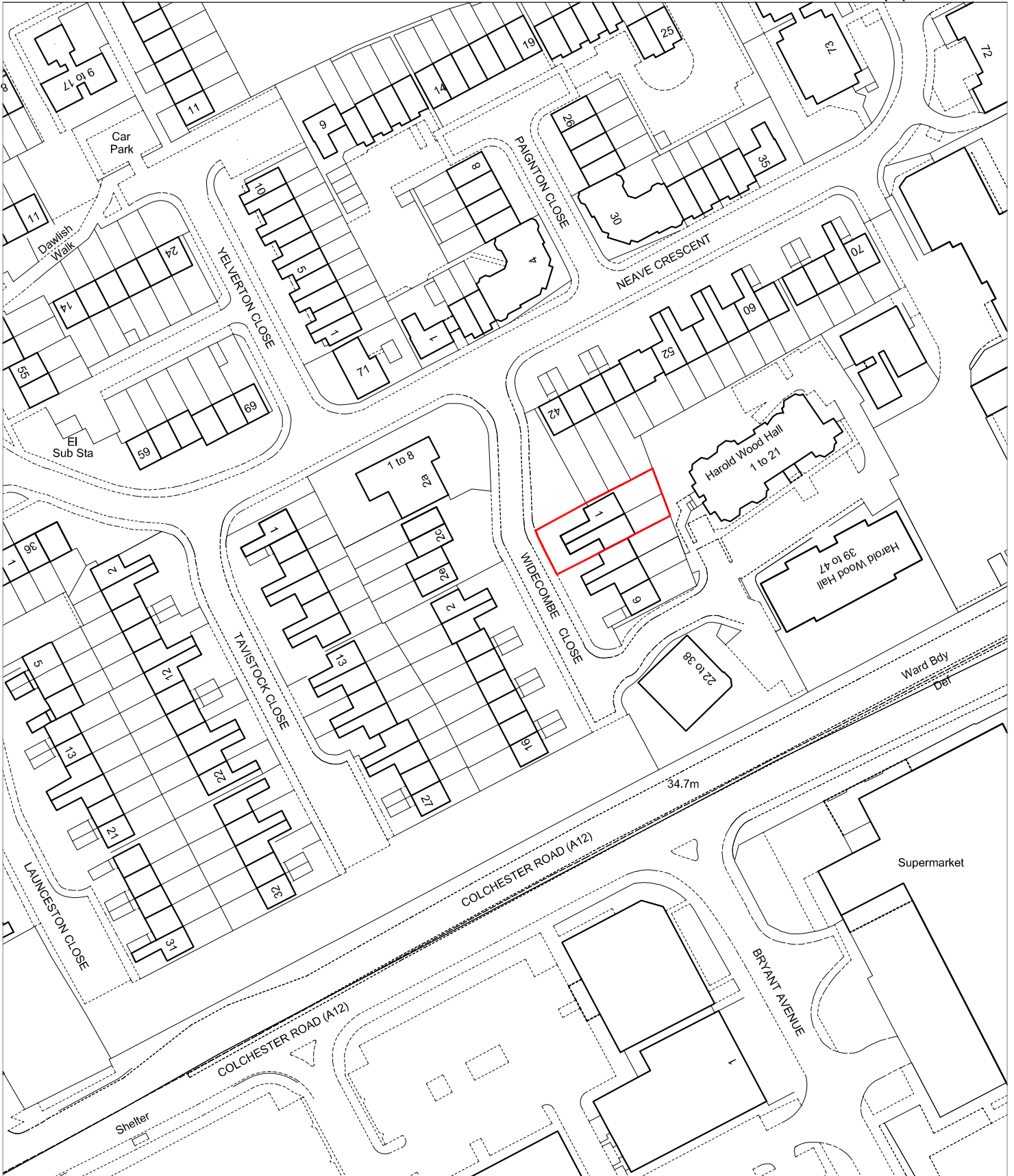
rev/by date amendment

Land at Rainham Road



Site Plan

drawn by	nt	drawing number
date	July 2015	sps1927
scale	1:2000 @ A4	



Property Services

Tollgate House
96-98 Market Place
Romford | RM1 3ER
Tel: 01708 434343

rev/by date amendment

1-3 Widecombe Close
Harold Hill, Romford, RM3 8PL



Site Plan

drawn by	nt	drawing number
date	July 2015	sps2022
scale	1:1250 @ A4	

Cabinet

16 DECEMBER 2015

Subject Heading:

Attestation of Parks Protection Officers

Cabinet Member:

Councillor Melvin Wallace

CMT Lead:

Andrew Blake Herbert

Report Author and contact details:

Simon Parkinson x2199
Simon.Parkinson@havering.gov.uk

Policy context:

Parks and Open Spaces Strategy 2013-15

Financial summary:

There are no significant, immediate additional costs arising from this report.

Is this a Key Decision?

Yes

Significant effect on two or more Wards

When should this matter be reviewed?

December 2016

Reviewing OSC:

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
- People will be safe, in their homes and in the community
- Residents will be proud to live in Havering

SUMMARY

The report seeks a member decision on the attestation of the permanent Parks Protection Officers. Attestation will provide the Officers with the same powers as Police officers and allow them to better deal with the more serious incidents that can arise in parks and open spaces.

RECOMMENDATIONS

That Cabinet:

1. **Authorise** the permanent members of the Parks Protection Team being attested and securing the same powers as police officers, but only to be exercised within the boundaries of Havering's parks and open spaces.
2. **Authorise** the permanent members of the Parks Protection Team to use batons and other protective equipment but only in self-defence and in relation to dealing with dangerous animals.
3. **Authorise** the Parks Protection team to develop new partnership arrangements with the police service so that the more serious incidents which might occur in parks and open spaces are more effectively dealt with.
4. **Agree** to receiving a progress report once the attestation powers have been in place for a 12 month period.

REPORT DETAIL

1. The Parks Protection Team is part of the Council's Parks and Open Spaces Service and these Council officers work specifically in Havering parks and open spaces. The team operates seven days a week, covering key times throughout the day and evening. They are based in Raphael Park and patrol the borough's open spaces using motorbikes and an off-road vehicle, so that they can quickly and effectively respond to parks related demands. The main purpose of the Parks Protection Service is to help maintain safety in the borough's parks and open spaces ensuring they remain pleasant for everyone to visit, throughout the year, by targeting anti-social behaviour and criminal activity.
2. The Parks Protection Team works closely with the community and have informally recruited many members of the public as 'parks watchers', who assist with monitoring of green spaces, by alerting the team to any emerging issues which may need to be addressed. The Team also work alongside the Metropolitan Police when there is a joint need to do so, including dealing with matters of serious crime, when specialist teams are needed, or when a greater response is required such as when there is a larger site vulnerable person search.

3. The Parks Protection Team is currently deployed all year round in Havering Parks to enforce Pleasure-Ground Byelaws under the Public Health Act 1875. They educate, warn or prosecute offenders according to the nature or persistence of the offence. The team members are employed to ensure that the infrastructure of parks is protected and to maintain safety for all park users. Their role additionally encompasses the protection of wildlife and the encouragement of responsible dog ownership. They carry basic water safety equipment for use should an emergency occur during their patrols. They oversee a small parks' gate operative locking team to ensure the physical security of locked parks. A defibrillator is also carried for 'ambulance purposes' in order to ensure that such equipment is readily available, including on sites located some distance from a highway. All officers are First Aid trained.
4. The Parks Protection Team has previously been able to deal effectively with all those otherwise law-abiding offenders, willing and able to supply their correct name and address. They are not, however, currently authorised to detain the 'criminal minority' who refuse to provide their true identity which can be used for prosecution purposes. This effectively means that a small percentage of law breaking may go unaddressed and if allowed to continue, could lead to a gradual break-down in confidence in the Team; as the general public become aware that some offenders cannot be dealt with fairly and effectively.
5. To remedy this situation it is proposed that the permanent members of the Parks Protection Team are formally attested as Constables, to act as a Parks Police Service in Havering parks (albeit they will still be known as the Parks Protection Team). This will allow for the detention of any problem individuals, helping to ensure that certain matters can be brought before the court via the issue of a summons. The arrest of an offender may sometimes only involve a short detention after the offence whereby the verifiable name and address is furnished for an effective prosecution to then take place. In certain circumstances however, it may lead to the detention of an offender who will need conveying to the nearest police station that has a custody suite, until police bail can be arranged. Prosecution will then continue using the Council's Legal Services team, unless more serious criminal matters warrant handover to the Metropolitan Police. This will be necessary for further investigation to take place and potential prosecution by the Crown Prosecution Service.
6. All current Parks Protection Team officers have previous experience in policing and are either formerly trained by the Metropolitan Police or as parks police constables. Further supplementary training - as changes of legislation arise - will be arranged with West London Parks Police, a much larger parks police service. The Parks Protection Team is, in addition, currently trained annually in conflict management skills including the safe and effective use of reasonable force. Any new employees will need the same level of training. Existing risk assessments covering the same issues will be further updated to ensure that all new powers of a constable are included, including detention and arrest. Protocols with the police will be developed and put in place to ensure a seamless partnership working where detention is required at a police station.

7. One of the main risks to the Local Authority is the submission of a complaint about being restrained/detained, and/or use of excessive force by an officer and/or injuries resulting from an arrest. This risk can be mitigated by using trained, experienced officers as constables who are already well versed in conflict resolution skills and working in line with dynamic risk assessments. This, added to clear management instructions and guidance about the use of restraint and officer discretion will mean that any powers gained will not be used without good cause and only in the public interest as a last resort. Written risk assessments will be in place to ensure that the risks are mitigated as far as possible.
8. The second risk is possible injury to a constable on the Parks Protection Team should an offender try to resist being restrained/detained. This risk can be mitigated in the same way as the above through the use of trained, experienced officers and by ensuring that clear management instructions, guidance and risk assessments are in place. The Parks Protection Team will also carry out a dog control support role. The officers will be entitled to use reasonable force and carry an extendable baton which may be used according to standard operating procedures and updated risk assessments. The protocols and procedures will also make it clear that batons and other protective equipment can only be used in self-defence and in relation to dealing with dangerous animals.
9. Notwithstanding the above risk, it may be considered that attestation powers will reduce the current risks associated with staff managing very difficult conflict situations. This is due to the fact that the assault of a constable in the 'execution of their duty' is still regarded by the courts as a very serious matter and likely to carry the risk of a custodial sentence. Hence the minority of parks users causing problems are likely to be more hesitant to use force against a constable as compared to a 'Council officer' carrying out a similar role.
10. The above risks are linked to a wider risk associated with possible reputational damage to the Council if the new powers are not used or perceived to be not used in a reasonable and appropriate way. Linked to this it is recommended that Parks Protection Officers can only exercise their powers as constables within the boundaries of parks and open spaces. Chases in vehicles or on foot outside parks and open spaces will not be allowed under the new protocols that will be drawn up. .
11. Should Members agree with the recommendations in this report, it is anticipated that attestation will go ahead by January 2016. Monitoring and reporting procedures will be put in place so that further reports can be written on the impact of the attestation powers being introduced.

REASONS AND OPTIONS

Reasons for the decision:

To more effectively deal with the more serious incidents that can arise in the borough's parks and open spaces.

Other options considered:

The option of not proceeding with attesting the Parks Protection Officers was considered but rejected on the grounds that a number of different types of serious incidents in parks and open spaces could not be addressed unless the officers had attestation powers.

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no significant, immediate additional costs arising from this report.

There will be risks associated with the proposal, which will need to be carefully managed, with any uninsured losses falling on the service. The proposal to attest Parks Protection Officers is covered by existing insurance arrangements so there are no immediate cost implications in respect of the Council's insurance premium. If there was a significant deterioration in claims experience however, then the Council's insurers may well revisit this position. It is not envisaged that there would be any greater potential for uninsured losses than the Council already bears the risk for in other areas, though this will need to be monitored.

As a general comment, this is not a statutory service. Should the Council's financial situation worsen, clearly there will be a need to protect services for which there is a statutory requirement.

Legal implications and risks:

Local Authorities have the powers to facilitate the 'swearing in' of nominated individuals as Constables under Article 18 of the Ministry of Housing and Local Government Provisional Order Confirmation (Greater London Parks and Open Spaces) Act 1967. The Constables are then able to enforce byelaws and other regulations within the Council's parks and open spaces only. Constables must be in uniform when acting as such.

Article 19 of the Ministry of Housing and Local Government Provisional Order Confirmation (Greater London Parks and Open Spaces) Act 1967 gives the power to constables in parks and open spaces to seize and detain persons committing

offences for the purposes of conveying them directly to a police station to be questioned and or charged, where that person's name or address cannot be ascertained by the Constable.

The general power of arrest without warrant, by constables or other persons is contained in sections 24 and 24A of Police and Criminal Evidence Act 1984 as amended. The arrest conditions in sections 24 or 24A must be satisfied otherwise the arrest will be unlawful and may result in civil actions including for false arrest and detention. Where the arrest criteria under section 24 or 24A is not met then lawful arrest may only be carried out under Warrant or pursuant to a court order..

To secure Attestation the Parks Protection Team officers would be sworn in at the local Magistrates Court under Article 18 of the Ministry of Housing and Local Government Provisional Order Confirmation (Greater London Parks and Open Spaces) Act 1967. This will mean that they only become attested Constables for the London Borough of Havering for its parks and open spaces. They do not, however, become 'Home Office police staff' and will not have any direct connection with the Metropolitan Police, although partnership working with Territorial Police could be expected to increase substantially once the new Parks Constabulary has formed. Their powers in green spaces will encompass only Council owned parks and open space areas, under the control of the Parks and Open Spaces Manager.

Human Resources implications and risks:

Existing officers in the Parks Protection Team have some experience of exercising the powers associated with attestation, as they are either former police officers or have operated as parks constables with previous employers. Nevertheless they will be required to review their training and undertake new training as required; plus there would be a need to fully review all risk assessments and protocols and put in place new arrangements as required, to reduce the risk of them suffering avoidable personal injury or inflicting injury on others i.e. members of the public. There will be a need to consult with the Health and Safety Team in order to undertake the relevant reviews and ensure that all relevant systems, procedures, protocols and training is advised and put in to place.

The attestation of constables will only involve permanently employed staff. Each officer will be required to declare any unspent convictions and agree to a DBS / Basic Disclosure check being undertaken. .

The proposed new roles would require amendments to the Parks Protection Team Manager and the Parks Protection Team Officer job profiles. Revised job profiles have been evaluated and the relevant grades / salaries will remain the same should the affected staff be attested.

Equalities implications and risks:

The initiative outlined in the report provides for a proportional means of ensuring that communities in Havering are able to use the parks and open spaces within the Borough. The remit of using the powers are clearly defined and articulated in policies and work instructions to the personnel concerned. The parks staffs have been trained to ensure that they are able to engage with communities and those persons with specific protected characteristics e.g. learning disabilities, mental health issues.

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This training will be reviewed should specific training requirements in relation to diversity be identified this will be provided. There will be the opportunity to record diversity information in relation to the number of 'stop and account' made by staff and these will be shared with agencies to ensure that there is no disproportionality in terms of the people being 'stopped' by staff. This will ensure that there is transparency in the process.

BACKGROUND PAPERS

None

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Cabinet

16 DECEMBER 2015

Subject Heading:

Havering Local Plan Update

Cabinet Member:

Councillor Osman Dervish

CMT Lead:

Andrew Blake-Herbert

Report Author and contact details:

Lauren Miller , 01708 433051
laurenmiller@havering.gov.uk

Policy context:

National Planning Policy Framework 2012
London Plan 2015 (consolidated with
Alterations since 2011) Havering Local
Development Framework 2008
House of Commons: Written Statement
(HCWS42) (Wind Energy)

Financial summary:

There are no direct financial implications
resulting from this report.

Is this a Key Decision?

No

When should this matter be reviewed?

December 2016

Reviewing OSC:

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

In December 2014 Cabinet approved the preparation of a new Local Plan for Havering to replace the current Local Development Framework and agreed the consultation questionnaire for the first stage of statutory consultation.

This report provides an update on the progress of the Local Plan to date, particularly the considerable work that has been done to build a robust evidence

base. It also seeks Cabinet approval to publish an updated Local Development Scheme (LDS) which is a statutory document setting out the plans and policy documents that will be prepared and a timetable for their delivery.

The report also provides an update on recent changes to national policy for wind turbines and informs Cabinet members on how this will be dealt with in the emerging Local Plan.

RECOMMENDATIONS

That Cabinet:

- (1) **note** the progress to date on the Havering Local Plan
- (2) **approve** the Local Development Scheme for publication (attached as Annex 1)
- (3) **note** the changes to national policy with regards to wind energy.

REPORT DETAIL

The report detail is set out in three parts:

Part A – Local Plan Update

Part B – Revised Local Development Scheme

Part C – Wind Energy

Part A – Local Plan Update

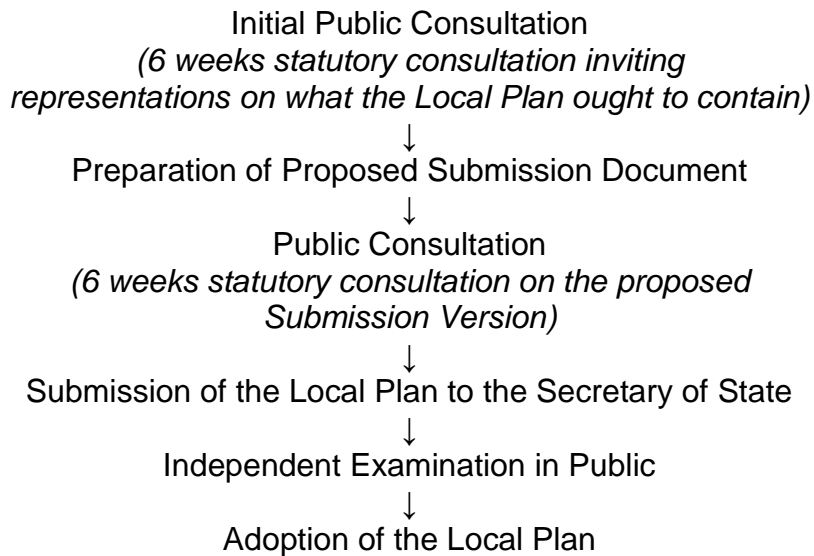
1. In December 2014 Cabinet approved the preparation of a new Local Plan for Havering to replace the current Local Development Framework and agreed the consultation questionnaire for the first stage of statutory consultation.

Local Plan Preparation Process

2. The new Havering Local Plan must be prepared in line with the statutory process set out in Town and Country Planning (Local Planning) (England) Regulations 2012/767.
3. The key stages for preparing a new Local Plan process are:

Gathering of Robust Evidence Base





Initial Consultation

4. The initial statutory consultation on the new Plan took place in February/ March 2015. It aimed to identify the issues the borough will face over the next 15 years and the priorities for the Local Plan.
5. 69 responses were received from local residents, neighbouring authorities, the Greater London Authority and national organisations such as the Historic England.
6. All the responses are documented in an overall consultation response report which is now available to view on the Council's website (see link below).
<https://www.havering.gov.uk/Pages/Services/Current-consultations.aspx?I1=200252&I2=200128>
7. The responses must be taken into account as the Local Plan is progressed. The Council's formal response to all the consultation responses will be published as part of the next stage of consultation on the Local Plan.

Other Local Plan work undertaken to date

8. A key requirement is for credible and robust evidence to support and justify the Local Plan's draft policies. An extensive range of work has been initiated to achieve this including:
 - Strategic Flood Risk Assessment 2015*
 - Retail and Commercial Leisure Needs Assessment 2015*
 - Employment Land Review 2015*
 - GLA London-wide Strategic Housing Land Availability Assessment (SHLAA)*
 - GLA London-wide Strategic Housing Market Assessment (SHMA)*

- North East London Strategic Housing Market Assessment (SHMA) - underway
 - Open space, sport and recreation needs assessment – underway
 - Infrastructure Delivery Plan – underway
**completed*
9. Progress on the local plan is being assisted by strong cross-council officer support.
10. Work on the Local Plan is closely linked to other current work-streams such as the Romford / Rainham Frameworks, Housing Zone, school places and the Havering Community Infrastructure Levy and will fully reflect corporate priorities.

The role of the GLA and the London Plan

11. The London Plan 2015 (consolidated with alterations since 2011) forms part of the Development Plan for Havering alongside local planning policies. The Local Plan must be in general conformity with the London Plan.
12. The GLA are a key stakeholder in the local plan process and engagement with GLA officers has already commenced through the formal consultation and on specific evidence base documents. Further engagement with the GLA (and other key stakeholders) will take place as the plan progresses.
13. It is expected that the new London Mayor will initiate review / replacement of the London Plan in 2016. It will be required to be consistent with the national planning policy framework but the exact policy content and its impact on London boroughs cannot be known at this time.
14. The London Plan includes maximum parking standards which should be used by boroughs in order to set parking standards in their Local Plans. The London Plan recognises the opportunity to adopt a more flexible approach in outer London where Public Transport Accessibility Levels are low. Minor Alterations to the London Plan which further support this approach in outer London have recently been subject to public examination. The Alterations are expected to be adopted in spring 2016.

The Duty to Co-operate

15. The duty to cooperate was established in the Localism Act 2011 and places a legal duty on local planning authorities to engage constructively, actively and on an ongoing basis to maximise the effectiveness of Local Plan preparation in the context of strategic cross boundary matters.
16. The Duty to Cooperate will be assessed at start of the Local Plan examination in public and we will be required to evidence that we have met the requirement. Addressing our Duty to Cooperate responsibilities is demanding on staff resources but is essential.

17. The following duty-to-cooperate activities have been undertaken to date:
- Duty to Co-operate workshop held with eight neighbouring authorities in February 2015
 - Joint working on the Outer North East London SHMA
 - Engaging with neighbouring authorities on the progression of their own Local Plans and policies by attending meetings and providing formal representations where appropriate
 - Consulting with neighbouring authorities on the initial Local Plan consultation

Further work to progress the local plan

18. In summary, the key tasks to be progressed are:
- Finalise the evidence base for the Local Plan including:
 - o North East London Strategic Housing Market Assessment (SHMA) - underway
 - o Open space, sport and recreation needs assessment – underway
 - o Infrastructure Delivery Plan – underway
 - o Review of potential housing sites
 - o Viability Assessment
 - o Initiate gypsy and traveller survey
 - o Sustainability work
 - Engage with key stakeholders such as the GLA, Essex County Council and the Environment Agency.
 - Continue cross council officer working and engagement to ensure that the local plan reflects other priorities and projects such as the frameworks for Romford and Rainham, reflecting that as far as possible, timetables for these will have to be matched with the Local Plan.
 - Preparation of the draft submission version of the Local Plan, taking into account the responses to the public consultation.
 - Six week consultation on the submission version of the Local Plan before it is submitted to the secretary of state for its Examination in Public.

Member Involvement in the Local Plan Process

19. Following consultation and in line with the Leader's commitment at Cabinet in 2014, a cross party member presentation and briefing was held in June. The meeting was well supported and there was positive and constructive discussion about many aspects of the local plan work.
20. All Members are advised as further elements of the local plan work are uploaded onto the relevant section of the Council website. The website is being kept up to date as far as is reasonably possible as this is an effective and efficient way of communicating progress to Members and the wider community.

Cabinet 16 December 2015

21. The submission version of the plan will be subject to approval from Cabinet and Council.
22. At the request of the Leader a Member Green Belt Topic Group is being established to enable members to have a greater understanding of the process by which green belt sites which are put forward to the Council and assessed for release.

Part B- Revised Local Development Scheme

1. The adopted Local Development Scheme (LDS) sets out the programme for preparing the local plan and envisages that the draft submission local plan will be published for consultation in Winter 2015/16.
2. The LDS needs to be updated to reflect that the Local Plan timetable requires adjusting to take account several factors. These factors include ongoing staffing issues, the implications of the Further Alterations to the London Plan published earlier this year, other priority tasks for the Council being supported by officers involved in the local plan work including the Romford and Rainham Development Frameworks and the recent 'push' from Government for local plan progress.
3. The Local Plan is being prepared by the Development Planning Team. Recruitment is currently underway to fill the vacant Planner/Senior Planner post. The vacant Heritage Officer post is being refocused on a temporary basis to more effectively contribute to local plan progress. The recommended LDS programme is a challenging timetable given the work needed to prepare a new local plan and these posts will make a significant contribution to its delivery.
4. External consultants have been and will be commissioned to produce some of the evidence base documents that are needed to support the Local Plan. The use of external consultants reflects the need for expertise which is not held in house in addition to the small size of the development planning team. Funds are available from longstanding Planning Delivery Grant towards the cost of securing external assistance.
5. Recent announcements have stated that the Government will publish league tables on plan-making progress, intervene to accelerate plan-making where no local plan has been produced by early 2017 and look to significantly streamline the length and process of local plans. It wants Local Development Schemes (which set out an authority's timetable for local plan work) to be up to date and published.
6. A recommended revised LDS, taking account of these matters, is set out in Annex 1 for Cabinet Approval.

Part C – Wind Energy

1. The Council is investigating developing renewable energy infrastructure such as wind and solar as part of the Council's budget proposals for

2016/17. Preparation of the new local plan will provide the opportunity to ensure that these initiatives are supported and promoted through the new statutory land- use plan for Havering.

2. Since the report to Cabinet in December 2014 the Secretary of State for Communities and Local Government has published a ministerial statement that requires areas suitable for wind energy to be allocated within a Local or Neighbourhood Plan.
3. Local Planning authorities can only grant planning permission for wind turbines if the development site is within a designated area and following consultation, it can be demonstrated that the planning impacts identified by affected local communities have been fully addressed and therefore the proposal has their backing.
4. Work is currently underway to identify areas within the borough that may be suitable for wind turbines. This work is part of the evidence base for the Local Plan and will inform the allocation of such areas within the Local Plan which will be included in the consultation on the submission version of the Plan.

REASONS AND OPTIONS

Reasons for the decision:

The decision to publish an up to date Local Development Scheme has been taken for the following reasons:

- An up to date Local Development Scheme is a statutory requirement under Section 15 of the Planning and Compulsory Purchase Act 2004 (PCPA) as amended
- The current Local Development Scheme does not reflect the latest timeframe for the preparation of the Local Plan
- The publication of an up-to-date LDS on the website reduces the number of telephone and email queries.

Other options considered:

The option of not publishing an up to date LDS has been rejected as the current version is out of date and does not reflect the latest time table for the preparation of the Local Plan.

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no direct financial implications relating to this report. The evidence base and human resources needed to progress the Local Plan will be funded within existing budgets.

It can be seen from paragraph 4 of Part B that the production of this plan has had a cost.

There will clearly be knock on economic and financial consequences of planning policy, such as policy on wind energy, as referred to in the report.

Legal implications and risks:

The Local Plan is being progressed through the correct procedures and shall continue to follow the set processes in line with the Town and Country Planning (Local Planning) (England) Regulations 2012. In addition the work being carried out on wind energy is following the correct processes in order for the outcomes of the work to be included in the Local Plan.

As has been indicated the updating of the Local Development Scheme is a statutory requirement and it is essential that this document is kept up to date by the Council.

Human Resources implications and risks:

Funding for vacant Heritage Officer post has been refocused (on a short term basis) to enable recruitment of a temporary planning policy officer to more effectively contribute to local plan progress.

Equalities implications and risks:

There are no equalities implications relating to this Cabinet Report.

The Local Plan will be accompanied by an Equalities Analysis which will examine the effect of the Plan on any person or groups of people who are protected from discrimination under the Equalities Act 2010.

Work on the Equalities Analysis is underway as it is important that the possible equalities implications begin to be considered at the earliest opportunity to ensure that any possible effects on individuals or groups of people are considered as the proposals and policies are being developed.

The final Equalities Analysis will be published alongside the Submission Version of the Local Plan.

BACKGROUND PAPERS

None

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Haverling
LONDON BOROUGH

Local Development Scheme (LDS) 2016-2018

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1. INTRODUCTION

Purpose of the LDS

Local planning authorities are required to prepare and maintain a Local Development Scheme (LDS) under the Planning and Compulsory Purchase Act 2004.

The purpose of the LDS is to set out the plans and policy documents that will be prepared by the London Borough of Havering and a timetable for their delivery. This is the sixth LDS to be prepared by Havering. The first was published in 2005 and was subsequently reviewed in 2006, 2007, 2010 and 2015.

This LDS replaces the most recent Havering LDS (2015) and sets out:

- The planning policy documents that Havering have already prepared
- The planning policy documents that Havering intend to produce
- The subject matter and geographical area of each of the proposed documents
- The timetable for the preparation of the documents over the next three years
- The opportunities for the local community and stakeholders to be involved in preparing planning policies.

The plan making system

Recent legislative changes

The Town and Country Planning (Local Planning) (England) Regulations came into force in 2012. These regulations govern the plan making process and consolidate and amend the previous Town and Country Planning (Local Development) (England) Regulations 2004 and subsequent amendments in order to take account of changes made by the Localism Act.

The Local Development Regulations 2004 introduced Local Development Frameworks (LDF), a suite of planning documents which collectively deliver the spatial planning objectives for the area. The new Local Planning Regulations 2012 replace LDFs with Local Plans. The National Planning Policy Framework (NPPF) and 2012 regulations introduced the new term 'local plan', which should be used to set out the future development of the local area. The 'Local Plan', consists only of Development Plan Documents (DPDs), the proposals map and saved Unitary Development Plan (UDP) policies. Previously, the LDF comprised all Local Development Documents including DPDs, Supplementary Planning Documents (SPDs) and procedural documents. The documents which comprise the Local Plan and the Mayor's London Plan come together to form the Development Plan for Havering.

Planning Policy

In March 2012 the Government published its National Planning Policy Framework (NPPF) which sets out the planning policies for England and how these are expected to be applied. The framework has replaced previous national planning policy statements and guidance. Alongside the NPPF, new Planning Policy for Traveller Sites was published in 2012 which sets out specific planning policies in relation to Local Plan making and determining planning applications.

The London Plan 2015 (consolidated with alterations since 2011) is the statutory spatial development strategy for London and it forms part of the Development Plan for Havering.

As set out above, Local Development Frameworks are now being replaced with Local Plans. LB Havering has made good progress in preparing its LDF, as set out in section 2. In future, local planning policy for Havering will comprise of the following documents:

- Local Plan (DPDs)
- Supplementary Planning Documents
- Statement of Community Involvement
- Authority Monitoring Report
- Community Infrastructure Levy

2. HAVERING'S PLANNING POLICY FRAMEWORK

2.1 *Progress to date*

LB Havering has made good progress in bringing forward a number of important policy documents which form Havering's Local Development Framework (LDF). This includes Development Plan Documents and Supplementary Planning Documents as listed below and set out in further detail in Appendix 1.

DEVELOPMENT PLAN DOCUMENTS

- Core Strategy (and Proposals Map) 2008
- Development Control Policies 2008
- Site Specific Allocations 2008
- Romford Area Action Plan 2008
- Joint Waste Development Plan 2012 (prepared jointly with LBs Barking and Dagenham, Newham and Redbridge who are members of the East London Waste Authority with Havering).

SUPPLEMENTARY PLANNING DOCUMENTS

- Shop Front Design 2013
- Planning Obligations 2013
- Landscaping 2011
- Heritage 2011
- Residential Extensions and Alterations 2011
- Residential Design 2010
- Designing Safer Places 2010
- Protecting and Enhancing the Borough's Biodiversity 2010
- Protection of Trees During Development 2009
- Sustainable Design and Construction 2009
- Hall Lane Policy Area 2009
- Emerson Park Policy Area 2009

OTHER PLANNING DOCUMENTS

- Statement of Community Involvement 2015
- Authorities Monitoring Report (AMR) 2013/14 (latest version)
- Conservation Area Character Appraisals and Management Plans for each of the Boroughs Conservation Areas.
- Planning Advice Note: Proposals for Business and Employment within Industrial Areas (2013)

3. SCHEDULE OF PLANNING DOCUMENTS TO BE PREPARED BY LB HAVERING

3.1 Overview of documents to be produced

LB Havering was one of the first local authorities to take its borough-wide planning policies through to adoption as part of its LDF (Local Development Framework). The Core Strategy, Development Control Policies, Proposals Map, and Site Specific Allocations were all adopted in 2008. As set out in section 2, Local Development Frameworks have now been replaced with Local Plans and since Havering's key LDF documents were adopted a new London Plan has been published (2015) and the Government have introduced the National Planning Policy Framework (2012) and specific planning policy advice for gypsies and travellers (2015).

In the light of all of these changes the Council is now taking forward a new Local Plan (Refer to section 3.2 for further details on the emerging Local Plan).

The intention is to reduce the amount of SPDs in line with Government guidance.

During preparation of the Local Plan the Council will consider which of Havering's SPDs prepared to support the LDF need to be retained or reviewed and any reviews that are proposed will be reflected in future versions of the LDS.

In addition to the review of the LDF and preparation of the Local Plan the Council is continuing to progress a number of other important policy documents which are detailed in section 3.2:

- Site Specific Allocations Local Plan
- Community Infrastructure Levy

The Localism Act introduced Neighbourhood Plans that can be produced by designated community forums. The Council has not received any applications to create a community forum and is unaware of any local communities seeking to produce a neighbourhood plan.

An indicative timetable for all document preparation / review is set out in Appendix 3.2.

3.2 Document Schedules

HAVERING LOCAL PLAN

Subject and Scope: The Local Plan will set out policies which guide how and where development should take place up to 2030/2031. The Local Plan is the primary basis for determining planning applications.

Reason for preparation: The key LDF documents were adopted in 2008 and now need to be reviewed in light of the London Plan 2015, the National Planning Policy Framework and new Planning Regulations.

Status: Development Plan Document

Chain of Conformity: Consistent with National Planning Policy (NPPF) and in general conformity with the London Plan

Geographical Coverage: Borough-wide

Production Milestones:

- Evidence Gathering: currently on-going
- Public consultation on issues and priorities (Regulation 18): Spring 2015
- Document preparation: Winter 2015/16 onwards
- Public consultation on Proposed Submission version (Regulation 19): Summer 2016
- Submission: Autumn – Winter 2016
- Examination in Public: Winter 2016/2017
- Formal Adoption: Spring - Summer 2017

Evidence Base:

The following evidence base documents have been or will be produced to support the Local Plan and will be put on the Council's website once they are available.

- Strategic Flood Risk Assessment 2015
- Retail and Commercial Leisure Needs Assessment 2015
- Employment Land Review 2015
- North East London Strategic Housing Market Assessment (SHMA)
- Open Space, Allotments, Sport and Recreation Needs Assessment
- Infrastructure Delivery Plan
- Viability Assessment
- Gypsy and traveller needs Assessment
- Sustainability Appraisal
- Romford Development Framework
- Rainham and Beam Park Masterplan and Planning Framework

Note: This list is not necessarily exhaustive and other evidence may be prepared to support the Local Plan.

HAVERING SITE SPECIFIC ALLOCATIONS LOCAL PLAN

Subject and Scope: This document will allocate specific development sites for particular uses.

Reason for preparation: The current Site Specific Allocations document was adopted in 2008 as part of the Local Development Framework and will need to be reviewed in light of the London Plan 2015, the National Planning Policy Framework and new Planning Regulations.

Status: Development Plan Document

Chain of Conformity: Consistent with National Planning Policy (NPPF) and in general conformity with the London Plan

Geographical Coverage: Borough-wide

Production Milestones:

- Evidence Gathering: currently on-going
- Public consultation on issues and priorities (Regulation 18): Summer 2016
- Document preparation: Summer 2016 onwards
- Public consultation on Proposed Submission version (Regulation 19): Winter 2016/2017
- Submission: Spring - Summer 2017
- Examination in Public: Summer - Autumn 2017
- Formal Adoption: Autumn/ Winter 2017

COMMUNITY INFRASTRUCTURE LEVY

Subject and Scope: The Havering Community Infrastructure Levy (CIL) will set the rates for developer contributions that the Council will charge on new developments towards the cost of infrastructure.

Status: Local Development Document

Chain of Conformity: National Planning Policy and Planning Regulations and the Mayoral Community Infrastructure Levy

Geographical Coverage: Borough-wide

Production Milestones:

- Evidence gathering: 2013 onwards
- Document preparation: Summer / Autumn 2014
- Public consultation on Preliminary Draft Charging Schedule (PDCS): Spring 2015
- Public consultation on the Draft Charging Schedule (DCS): Spring – Summer 2016
- Submission to the Secretary of State: Autumn 2016
- Examination in Public: Autumn 2016

- Adoption: Winter 2016 / 2017

4. RISK ASSESSMENT

The main risk associated with the LDS programme will be deviation from the timetable which will delay the adoption the planning documents. The following potential risks have been identified:

- Continuity of funding and staffing in light of significant constraints on Havering's resources.
- Unplanned and unforeseen work arising which requires prompt attention from limited staff resources.
- Additional unforeseen evidence base requirements and the need for specialist information and expertise which is unavailable in-house requiring engagement of specialist external input at a time when resources are very constrained.
- Time required for consideration and decision making within the Council, with stakeholders and the public generally, particularly where there is considerable interest in policy areas.
- Events such as local and national elections.
- Changes to national or regional policy and planning guidance.
- Consultation fatigue, which may impact on stakeholder and community 'buy in'.
- Legal or other challenges such as intervention by the Secretary of State.

The Council will closely monitor progress on the work programme and seek to manage these risks in order to adhere to the timetable set out in this LDS.

5. MONITORING AND REVIEW

The Localism Act 2011 requires local authorities to prepare and publish an Authority Monitoring Report containing information on the implementation of the Local Development Scheme and the extent to which the policies set out in the Local Development Framework or Local Plan are being achieved. This report was previously known as the Annual Monitoring Report and is published in January each year.

The Council will continue to prepare an Authorities Monitoring Report each year.

APPENDICES

APPENDIX I: ADOPTED DOCUMENTS AND REVIEW DATE

Document	Status	Description	Geographical Coverage	Chain of conformity/	Adoption date	Review
Core Strategy	Development Plan Document	Establishes the Council's vision, objectives and spatial strategy for the future development of the Borough and contains strategic policies.	Borough-wide	National Planning Policy, The London Plan and Havering's Sustainable Community Strategy	July 2008	Will be reviewed as part of the new Local Plan (see page 7 for more details)
Development Control Policies	Development Plan Document	Provides detailed guidance on the criteria against which planning applications will be determined.	Borough-wide	National Planning Policy, The London Plan and Havering's Sustainable Community Strategy	October 2008	Will be reviewed as part of the new Local Plan (see page 7 for details)
Proposals Map	Development Plan Documents	Provides a spatial representation of the policies in the Core Strategy and Development Control Policies DPDs	Borough-wide	National Planning Policy, The London Plan and Havering's Sustainable Community Strategy	October 2008	Will be reviewed as part of the new Local Plan (see page 7 for details)
Site Specific Allocations	Development Plan Document	Sets out the specific allocations for individual sites across the borough except for sites in Romford Town Centre which are identified in the Romford Area Action Plan and sites for waste management which are identified in the Joint Waste Development Plan Document.	Borough-wide	Core Strategy and Development Control Policies DPD and Proposals Map	July 2008	Will be reviewed and replaced by a new Site Specific Allocations Local Plan (see pages 7-8 for more details)
Romford Area Action Plan	Development Plan Document	Provides the planning framework for the future development and regeneration of Romford town centre up to 2020. It includes specific policies	Romford Town Centre – as defined on the Proposals Map 2008.	Core Strategy and Development Control Policies DPD	October 2008	Will be reviewed as part of the new Local Plan and the Site Specific Allocations Local Plan (see page 7-8 for more details)

		and site allocations relevant to Romford.				
Joint Waste Development Plan	Development Plan Document	The Joint Waste DPD sets proposals and policies for sustainable waste management for the four East London Waste Authority boroughs.	London Borough of Havering and the adjoining Boroughs of Barking and Dagenham, Newham and Redbridge	Core Strategy and Development Control Policies DPD and the Proposals Map 2008.	February 2012	No review currently planned
Statement of Community Involvement	Local Development Document	Sets out how the community and other stakeholders will be involved in the preparation of future planning policy documents such as the Local Plan and in decision regarding planning applications.	Borough-wide		February 2015	No review currently planned
Shop Front Design	Supplementary Planning Document	Provides guidance to businesses, developers and the public on shop front and signage schemes and key issues to be considered in developing an appropriate design.	Borough-wide	Core Strategy and Development Control Policies DPD and Romford Area Action Plan DPD.	June 2013	No review currently planned. During preparation of the Local Plan, the Council will assess which SPDs need to be reviewed
Planning Obligations	Supplementary Planning Document	Sets out the Council's approach to planning obligations and sets a 'standard charge' for new residential development to ensure that development contributes financially towards the provision of required infrastructure and services.	Borough-wide	Core Strategy and Development Control Policies DPD	February 2013	Will be replaced by the Havering Community Infrastructure Levy (see pages 8-9 for more details)
Landscaping	Supplementary Planning Document	Provides guidance on the implementation of those Core Strategy and Development Control policies which seek to promote and facilitate the creation of high quality landscapes as part of all developments and conserve and enhance the quality of Havering's landscape.	Borough-wide	Core Strategy and Development Control Policies DPD	July 2011	No review currently planned. During preparation of the Local Plan, the Council will assess which SPDs need to be reviewed
Heritage	Supplementary Planning Document	Seeks to ensure appropriate identification, protection, enhancement and management of Havering's heritage assets by	Borough-wide	Core Strategy and Development Control Policies DPD	April 2011	No review currently planned. During preparation of the Local Plan, the Council will assess which SPDs need to

		providing additional guidance on the implementation of those Core Strategy and Development Control policies relating to heritage.				be reviewed
Residential Extensions and Alterations	Supplementary Planning Document	Provides design guidance to ensure householder development is sympathetic to the existing property and the street scene and does not detrimentally affect the living conditions of neighbouring properties.	Borough-wide	Core Strategy and Development Control Policies DPD	March 2011	No review currently planned. During preparation of the Local Plan, the Council will assess which SPDs need to be reviewed
Residential Design	Supplementary Planning Document	Provides design guidance on the implementation of those Core Strategy and Development Control Policies relating to new residential development in order to improve the quality of new residential schemes.	Borough-wide	Core Strategy and Development Control Policies DPD	April 2010	No review currently planned. During preparation of the Local Plan, the Council will assess which SPDs need to be reviewed
Designing Safer Places Page 71	Supplementary Planning Document	Provides guidance on the implementation of Core Strategy and Development Control Policies setting out how crime prevention measures can be incorporated into a scheme from the start of the design process to create positive places where people are safe and feel safe.	Borough-wide	Core Strategy and Development Control Policies DPD	February 2010	No review currently planned. During preparation of the Local Plan, the Council will assess which SPDs need to be reviewed
Protecting and Enhancing the Borough's Biodiversity	Supplementary Planning Document	Provides guidance on how to protect and enhance existing biodiversity and seize opportunities for creating new biodiversity where opportunities arise particularly in new development proposals.	Borough-wide	Core Strategy and Development Control Policies DPD	May 2009	No review currently planned. During preparation of the Local Plan, the Council will assess which SPDs need to be reviewed
Protection of Trees During Development	Supplementary Planning Document	Providing guidance to ensure that the amenity and biodiversity value afforded by trees and woodland will be protected and improved. In particular, it seeks to ensure that adequate measures are put in place when	Borough-wide	Core Strategy and Development Control Policies DPD	April 2009	No review currently planned. During preparation of the Local Plan, the Council will assess which SPDs need to be reviewed

		granting planning permission to protect trees during construction works.				
Sustainable Design and Construction	Supplementary Planning Document	Provides further detail on the implementation of those Core Strategy and Development Control Policies focused on ensuring that new developments are built to a high standard of sustainable construction and design.	Borough-wide	Core Strategy and Development Control Policies DPD	April 2009	No review currently planned. During preparation of the Local Plan, the Council will assess which SPDs need to be reviewed
Hall Lane Policy Area	Supplementary Planning Document	Provides further detail on the implementation of Development Control Policy DC69 (Other Areas of Special Townscape or Landscape Character) which aims to maintain or enhance the special character of the Hall Lane Policy Area.	Hall Lane Policy Area as shown on the Proposals Map 2008.	Core Strategy and Development Control Policies DPD	February 2009	No review currently planned. During preparation of the Local Plan, the Council will assess which SPDs need to be reviewed
Emerson Park Policy Area	Supplementary Planning Document	Provides further detail on the implementation of Development Control Policy DC69 (Other Areas of Special Townscape or Landscape Character) which aims to maintain or enhance the special character of the Emerson Park Policy Area.	Emerson Park Policy Area as shown on the Proposals Map 2008.	Core Strategy and Development Control Policies DPD	February 2009	No review currently planned. During preparation of the Local Plan, the Council will assess which SPDs need to be reviewed
Romford Town Centre Pavement Cafes	Local Development Order	The LDO extends permitted development rights for the establishment of pavement cafes in specified areas where the lawful use of the premises is A3 and A4 subject to the conditions and the guidance set out in the LDO.	Romford Town Centre	Core Strategy and Development Control Policies DPD	January 2012	The Local Development Order expires in January 2015. There are no plans to renew the LDO.

APPENDIX II. GLOSSARY

Adoption – The final confirmation of a Development Plan or Local Development Document status by a local planning authority.

Authority Monitoring Report (AMR) – The Localism Act 2011 requires local authorities to prepare and publish an Authority Monitoring Report containing information on the implementation of the Local Development Scheme (LDS) and the extent to which the policies set out in the Local Development Framework (LDF) or Local Plan documents are being achieved (previously known as Annual Monitoring Report).

Conservation Area – an area of special architectural or historic interest, the character or appearance of which is desirable to preserve or enhance.

Community Infrastructure Levy (CIL) – A new levy that allows local authorities in England and Wales to raise funds from developers undertaking new building projects in their area.

Core Strategy – A Development Plan Document setting out the spatial vision and strategic objectives of the planning framework for an area, having regard to the Community Strategy

Development Plan – A document setting out the local planning authority's policies and proposals for the development and use of land and buildings in the authority's area. This includes adopted Local Plans, neighbourhood plans and the London Plan.

Development Plan Document – Statutory documents within the Local Development Framework which are subject to specified consultation periods and are subject to independent examination.

Evidence Base – The information and data gathered by local authorities to justify the "soundness" of the policy approach set out in Local Development Documents, including physical, economic, and social characteristics of an area.

Independent Examination – The process by which a planning inspector may publicly examine a Local Plan before issuing a binding report.

Inspector's Report – A report issued by a planning inspector regarding the planning issues debated at the independent examination of a development plan or a planning inquiry.

Local Development Framework (LDF) – A 'folder' of documents, which includes all the local planning authority's Local Development Documents.

Local Development Scheme (LDS) – The local planning authorities scheduled plan for the preparation of Local Development Documents.

Local Plan – The plan for the future development of the local area, drawn up by the local planning authority in consultation with the community

London Plan – The Spatial Development Strategy prepared by the Greater London Authority (GLA) for the strategic planning of the Greater London area. The London Plan forms part of the Development Plan for the Borough.

National Planning Policy Framework – (replaces previous Planning Policy Statements and Planning Policy Guidance)

Statement of Community Involvement – The Statement of Community Involvement sets out the processes to be used by the local authority in involving the community and other stakeholders in the preparation, alteration and continuing review of all Local Development Documents and Development Control decisions.

Supplementary Planning Documents (SPD) – Documents which add further detail to the policies in the Local Plan. They can be used to provide further guidance for development on specific sites, or on particular issues, such as design. Supplementary Planning Documents are capable of being a material consideration in planning decisions but are not part of the Development Plan.

CABINET

16 DECEMBER 2015

Subject Heading:

**Corporate Performance Report:
Quarter 2 (2015/16)**

Cabinet Member:

Councillor Clarence Barrett

CMT Lead:

Andrew Blake-Herbert

Report Author and contact details:

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Policy context:

The report sets out Quarter 2 performance for each of the strategic goals (Clean, Safe and Proud)

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

1. The Corporate Performance Report provides an overview of the Council’s performance for each of the strategic goals (Clean, Safe and Proud).
2. The report identifies where the Council is performing well (**Green**) and not so well (**Amber** and **Red**). The Red / Amber / Green (RAG) ratings for 2015/16 are as follows:

Red = more than the ‘**target tolerance**’ off the quarter target and where performance is *not improving*

Amber = more than the ‘**target tolerance**’ off the quarter target and where performance has *improved or been maintained*.

Green = on or within the ‘**target tolerance**’ of the quarter target

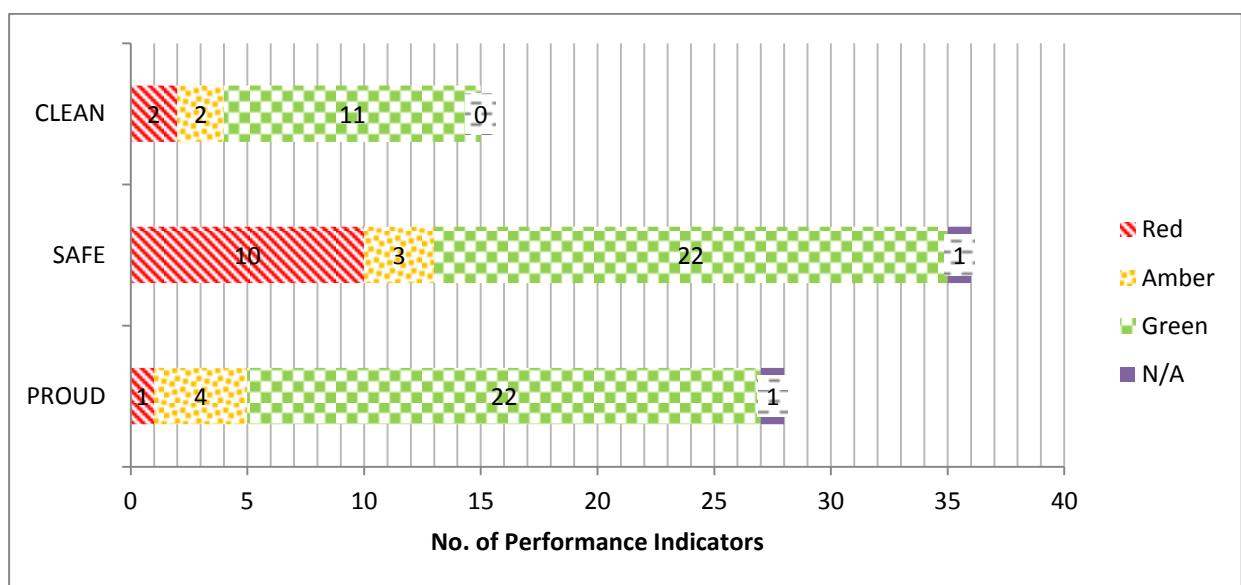
3. Where performance is more than the ‘**target tolerance**’ off the quarter target and the RAG rating is ‘**Red**’, ‘**Corrective Action**’ is included in the report. This highlights what action the Council will take to address poor performance.
4. Also included in the report are Direction of Travel (DoT) columns, which compare:

Short-term performance – with the previous quarter (Quarter 1 2015/16)

Long-term performance – with the same time the previous year (Quarter 2 2014/15)

5. A green arrow (↑) means performance is better and a red arrow (↓) means performance is worse. An amber arrow (→) means that performance has remained the same.

Quarter 2 2015/16 RAG Summary



6. 79 Corporate Performance Indicators have been measured this quarter. Of these, 77 have been given a RAG status. In summary:

55 (71%) have a RAG status of **Green**.

22 (29%) have a RAG status of **Red** or **Amber**.

7. The current levels of performance need to be interpreted in the context of increasing demand on services across the Council. Also attached to the report (as **Appendix 2**) is a Demand Pressure Dashboard that illustrates the growing demands on Council services and the context that the performance levels set out in this report have been achieved within.
8. The feasibility of being able to achieve the targets associated with the following indicators (performance against which is RAG rated as “Red” for Quarter 2) is currently being reviewed in the context of the increasing levels of demand:
 - Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64)
 - Total non-elective admissions into hospital (general and acute), all-age per 100,000 population
 - Percentage of children who wait less than 14 months between entering care and moving in with their adopting family
 - Percentage of looked after children (LAC) placed in LBH foster care
9. The outcomes of this review will be considered as part of the Council’s budget strategy, as well as the corporate and service planning processes for next financial year, as additional budget and / or other resources would need to be allocated to these areas in order to improve their performance. The Council’s draft budget already recognises the demographic pressures illustrated at **Appendix 2** however both the budget and / or the targets will be revised as necessary in light of the review of the level of additional resources required to achieve the targets as they are currently set.

Future performance reporting arrangements

10. In discussion with the Overview and Scrutiny Board and some of the Overview and Scrutiny Sub-Committees, consideration has recently been given to the current performance reporting arrangements and how they might be improved going forward.
11. Under the current arrangements, the quarterly and annual corporate performance reports are considered by the Cabinet first, then the Overview and Scrutiny Board and finally the various Overview and Scrutiny Sub-Committees. Depending on the meetings schedule in any given quarter, the whole cycle of reporting takes between four and seven months to complete. For Quarter 1 of this year, there is a seven-month time lag between the end of the quarter and the point at which most of the overview and scrutiny sub-committees had the opportunity to scrutinise the data (so performance during the April to June period will be scrutinised in January).
12. Going forward, from the new financial year onwards, it is proposed that the quarterly and annual Corporate Performance Reports will be considered first by the individual overview and scrutiny sub-committees, then the Overview and Scrutiny Board and finally the Cabinet. This would allow the Overview and Scrutiny Board to maintain oversight of the value the individual committees are adding in monitoring and influencing performance and would also allow the

Cabinet reports to reflect any actions or comments the overview and scrutiny committees may be making to improve performance in highlighted areas. Work would be undertaken with Committee Services when setting the annual corporate calendar to ensure that the Overview and Scrutiny Board and the Cabinet would still receive the reports within the same timescale as currently, but with the added benefit that the individual scrutiny committees would already have had the opportunity to scrutinise the data and commission relevant pieces of work in response. The time taken to complete the entire reporting cycle would therefore be shortened.

13. Since the Quarter 1 report was presented to the Cabinet, there has also been some discussion amongst Members regarding whether any additional Corporate Performance Indicators should be adopted which assess the Council's compliance with its various customer service standards (e.g. the proportion of road and pavement repairs completed within the target timescale). An intensive piece of work is currently underway across the Council to review and agree the service standards that are in place across Council services, in light of the increasing demand and resource pressures as well as other factors. The outcomes of this work will inform the corporate and service planning processes for next financial year, which will in turn form the basis of the agreed suite of Corporate Performance Indicators and targets going forward. As was the case for this financial year, the Council's Overview and Scrutiny Board will be consulted on the proposals before they are signed off by the Cabinet.

RECOMMENDATIONS

That Cabinet:

1. **Review** the levels of performance set out in **Appendix 1** and the corrective action that is being taken, and **note** the content of the Demand Pressures Dashboard attached as **Appendix 2**.
2. **Note** and **approve** the proposed changes to the performance reporting arrangements from 2016/17.

REPORT DETAIL

HAVERING WILL BE CLEAN AND WE WILL CARE FOR THE ENVIRONMENT

1. The Council's performance on making Havering a clean borough has been positive, with **73%** (11 of 15) indicators performing within target tolerance.
2. **Highlights:**
 - The Council's contractor is continuing to perform well against the schedule, with 99.9% of refuse and recycling collections completed to schedule.

- The number of volunteers participating in community clean ups has already exceeded the full year target.
- The number of online report forms as a percentage of all Customer Relationship Management (CRM) reports was better than at the same point last year. New digital principles are being applied across the Council and, during 2015/16, services that are fully integrated with technology have been identified and will be moved to an "online only" approach to improve take-up further.

3. Improvements required:

- The number of fly tips is above target and higher than at the same time last year. There have been particularly significant increases in the number of fly tips reported on highways and in parks and open spaces. This is likely to be at least partly due to increased awareness amongst residents of how to report fly tips following recent promotion of new ways of contacting the Council. The Council is continuing to use covert Closed Circuit Television (CCTV) to attempt to identify offenders and will prosecute when we do. The Council has had a number of successful prosecutions which have been publicised in an effort to deter would be fly tippers.
- 58% of appeals have been allowed against refusal of planning permission, against a target of 33%. Performance is being monitored closely to identify any trends over a longer period so that measures can be taken to improve performance.

PEOPLE WILL BE SAFE, IN THEIR HOMES AND IN THE COMMUNITY.

1. The Council's performance on ensuring Havering is a safe borough has been very positive, with **61%** (22 of 36) indicators performing within target tolerance.

2. Highlights:

- 88.9% of carers currently request information and advice, against a target of 75%.
- The overall rate of delayed transfers of care from hospital is better than target, last quarter and the same point last year.
- So far this year, no Child Protection Plans have lasted more than 24 months.
- There were 833 burglaries reported during the first half of this year, against a target of 1,160. Havering has experienced the seventh biggest reduction in burglaries of the 32 London boroughs.
- The number of anti-social behaviour (ASB) incidents reported is also significantly better than target and at the same point last year.

3. Improvements required:

- The rate of permanent admissions to residential and nursing care homes for 18-64 year olds is currently worse than target however this target is particularly stretching as it only allows for 14 admissions per year. The Adult Social Care service is managing a number of complex cases where clients can no longer be supported in the community. Like the Council, the hospital and other health partners are also experiencing increasing demand, despite working proactively together to put in place a number of demand management initiatives (such as

the Joint Assessment and Discharge Team, Community Treatment Teams and Intensive Rehabilitation Service), all of which are running at or near capacity. The Adult Social Care service is aware of upcoming transitions and is monitoring clients in the community who may need moving to residential placements in the near future.

- 22% of children currently wait less than 14 months between entering care and moving in with their adopting family, compared with a target of 70%. However, it is important to note that the target has become harder to achieve for this year, as the Council's performance is now measured in terms of the proportion of children waiting less than 14 months, whereas the target for last year was 16 months. Children's Services continues to ensure that family group conferences are arranged at an early stage to try to speed up timeframes and a review of permanency tracking processes is underway. This indicator is also impacted by external factors that are sometimes out of the Council's control, most notably the courts.
- Violence with injury is currently higher than target and at the same point last year. This is largely due to changes in the way in which this offence is defined and counted, which are no longer consistent with the baseline year (2011/12). A programme of work has been developed to address this through the Violence against Women and Girls Strategy, Serious Youth Violence Strategy and targeted work within the night time economy in Romford Town Centre. Though the year end target is unlikely to be achieved, police operations such as Operation Omega are also expected to improve performance.
- Direct Payments (DPs) as a percentage of Self-Directed Support (SDS) is performing below target and lower than at the same point last year. However performance has improved slightly since the last quarter. A working group has been established to focus on increasing SDS performance and DP take up.
- Changes in circumstances of Housing Benefit / Council Tax Support claimants are currently processed in an average of 7 days compared with a target of 12 days.

OUR RESIDENTS WILL BE PROUD TO LIVE IN HAVERING.

1. The Council's performance on ensuring Havering's residents are proud to live in the borough has been very positive, with **81%** (22 of 27) indicators performing within target tolerance and **52%** (14 of 27) indicators showing an improvement on the previous quarter.

2. Highlights:

- The collective retail and leisure vacancy rate for the seven town centres, at 4.65%, is better than target and below the UK's national vacancy rate.
- 18 potential start-up businesses have accessed advice via the Business Start-Up Programme, against a Quarter 2 target of 8.
- Apprenticeships remain on the increase as an attractive post-16 option amongst young people who want to secure employment rather than continue on with A Levels or university.
- Only 2% of 16 – 18 year olds are not in education, employment or training (NEET). This is better than both the target and the East London average of 4%.
- The call abandon rate, at 9%, is better than target, last quarter and the same time last year.

- 10 in-house foster carers were recruited during the first half of the financial year, against a target of 8. This is a significant improvement on the same time last year, when only one new carer had been approved.
- The percentage of corporate complaints escalated to Stage 2 is better than both target and the previous quarter.

3. Improvements required:

- The level of external funding secured through regeneration initiatives (£200,000 from the GLA 'High Streets' fund) is significantly lower than the Q2 target of £1,000,000. Further funding has been agreed but grant agreements have not yet been signed.
- The sickness absence rate per annum per employee remains above target at 10.1 days. The HR service continues to work with Heads of Services to maintain momentum and proactively manage sickness cases.

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

REASONS AND OPTIONS

Reasons for the decision: To provide Cabinet Members with an update on the Council's performance for each of the strategic goals (Clean, Safe and Proud).

Other options considered: N/A

IMPLICATIONS AND RISKS

Financial implications and risks:

1. Adverse performance against some Corporate Performance Indicators may have financial implications for the Council, particularly where targets are explicitly linked with particular funding streams (e.g. the Better Care Fund).
2. 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:

1. The oneSource Human Resources (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 the Corporate Management Team to support managers in this regard.

2. 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 Personal Development Reviews (PDRs).

Legal implications and risks:

1. 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:

1. The following Corporate Performance Indicators RAG 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:
 - Percentage of people using social care who receive self-directed support and those receiving direct payments
 - Direct payments as a percentage of self-directed support
 - Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64)
 - Total non-elective admissions in to hospital (general & acute), all-age, per 100,000 population
 - Reduce violence with injury
 - Repeat Domestic Violence cases going to the Multi-Agency Risk Assessment Conference (MARAC)
 - Percentage of looked after children (LAC) placed in LBH foster care
 - Percentage of children who wait less than 14 months between entering care and moving in with their adopting family
 - Sickness absence rate per annum per employee
2. 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 2015/16 is available on the website at <http://www.havering.gov.uk/Documents/Council-democracy-elections/Corporate-Plan-on-a-page-2015-16.pdf>

Appendix 1: Quarter 2 2015/16 Corporate Performance Report

RAG Rating	Direction of Travel (DOT)	Description
Green	↑	<p>On or within the 'variable tolerance' of the quarter target</p> <p>Short Term: Performance is better than the previous quarter Long Term: Performance is better than at the same point last year</p>
Amber	→	<p>More than the 'variable tolerance' off the quarter target but where performance has improved or been maintained.</p> <p>Short Term: Performance is the same as the previous quarter Long Term: Performance is the same as at the same point last year</p>
Red	↓	<p>More than the 'variable tolerance' off the quarter target and where performance is worsening</p> <p>Short Term: Performance is worse than the previous quarter Long Term: Performance is worse than at the same point last year</p>

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 2 Performance	Short Term DOT against 2015/16 (Q1)	Long Term DOT against 2014/15 (Q2)	Comments	Service	O&S Sub-Committee		
CLEAN: Supporting our community													
Page 83	Number of fly-tipping incidents	Smaller is Better	3,000	1,606	±10%	1,883 RED	↓	804	↓	1,462	<p>The number of fly tips is above target and are higher than at the same time last year. The main increase has been in reported fly tips on highways (an increase of 346 compared to last year) but there has also been a significant increase in the number of fly tips in parks and open spaces. These increases may be partly due to more reports by residents following the promotion of the new ways of contacting the Council.</p> <p>Corrective Action:</p> <p>Whilst the majority of fly tips are still small size there has been a concerning rise in the number of large scale fly tips in and around the lanes in Upminster and Rainham. We are continuing to use covert closed circuit television (CCTV) to try to identify offenders and will prosecute when we do. We have secured a number of successful prosecutions and these have been publicised with the intention of deterring would be fly tippers. We will continue to work with colleagues in Communications to highlight the problem caused by the illegal dumping of waste and ask for the public's support in helping us to identify offenders.</p>	Streetcare <i>Reported to Department for Environment, Food & Rural Affairs (DEFRA)</i>	Environment
	(C)	Residual household waste per household	Smaller is Better	664kg	171.77kg (Q1)	±10%	170.92kg (Q1) GREEN	↑	664kg (Q4 2014/15)	↓	168.94 (Q1)	<p>The data for this indicator comes from the East London Waste Authority (ELWA) and is not available for about 6-8 weeks after period end. Data is currently available to June 2015. The amount of residual household waste being produced is better than target but slightly higher than the adjusted outturn reported at same period last year. The general trend in London is that residual waste is increasing by about 3% year on year. The general trend for Havering is that residual waste increases by around 0.15% per year. We have a number of initiatives that we are running to try to reduce waste. These include: the Borough-wide rewards and incentives scheme, our extensive Love Food Hate Waste workshops, introduced a compostable sack service, supporting residents to compost their garden waste. We also have on-going information provision to raise recycling awareness in the Borough. We are currently rolling out improvements to our recycling bring banks, which should help to increase participation and therefore tonnage of recycling collected through the network of banks.</p>	Streetcare <i>Local performance indicator</i>

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 2 Performance	Short Term DOT against 2015/16 (Q1)	Long Term DOT against 2014/15 (Q2)	Comments	Service	O&S Sub-Committee
(C)	Percentage of household waste sent for reuse, recycling & composting	Bigger is Better	36%	36% (Q1)	±10%	34.3% (9,178 of 26,763) (Q1) GREEN	↑ 32.4% (32,716 of 100,898) (Q4 2014/15)	↓ 37.6% (10,352 of 27,520) (Q1)	The data for this indicator comes from the East London Waste Authority (ELWA) and is not available for at least 6-8 weeks after period end. We are below our performance for the same period last year, with 1,175 tonnes less recycle collected for the quarter. There are a number of reasons for this: 1. The BioMRF (waste treatment facility used by SHANKS) is still not providing recovered materials (normally around 200 tonnes per month). 2. Wood was 100 tonnes lower. However, it is being stored at the RRC as Shanks couldn't find an outlet for a short period of time. So this should be recovered in subsequent quarters. 3. Green waste taken to Gerpins Lane was 350 tonnes lower than the same period last year. However, RRC waste in general was down compared to last year, including 500 tonnes less residual waste being collected. Green bin waste remained stable. 4. Orange bag tonnage was 100 tonnes lower than the same period last year. Other ELWA boroughs have also experienced a decrease in recycle collected at the kerbside.	Streetcare Local performance indicator	Environment
(C)	Number of missed waste collections per 100,000	Smaller is Better	100	100	±10%	101.6 GREEN	↓ 99.6	- NEW	We experienced an increase in May to July, following a change in management at Serco. This is now starting to reduce again and we are seeing continued improvements.	Streetcare Local performance indicator	Environment
(C)	Percentage completion against Street Cleansing schedule	Bigger is Better	82%	82%	±10%	88% (42,788,156 of 48,407,360) GREEN	↓ 89% (21,612,756 of 24,380,937)	- NEW	Performance for Quarter 2 is above target. New mechanical precinct sweepers are on order and these will replace older units which are subject to more frequent breakdowns. This should help to maintain or improve performance. Although additional resources will be brought in to combat autumn leaf fall it is likely that there will be some disruption to schedules during the next quarter.	Streetcare Local performance indicator	Environment
(C)	Percentage of refuse and recycling collections completed against schedule	Bigger is Better	93%	93%	±10%	99.9% GREEN	→ 99.9%	- NEW	Performance looks good for this indicator as Serco is continuing to provide collections on schedule, according to the parameters of this indicator.	Streetcare Local performance indicator	Environment
CLEAN: Bring our influence											
(C)	Percentage of major applications processed within 13 weeks (Note –extension of time agreements not included)	Bigger is Better	62%	62%	±10%	35% (7 of 20) AMBER	↑ 25% (2 of 8)	↓ 93% (14 of 15)	For Quarter 2, out of a total of 13 applications, 7 had Extension of Time (EoT) Agreements and all 7 (100%) were decided within the agreed time frame. This would give a revised percentage of 95% if EoT applications were treated as in time for the purposes of this PI. Corrective action Better pre-planning of major applications to avoid revisions where possible. Quick turn-round of the validation process when application received, neighbour notification, officer visit / report & committee target date better timed to allow optimum ability to keep major applications in time without needing an EoT.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
(C)	Percentage of minor applications processed within 8 weeks (Note –extension of time agreements not included)	Bigger is Better	65%	65%	±10%	60% (134 of 224) GREEN	↑ 56% (73 of 130)	↓ 69% (129 of 188)	For Quarter 2 (cumulative), out of a total of 224 applications, 59 had Extension of Time Agreements, 58 of which were decided within the agreed time frame. This would give a revised percentage of 85.71% if EoT applications were treated as in time for the purposes of this performance indicator. Various activities are improving performance against this PI, such as promotion of pre-application advice offer, quick turn-round of the validation process when application received, neighbour notification, officer visit / report & committee target date better timed to allow optimum ability to keep minor applications in time without needing an EoT.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
(C)	Percentage of other applications processed within 8 weeks (Note –extension of time agreements not included)	Bigger is Better	80%	80%	±10%	86% (759 of 886) GREEN	↓ 87% (384 of 441)	↓ 88% (685 of 777)	For Quarter 2 (cumulative), out of a total of 886 applications, 81 had Extension of Time (EoT) Agreements, 78 of which were decided within the agreed time frame. This would give a revised percentage of 94.47% if EoT applications were treated as in time for the purposes of this PI.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
(C)	Percentage of major planning applications processed within 13 weeks at end of each quarter over two year period	Bigger is Better	50%	50%	±10%	55.3% (52 of 49) GREEN	↓ 58% (47 of 81)	- NEW	For the rolling period end Q2 2013/14 to end Q2 2015/16, out of a total of 94 applications, 29 had Extension of Time Agreements, of which 28 were decided within the agreed time frame. This would give a revised percentage of 85.11% if EoT applications were treated in time for the purposes of this PI.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 2 Performance	Short Term DOT against 2015/16 (Q1)	Long Term DOT against 2014/15 (Q2)	Comments	Service	O&S Sub-Committee		
(C)	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%	19%	±5%	3.6% GREEN	↓	0%	-	NEW	Based on 56 major planning decisions in the two year period, of which two were subject to appeals being allowed within nine months of the end of the relevant two year period. This is a new PI so there isn't any comparable data for last year.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
(C)	Percentage of minor planning applications processed within 8 weeks at end of each quarter over two year period	Bigger is Better	60%	60%	±10%	55.11% (458 of 831) GREEN	↑	51% (432 of 847)	-	NEW	For the rolling period end Quarter 2 2013/14 to end Quarter 2 2015/16, out of a total of 831 applications, 125 had Extension of Time Agreements, of which 122 were decided within the agree time frame. This would give a revised percentage of 69.80% if EoT applications were treated in time for the purposes of this performance indicator. Various activities are improving performance against this indicator, such as promotion of pre-application advice offer, quick turn-round of validation process when application received, neighbour notification, officer visit / report & committee target date better timed to allow optimum ability to keep minor applications in time without needing an EoT.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
	Number of volunteers participating in community clean ups	Bigger is Better	90	45	±10%	110 GREEN	↑	40	-	NEW	The performance for this indicator during this quarter (70) is better than last quarter (40) and brings this year to date performance above the annual target (90). It cannot be compared to last year as this is a new indicator.	Policy and Performance Local performance indicator	Towns & Communities

CLEAN: Leading by example

Page 85	Percentage of appeals allowed against refusal of planning permission	Smaller is Better	33%	33%	±10%	58% (19 of 33) RED	↓	56% (10 of 18)	↓	24% (10 of 42)	Appeals allowed against refusal of planning permission (58%) is higher than target, (33%) last quarter (56%) and the same period last year (24%). Corrective action Performance will be monitored closely to identify any trends over a longer period (two quarters figure are not necessarily indicative of a pattern) and suggest measures to improve the figure over the longer term (appeal decisions can relate to planning decisions made some time ago).	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
	Number of online report forms as a percentage of all Customer Relationship Management (CRM) reports	Bigger is Better	40%	40%	±5%	21.7% (6,434 of 29,702) AMBER	↓	22.3% (3,281 of 14,734)	↑	15.2% (4,495 of 29,579)	Performance in Quarter 2 was worse than in Quarter 1 but an improvement on the comparable period for 2014/15. For 2015/16, services that are fully integrated with technology have been identified and we will be implementing an online only approach which is expected to increase services accessed online.	Customer Services Local Performance Indicator	Environment

Ref.	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 2 Performance	Short Term DOT against 2015/16 (Q1)	Long Term DOT against 2014/15 (Q2)	Comments	Service	O&S Sub-Committee		
SAFE: Supporting our community													
(C)	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64)	Smaller is Better	10	5	±10%	6.8 (10 of 147,134) RED	↓	2.7 (4 of 147,134)	↓	3.4	The rate of permanent admissions for individuals aged between 18-64 years is currently worse than target; however, this performance indicator is particularly stretching as it only allows for 14 admissions for the year. It is unlikely that this target will be met by year end as performance would need to remain almost static until December to be on target. Increasingly services are managing a number of complex placements where clients can no longer be supported in the community. The services are aware of upcoming transitions cases and all services are monitoring clients in the community that may need moving to residential placements in the near future, particularly those with older carers.	Adult Social Care Reported to Department of Health (DH)	Individuals
(C)	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)	Smaller is Better	598.1	301.1	±10%	291.8 (133 of 45582) GREEN	↓	142.6 (65 of 45,582)	↓	265.5	Performance in this area is positive and above target at Quarter 2. As ever, there is continued pressure for placements in the Borough and work is continuing to ensure that admissions are timely and appropriate. The average age of council-supported permanent admissions of adults (aged 65+) to residential and nursing care is 84 years.	Adult Social Care Reported to Department of Health (DH)	Individuals

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 2 Performance	Short Term DOT against 2015/16 (Q1)	Long Term DOT against 2014/15 (Q2)	Comments	Service	O&S Sub-Committee	
	Total non-elective admissions into hospital (general & acute), all-age per 100,000 population	Smaller is Better	No annual target. Targets set for each quarter	2263	±0%	2734 (6747 of 246731) (Q1) RED	↓	2,730 (6,735 of 246,731) (Q4 2014/15 time lag)	- NEW	Due to different frequencies of reports to the NHS, it was agreed that they would standardise their reporting arrangements for A&E, Referral to Treatment (RTT), cancer, diagnostics, ambulances, 111 and delayed transfers of care so that all the data is published on one day each month. This means that there is a time lag on when their data is presented in house. Performance is worse than target and that of the previous quarter (Q4 2014/15). Corrective Action: Colleagues in the Clinical Commissioning Group (CCG) and Barking, Havering and Redbridge University Hospital Trust (BHRUT) are continuing to look into the reasons for the underperformance so that this can be addressed.	Adult Social Care Reported to Department of Health (DH)	Individuals or Health
(c)	Percentage of children who wait less than 14 months between entering care and moving in with their adopting family	Bigger is Better	70%	70%	±10%	22% (2 of 9) RED	↓	29%	↓ 50%	Of the 6 children that have had their adoption orders granted this period and the 3 currently placed with their adoptive families awaiting orders, 2 (22%) waited less than 14 months between starting to be looked after and moving in with their adoptive families. This is significantly below both our target and last years figure, although it is worthy of noting that last year this measure referred to 16 months rather than 14. Corrective Action: The service continues to ensure that Family Group Conferences are arranged at an early stage in order to speed up timescales. This indicator is also impacted by a external factors, most particularly the courts. A review of permanency tracking processes is underway.	Children's Services Reported to Department for Education (DfE)	Children & Learning
Page 86	Reduce violence with injury	Smaller is Better	1,158	579	±0%	852 RED	↓	424	↓ 824	Havering currently has an increase of 3.4% rising from 824 to 852 this financial year to date, compared with the same period last year. This is due to changes in the way in which violence with injury is defined and counted, which means that the current methods of recording and classifying violence are not consistent with that used in the baseline year (2011/12). Corrective Action: Though the year end target is unlikely to be achieved, a programme of work has been developed to address violence with injury through the Violence Against Women and Girls (VAWG) Strategy, the Serious Youth Violence Strategy and targeted work within the night time economy in Romford town centre. Police operations such as Operation Omega are expected to improve co-ordination across boroughs, and therefore performance.	Corporate Policy & Community Reported to Mayor's Office for Policing and Crime (MOPAC)	Crime & Disorder
	Percentage of young people leaving care who are in education, employment or training at age 19 and at age 21	Bigger is Better	80%	80%	±10%	47.8% (33 of 69) RED	↓	53%	↑ 40.4%	The proportion of young people (19-21) leaving care in education, employment or training (47.8%) is significantly below target (80%) and lower than the previous quarter (53%). Of the 36 care leavers not in education employment or training (NEET), 2 are due to illness of disability and 9 are due to pregnancy or parenting. It is important to note that, for the purposes of reporting against this indicator, if the local authority is not in touch with a care leaver, they are presumed not to be in education, employment or training; 7 of the 69 care leavers fall into this category. This is a new corporate indicator for 2015/16. Corrective Action: Remaining in touch with care leavers is critical to strong performance against this indicator. Regular reporting has recently been put into place to assist the service with performance around this measure and improvements have been seen in the last month. We will work with children in care to raise aspirations and encourage more young people to access higher education.	Children's Services Reported to Department for Education (DfE)	Children & Learning
	Percentage of looked after children (LAC) placed in LBH foster care	Bigger is Better	40%	40%	±5%	31% RED	↓	32%	- NEW	The proportion of looked after children (LAC) in LBH foster care (31%) is below target (40%). However, the balance between Independent Fostering Agencies (29%) and in-house provision has improved. This is a new corporate indicator for 2015/16, so a Direction of Travel (DoT) cannot be provided for 2014/15. Corrective Action: This indicator is linked to the number of new in-house foster carers, which is on track to meet target. This in turn will assist with performance for LAC placed in LBH foster care. There is a new panel in place to review young people placed in residential settings, with a view to transfer young people to in-house carers where appropriate.	Children's Services Local performance indicator	Children & Learning

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 2 Performance	Short Term DOT against 2015/16 (Q1)	Long Term DOT against 2014/15 (Q2)	Comments	Service	O&S Sub-Committee		
(C)	Repeat Domestic Violence cases going to the MARAC	Smaller is Better	24.5% (in line with national average)	24.5% (in line with national average)	±5%	29.7% (19 out of 64) RED	↓	27.8% (15 out of 54)	- NEW	There is a target to increase the number of cases referred to the Multi-Agency Risk Assessment Conference (MARAC). This forms part of a funding bid to the Mayor's Office for Policing and Crime(MOPAC), with funding being dependant on successfully meeting the targets. There is currently no target for repeat referrals to MARAC, although we work on the basis that smaller is better. The national average is 24.5%. Reports of Domestic Violence continue to increase nationally and with more than 1,000 additional reports received in Havering during 2014/15, we expect to see an increase in referrals. The target for MARAC referrals for 2015/16 is 216 (we have currently had 118 referrals this year) and for 2016/17 is 232.	Corporate Policy & Community Reported to Mayor's Office for Policing and Crime (MOPAC)	Crime & Disorder	
(C)	Number of physical library visits	Bigger is Better	1,602,271	850,460	±10%	795,820 GREEN	↑	385,563	↓	899,149	There has been a reduction in events and activities in libraries compared with the same period last year, in preparation for the implementation of the new service delivery model. There has therefore been a reduction in the number of physical visits. However, the number of virtual visitors is significantly above target – 705,977 against a target of 214,925.	Culture & Leisure Reported to the Chartered Institute of Public Finance & Accountancy	Towns & Communities
(C)	Percentage of adults in contact with secondary mental health services in paid employment	Bigger is Better	6.5%	6.5%	±10%	5.4% (26 of 481) RED	↓	7.3% (35 of 480)	↓	7.9% (38 of 483)	This performance indicator is led by the North East London Foundation Trust (NELFT). Performance is currently below target in this area however the target is expected to be met by year end. 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.	Adult Social Care Reported to Department of Health (DH)	Individuals
(C)	Percentage of adults with learning disabilities who live in their own home or with their family	Bigger is Better	63%	29%	±10%	29.2% (147 of 503) GREEN	↑	11% (56 of 498)	↓	30% (138 of 459)	Performance in this area is just above target in Quarter 2 and focused work is ongoing within the Community Learning Disabilities Team (CLDT) to ensure that performance is continues to improve by Quarter 3 and the target is met by year end.	Adult Social Care Reported to Department of Health (DH)	Individuals
Page 87	Percentage of adults in contact with secondary mental health services living independently, with or without support	Bigger is Better	94%	94%	±10%	86.7% (417 of 481) GREEN	↓	88% (421 of 480)	↓	91% (439 of 483)	This performance indicator is led by the North East London Foundation Trust (NELFT). Performance is currently slightly below target and has reduced further since Quarter 1. NELFT continues to work to remove the barriers to Mental Health service users accessing and remaining in settled accommodation, and coming out of residential settlements back into the community	Adult Social Care Reported to Department of Health (DH)	Individuals
	Percentage of people who return to Adult Social Care 91 days after completing reablement	Smaller is Better	5%	5%	±10%	4.9% (17 of 346) GREEN	↓	4.2% (7 of 168)	↓	3.5% (12 of 339)	This indicator monitors the success of reablement and measures the percentage of service users who return after a successful reablement phase. The current outturn is close to target therefore it is possible that this indicator will be below target by Quarter 3. Corrective Action: The majority of referrals into reablement are from hospital. As always discharge into reablement services will continue to be monitored to ensure appropriateness.	Adult Social Care Local performance indicator	Individuals
	Carers who request information and advice	Bigger is Better	75%	75%	±10%	88.9% (144 of 162) GREEN	→	89% (144 of 162)	-	NEW	This data is taken from the bi-annual statutory survey. This indicator is monitored annually as part of the Better Care Fund submissions.	Adult Social Care Reported to Department of Health (DH)	Individuals
	Patient/service user experience (managing long term conditions)	Bigger is Better	34%	34%	±10%	33.1% (Jul 15) (578 of 1748) GREEN	↑	32.1% (547 of 1,703)	-	NEW	Performance in this area is consistent. Data is taken from GP patient survey and will be monitored as part of the Better Care Fund submissions.	Adult Social Care Reported to Department of Health (DH)	Individuals or Health
(C)	Overall rate of delayed transfers of care from hospital per 100,000 population	Smaller is Better	6	6	±10%	2.7 (5.2 of 192716) GREEN	↑	2.9 (5.5 of 192,716)	↑	4.1	The overall rate of delayed transfers of care from hospital is better than target and is better than both last quarter and the same period last year. Performance in this area is robustly monitored following the creation of the Joint Assessment and Discharge Team. Adult Social Care will continue to work with Health colleagues to maintain positive performance in this area and to improve discharge processes in the Borough	Adult Social Care Reported to Department of Health (DH)	Individuals or Health
(C)	Rate of delayed transfers of care from hospital per 100,000 population	Smaller is Better	389.1	355.6 (Q1)	±10%	360.57 (698 of 193582) (Q1) GREEN	↓	252.4 (233 of 193,582) (Q4 2014/15)	-	NEW	Due to different frequencies of reports to the NHS, it was agreed that they would standardise their reporting arrangements for A&E, Referral to Treatment (RTT), cancer, diagnostics, ambulances, 111 and delayed transfers of care so that all the data is published on one day each month. This means that there is a time lag on when their data is presented in house. Performance is positive in this area and is expected to remain so throughout the year. This indicator is monitored through the Better Care Fund submission.	Adult Social Care Reported to Department of Health (DH)	Individuals
(C)	Rate of delayed transfers of care attributable to Adult Social Care (ASC) only per 100,000 population	Smaller is Better	1.0	1.0	±10%	0.4 (0.8 of 192,716) GREEN	↑	0.5 (1 of 192,716)	↑	0.6	Performance in this area is within target and is better than at the same point last year. Adult Social Care continues to focus efforts with the Joint Assessment and Discharge (JAD) team to ensure timely discharges take place for all clients with social care needs.	Adult Social Care Reported to Department of Health (DH)	Individuals

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 2 Performance	Short Term DOT against 2015/16 (Q1)	Long Term DOT against 2014/15 (Q2)	Comments	Service	O&S Sub-Committee		
(S)	Percentage of looked after children (LAC) placements lasting at least 2 years	Bigger is Better	70%	70%	±10%	72.3% (34 of 47) GREEN	↓	75.5% (40 of 53)	↓	80.8% (42 of 52)	At the 30th September 2015, 72.3% of our eligible LAC aged under 16 years had been in the same placement for at least 2 years. Although this is below our quarter 1 outturn and quarter 2 of 2014/15 we are exceeding our 2015/16 target of 70%. We should also still be performing in line with, if not exceeding the England average and our statistical neighbours' performance in relation to this indicator.	Children's Services <i>Reported to Department for Education (DfE)</i>	Children & Learning
(C)	Percentage of Child Protection (CP) Plans lasting more than 24 months	Smaller is Better	5%	5%	±10%	0% (0 of 127) GREEN	→	0% (0 of 54)	↑	4.1%	Child protection plans lasting more than 24 months continues to perform better than our 2015/16 target and the performance of Q2 2014/15.	Children's Services <i>Reported to Department for Education (DfE)</i>	Children & Learning
(C)	Total number of Careline and Telecare users in the borough	Bigger is Better	5,150	5,150	±10%	4975 GREEN	↑	4,852	↑	4,604	The Quarter 2 outturn, though slightly below target, highlights the continuing improvement during 2015/16 in the number of clients using telecare and careline services. Performance during the current quarter is at the highest level of performance since the reporting of this PI began. The current performance shows that this indicator is on target for the rest of the year, along with the Telecare service continuing close workings with Adult Social Care in order to maximise the efficiencies to care budgets and the innovative use of emerging technologies.	Housing <i>Local performance indicator</i>	Towns & Communities
(C)	Number of burglaries reported	Smaller is Better	2,320	1,160	±0%	833 GREEN	↓	411	↑	852	There have been 833 offences during this financial year to date, against a target of 1,160. For the financial year to date offending is down marginally by -2.2%. Burglary is currently exceeding the target to reduce offending by 20% by March 2016. There has been a reduction of -32%. This is the 7th best reduction of the 32 London boroughs.	Corporate Policy & Community <i>Reported to Mayor's Office for Policing and Crime (MOPAC)</i>	Crime & Disorder
Page 88	Number of antisocial behaviour (ASB) incidents	Smaller is Better	6,377	3,190	±0%	2677 GREEN	↓	1,209	↑	2,861	The number of ASB incidents has been significantly better than target so far this financial year. Overall complaints received via 999 / 101 are 513 less than the target. This financial year to date there has been a reduction of -6.4% when compared with the previous year (from 2,861 down to 2,677). The downward trend continues to be driven by a reduction in the number of persons calling 3 or more times. It is important to note that some of the reduction may have been off set 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 (MOPAC)</i>	Crime & Disorder
(C)	Reduce Robbery	Smaller is Better	399	200	±0%	177 GREEN	↓	86	↓	107	During the financial year to date Robbery has increased by 65.4% (from 107 to 177) compared with the same period in the previous year. Whilst we remain on target for the Mayor's Office for Policing and Crime (MOPAC) 20% reduction, the current trajectory is of concern. The Serious Group Violence Panel and Youth Offending Service are managing the offenders identified, through excluding non-Havering resident offenders from the Borough using Criminal Behaviours Orders. Whilst the rise is of concern, it should be noted that Havering has one of the lowest volumes of robbery within Greater London and is performing in line with most outer London boroughs.	Corporate Policy & Community <i>Reported to Mayor's Office for Policing and Crime (MOPAC)</i>	Crime & Disorder
	Percentage of new patients attending sexual health services accepting offer of HIV test	Bigger is Better	85%	85%	±5%	84.5% (Estimated) GREEN	↓	86.7%	-	NEW	The Council's contract with the provider of the sexual health service ceased on 30th September 2015. As a result of this the Council will not receive performance data until a new contract has been agreed. It is anticipated the procurement of the new contract will take up to 6 months and therefore performance data will not be made available for the remainder of this annual reporting period. The Council is in receipt of actual data covering 5 months (April to August), thereby only able to offer an estimate for the second quarterly period (July to September).	Public Health <i>Local performance indicator</i>	Health
(C)	Number of schools achieving stated level of healthy schools award	Bigger is Better	65 Registered 25 Bronze 8 Silver 2 Gold	55 Registered 17 Bronze 4 Silver 1 Gold	Under performance on more than 1 level of achievement	58 Registered 24 Bronze 3 Silver 0 Gold AMBER	↑	56 Registered 23 Bronze 3 Silver 0 Gold	↑	37 Registered 6 Bronze 0 Silver 0 Gold	The number of schools awarded Silver and Gold is one below the target for Quarter 2. In both cases, applications have been submitted to the Healthy Schools London team and are currently awaiting approval.	Public Health <i>Registered with Healthy Schools London</i>	Health
(S)	Percentage of women smoking at Time of Delivery	Smaller is Better	10%	10%	±1%	10.9% (Q1 2015/16 time lag) RED	↓	9.8% (Q4 2014/15 time lag)	↓	9.6% (Q1 2014/15)	Due to the Health and Social Care Information Centre (HSCIC) publishing its data 3 months after the period to which it relates, there is a time lag of one quarter. We are currently in the process of implementing the jointly funded BabyClear programme between Havering and Barking and Dagenham Councils, and it is anticipated that when this provision is in place this may have an impact on the data around smoking status at point of delivery. This is due to the use of CO2 monitors rather than relying on mothers to self-report.	Public Health <i>Reported to Department for Health (DH) (PHOF)</i>	Health

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 2 Performance	Short Term DOT against 2015/16 (Q1)	Long Term DOT against 2014/15 (Q2)	Comments	Service	O&S Sub-Committee	
	Percentage of children and families reporting that Early Help services made a positive and quantifiable difference to assessed needs	Bigger is Better	80%	80%	±5%	Q2 2015/16 NOT AVAILABLE	Q1 2015/16 NOT AVAILABLE	NEW	Data is not currently available for this indicator. A pilot is due to start within the Early Help Service to monitor this information through a View Point survey with figures expected for quarter 3. As part of a review of business processes, we will introduce a tool to measure impact.	Children's Services <i>Local performance indicator</i>	Children & Learning	
SAFE: Using our influence												
(C)	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	2.8	±10%	0.5 (1 of 192,716) GREEN	0.5 (1 of 192,716)	↑	1.6	Performance in this area is well within target and significantly better than at the same point last year with the number of instances of a delayed transfer of care reducing greatly. Adult Social Care continues to use its influence to ensure timely discharges take place for all clients with a social care need.	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
	Percentage of referrals to Children's Social Care progressing to assessment	Bigger is Better	90%	90%	±10%	83% GREEN	89%	↓	90%	The proportion of referrals progressing to assessment (83%) is within target tolerance but lower than the same period last year (90%). In September, the percentage dropped to 69%, its lowest level since January 2014. Between April 2014 and June 2015 levels had remained consistently above 92% but over the past 4 months numbers have dropped. Corrective Action: This is linked to regular meetings taking place between the MASH and Assessment Team ensuring that thresholds are being considered. This has resulted in the Early Help service experiencing increased activity. A review of 'front-door' processes will take place in Q3 to ensure the threshold for referral is appropriate.	Children's Service <i>Local performance indicator</i>	Children & Learning
Page 89	Percentage of eligible patients offered an NHS Health Check	Bigger is Better	20% (equates to 13,343)	10%	±10%	8.2% (5,474 of 66,713) RED	4.7% (3,165 of 66,713)	↑	10.4% (7,016 of 67,265)	Performance (8.2%) is below target (10.0%) and worse than at the same point in the previous year (10.4%). To date, 5,474 people have received an invite offer to undertake an NHS Health Check; 1,542 fewer than in 2014/15. Corrective Action: Underperformance is as a result of a combination of factors: • Staff Resourcing: In order for the service to achieve its in year MTF savings and grant cuts it was necessary to remove its GP supporting staff resource capacity of 0.6 FTE. • Reporting System Change: From April 2015 Public Health has introduced a new method of performance management against delivery to improve efficiency. • Incentives: It is widely recognised that local authorities can improve performance through increasing incentives to GPs. LBH's incentive offer is based upon providing value for money to the council whilst maintaining a fair return to GPs for their services.	Public Health <i>Local performance indicator (The statutory return to the DH uses less accurate population data)</i>	Health
SAFE: Leading by example												
(S)	Percentage of people using social care who receive self-directed support and those receiving direct payments	Bigger is Better	82%	82%	±10%	67.8% (1,368 of 2,018) AMBER	67.1% (1,363 of 2,031)	↑	73% (1,522 of 2,078)	Self-Directed Support (SDS) and personalisation continues to be at the heart of the service offer within Adult Social Care (ASC). ASC is currently below target for this indicator and performance is worse than at the same point last year but slightly better than last quarter. The service will be reviewing a number of non SDS cases to establish if there are any specific or different reasons for the current low take up. It is anticipated that this project will lead to an increase in clients receiving services under SDS and that target will be met by year end.	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
(S)	Direct payments as a percentage of self-directed support	Bigger is Better	45%	45%	±10%	36.6% (738 of 2,018) AMBER	36.2% (735 of 2,031)	↑	37% (779 of 2,078)	Direct Payments (DPs) are one component of the Self Directed Support (SDS) offer. Adult Social Care is currently below target for this indicator and is worse than at the same point last year. However, the performance has improved slightly since the last Quarter. A working group has been set up to focus on increasing SDS performance, and also to consider increasing DP take up by service users, where possible. However, in line with the national picture, ASC continues to face challenges in increasing the take up of DPs for older people and considering Havering's significant older population this explains the scale of the challenge the service has in this area	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 2 Performance	Short Term DOT against 2015/16 (Q1)	Long Term DOT against 2014/15 (Q2)	Comments	Service	O&S Sub-Committee		
(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%	5%	±10%	5.1% (12 of 235) GREEN	↑	5.6% (7 of 124)	↓	0.0%	By the end of quarter 2, 235 children had become the subject of a new Child Protection (CP) Plan, 12 of these children for the second time within two years. This has pushed us just slightly over target although marginally better than our performance at quarter 1. At this point last year there were no children in this position with 110 new CP Plans having been started. The current position still compares favourably with the most recently available national data for this performance indicator (2013/14) with our statistical neighbours at 13% and England at 15.8%. Corrective Action: With the increases that have been seen in our child protection plan figures (235 commencements in the first half of 2015/16 vs 110 during the first half of 2014/15), the likelihood of this measure worsening increases. Any cases that fall within this measure are audited by the senior management team to ensure both that the decision to cease the original CP Plan was correct and that the commencement of the subsequent plan is appropriate. Further work is taking place looking at the increase in CP plans generally, including further scrutiny of cases sent for Initial Child Protection Conference (ICPC).	Children's Services <i>Local performance indicator</i>	Children & Learning
(C)	Speed of processing new Housing Benefit / Council Tax Support claims	Smaller is Better	20 days	20 days	±10%	22 days GREEN	→	22 days	↓	18 days	An increase in new claims has delayed the expected improvement in performance. In quarter 3, resources can be diverted from other well-performing areas to bring the new claims processing times back on target.	Exchequer & Transactional Services <i>Reported to Department for Work and Pensions (DWP)</i>	
(C)	Speed of processing changes in circumstances of Housing Benefit / Council Tax Support claimants	Smaller is Better	12 days	12 days	±10%	7 days GREEN	→	7 days	↑	13 days	Performance on change in circumstance assessment is good. While the performance is on track, in quarter 3, resources will be diverted new claims processing to bring the new claims target on track.	Exchequer & Transactional Services <i>Reported to Department for Work and Pensions (DWP)</i>	

Ref	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 2 Performance	Short Term DOT against 2015/16 (Q1)	Long Term DOT against 2014/15 (Q2)	Comments	Service	O&S Sub-Committee		
PROUD: Supporting our community													
(C)	Net external funding secured through regeneration initiatives	Bigger is Better	£2,000,000	£1,000,000	±10%	£200,000 RED	→	£200,000	↓	£1,410,100	Queries have been raised with the Greater London Authority (GLA) regarding the capital / revenue split which are still outstanding. A decision to change one of the projects is still pending, therefore stalling the process further. Corrective Action: The New Homes Bonus funding of £1.4m was confirmed in Quarter 3 2014/2015 however the grant agreement was not sent until Quarter 1 2015/2016. Further funding has been agreed but grant agreements have not been signed. £114,000 ESF via London Councils, £259,950 Veolia North Thames Trust, it is envisaged that the grant agreement will be signed in late October (Quarter 3)	Economic Development <i>Local performance indicator</i>	Towns & Communities
(C)	Number of businesses accessing advice through regeneration initiatives	Bigger is Better	500	250	±10%	167 AMBER	↑	82	↓	401	The target has been changed this year to provide a higher standard of business interaction, rather than just attendance at events. We have had one member of staff off on long term sick, and the Evolutive reporting tool is still being developed. Corrective Action: A permanent member of staff, who is focusing on increasing our business support has been bought in. The Evolutive reporting tool is anticipated to be fit-for-purpose by the end of Quarter 3.	Economic Development <i>Local performance indicator</i>	Towns & Communities
(C)	Reduce collective retail and leisure vacancy rate for 7 town centres by 2% below national average for town centres	Smaller is Better	9.7% (national rate minus 2%)	9.7% (national rate minus 2%)	±10%	4.65% GREEN	↑	5.87% (June 2015)	-	NEW	Havering's vacancy rate (4.65%) is better than target and the UK national vacancy rate (11.7%). This is a new corporate indicator for 2015/16, so a Long Term Direction of Travel cannot be provided.	Economic Development <i>Local performance indicator</i>	Towns & Communities
(C)	Percentage of repairs completed on time (including services contractors)	Bigger is Better	90%	90%	±10%	92% (6,386 of 6,964) GREEN	↓	93% (6,703 out of 7,223)	↑	80% (11,315 of 14,220)	Unfortunately performance has fallen back very slightly despite the introduction of the "Do it in a Day" project and a greater emphasis on planned maintenance activities, but is still better than target. A series of discussions have been held with the contractor and a series of corrective actions have been instigated.	Housing <i>Local performance indicator</i>	Towns & Communities

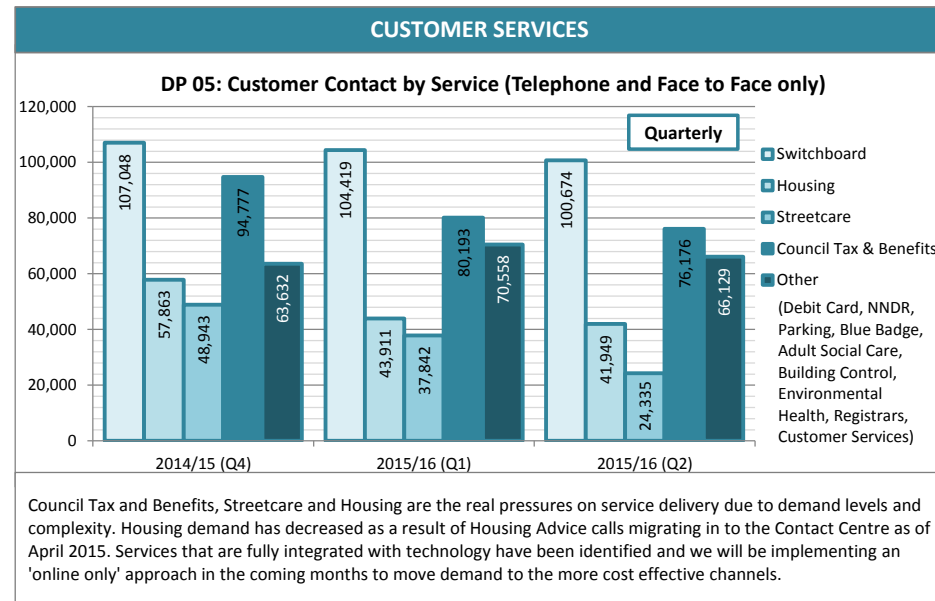
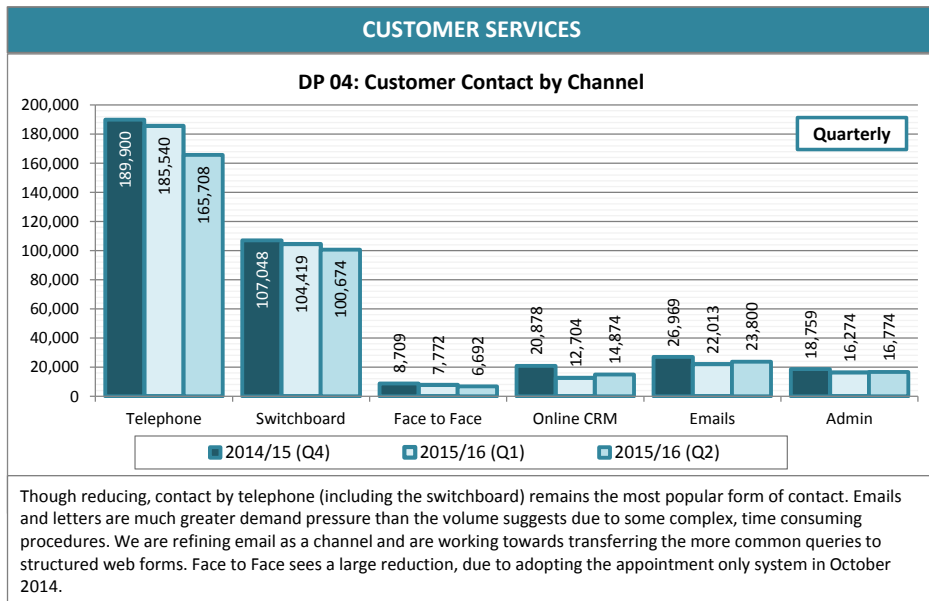
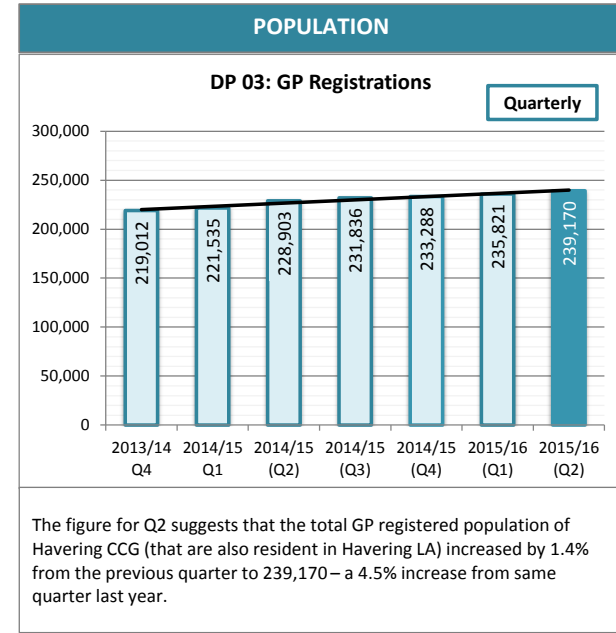
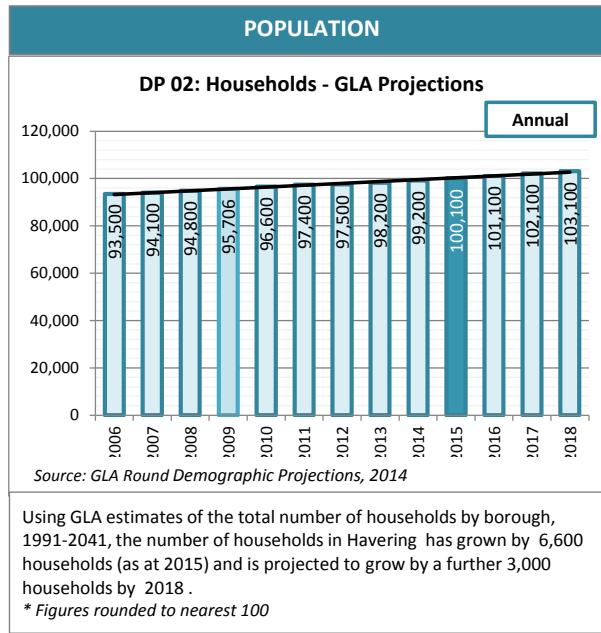
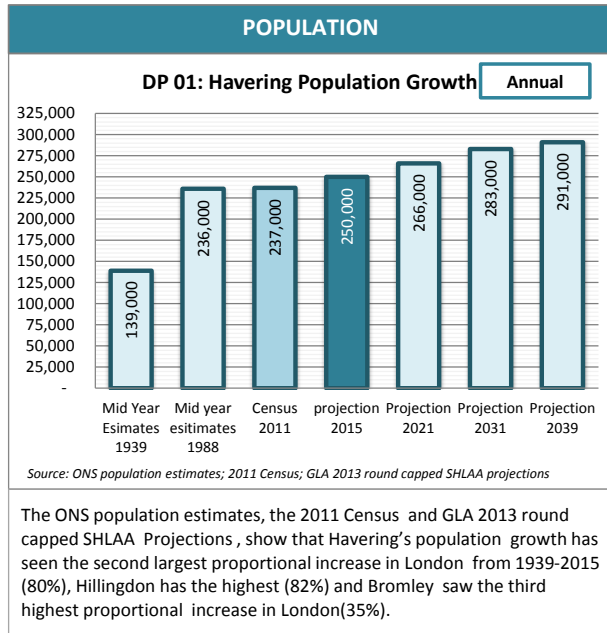
Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 2 Performance	Short Term DOT against 2015/16 (Q1)	Long Term DOT against 2014/15 (Q2)	Comments	Service	O&S Sub-Committee
(C)	Percentage of homes currently decent	Bigger is Better	96.08% (9,342)	96.08% (9,342)	±10%	97.2% (9,365 properties classed as decent) GREEN	↓ 97.3% (9,694 properties classed as decent)	- Methodology Changed	The slight dip in the total number of decent homes is due to a recent stock condition survey being carried out and the new stock condition data being uploaded into Keystone, which provides a more accurate assessment of our current stock condition. The decent homes programme is on target for 2015/16.	Housing Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
(C)	Estate inspections achieving target score	Bigger is Better	95%	95%	±10%	96.8% (11,533 elements of high standard / 11,977 total elements) GREEN	↓ 96.9% (10,769 elements of high standard / 11,124 total elements)	- NEW	Processes have been put in place in order that those elements which fail a high standard do not have an effect on the yearly performance by Estate Services reviewing all the low scoring areas and blocks of concern at monthly performance meetings. These areas are discussed with the staff with concerns and actions put in place to improve the level of service which is monitored.	Housing Local performance indicator	Towns & Communities
(C)	Average void to re-let times	Smaller is Better	22 days	22 days	±10%	17 days (125 lets) GREEN	↓ 16 days (226 lets)	↑ 30 days (286 lets)	In Quarter 2 2015/16, the average void to re-let time for the quarter was 17.08 days, which represents a significant improvement on the same quarter last year where the average was 29.6 days.	Housing Local performance indicator	Towns & Communities
(C)	Number of potential start-up businesses accessing advice via the Business Start-up Programme	Bigger is Better	25	8	±10%	18 GREEN	↑ 0	- NEW	The original Business Start-Up contract expired at the end of March 2015. A programme of Business Advice is included within the New Homes Bonus Funding Programme, however delays with the finalisation of the grant agreement have held up the process. An interim contract has been agreed with a local provider until November 2015 and data will be collected from Quarter 3 2015/2016.	Economic Development Local performance indicator	Towns & Communities
PROUD: Using our influence											
(C)	Number of apprentices (aged 16-18) recruited in the borough	Bigger is Better	660 AY 2014/15	514	±10%	560 (Aug14 - Apr15) GREEN	↑ 450 (Aug14 - Jan15)	↑ 530 (Aug13 - Apr14)	Apprenticeships remain on the increase as a post-16 option amongst learners. A recent Raising the Participation event saw an increase in demand for information about the local Apprenticeship offer and the offer of higher level apprenticeships.	Learning & Achievement Local performance indicator	Children & Learning
Page 91	Percentage of Early Years providers judged Good or Outstanding by Ofsted	Bigger is Better	80%	80%	±10%	80% GREEN	↓ 81%	↑ 73%	The percentage of Early Years providers judged Good or Outstanding by Ofsted is on target, higher than the same period last year but slightly below our performance last quarter	Learning & Achievement Reported to Department for Education (DfE)	Children & Learning
	Percentage of 16 to 19 year olds (school years 12-14) who are not in education, employment or training (NEET)	Smaller is Better	4%	4%	±10%	2% GREEN	↑ 4%	↑ 2.7%	The percentage of 16-19 year olds who are NEET is better than target, our performance for last quarter and the same period last year. Havering is performing better than that East London average of 4.0%. 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 Reported to Department for Education (DfE)	Children & Learning
	Percentage of schools judged to be Good or Outstanding	Bigger is Better	76%	76%	±10%	71% GREEN	↓ 73%	- NEW	Although the performance is worse than last quarter (73%) and worse than the target (76%) it is within tolerance of the quarter target.	Learning & Achievement	Children & Learning
(C)	Number of affordable homes delivered (gross)	Bigger is Better	300	300	±10%	189 AMBER	→ 189	↓ 276	The affordable homes team continues to monitor Register Providers (RPs) completions and ensure RPs are aware of potential development opportunities in the Borough through our enabling work. Recent announcements in respect of starter homes and Section 106 units are likely to significantly impact negatively on the target in 2016/17. Corrective Action: RPs are currently not reporting any additional completions in Quarter 2. Whilst a low number would be anticipated a zero outcome has been entered. The affordable homes team will engage more vigorously with RPs to ensure data flow is improved.	Housing Local performance indicator	Towns & Communities
PROUD: Leading by example											
(C)	Call abandon rates	Smaller is Better	10%	10%	±5%	9% (19,999 of 222,236) GREEN	↑ 12.5% (14,450 of 115,791)	↑ 10.1% (21,201 of 210,416)	Despite channel shift initiatives, telephone continues to be the most preferred method of contact by customers. Demand has increased compared to the same period last year, however performance has improved and is within target. Services that are fully integrated with technology have been identified and we will be implementing an 'online only' approach in the coming months to reduce call demand.	Customer Services Local performance indicator	
(R)	Sickness absence rate per annum per employee (days)	Smaller is Better	8.5 days	8.5 days	±10%	10.1 days AMBER	→ 10.1 days	→ 10.1 days	Performance this quarter (10.1 days) is worse than target and the same as reported last quarter and the same period last year. Corrective Action: HR continues to work with Heads of Service to maintain momentum and proactively manage sickness cases.	Corporate Health Local performance indicator	

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 2 Performance	Short Term DOT against 2015/16 (Q1)	Long Term DOT against 2014/15 (Q2)	Comments	Service	O&S Sub-Committee		
(C)	Percentage of Corporate Complaints completed within 15 days	Bigger is Better	95%	95%	±10%	88% GREEN	↑	83%	- (completed within 10 days)	The percentage of corporate complaints completed within 15 working days is below target (88%) but within target tolerance and better than last quarter (83%). We are unable to monitor against last year's performance due to a change in policy and an increase in time allocated to responding to a corporate complaint (increase from 10 working days to 15).	Corporate Health <i>Local performance indicator</i>		
(C)	Percentage of Member/MP Enquiries completed within 15 days	Bigger is Better	95%	95%	±10%	89% GREEN	↑	86%	- (completed within 10 days)	The percentage of Member / MP Enquiries responded to within 15 working days is below target (89%) but within target tolerance and better than last quarter (86%). We are unable to monitor against last year's performance due to a change in policy and an increase in time allocated to responding to a corporate complaint (increase from 10 working days to 15).	Corporate Health <i>Local performance indicator</i>		
(C)	Parking income against budget	Bigger is Better	£4,764,420	£2,400,200	±10%	£2,256,835 GREEN	↑	£1,143,473	↑	£1,761,920	Direct debit salary payments from the Town Hall staff parking scheme were previously running from quarter 2 where we collected in excess of £50K however has now changed to quarter 1 this year meaning that when comparing like for like quarter 2 is showing a dramatic decrease in revenue. Overall the cumulative revenue as at period 6 2015/16 has significantly increased when compared to the previous year by £495k.	Streetcare <i>Local performance indicator</i>	Environment
(S)	Percentage of Leaseholder Service Charge Arrears collected (excluding major works)	Bigger is Better	96%	48%	±10%	59.5% (£1,025,276.10 of £1,724,018.90) GREEN	↑	36.2% (£623,814.20 of £1,724,018.9)	↑	20.1% (£106,765.17 of £531,513)	Quarter 2 performance (59.5%) is better than the target (48%). The annual arrears figure is an estimate and will be confirmed within the Quarter 3 report. Home Ownership continually reviews current ways of working to ensure the income recovery process remains robust and effective, taking into account any changes which may occur in legislation that may have a financial impact on the organisation.	Housing <i>Local performance indicator</i>	Towns & Communities
(S)	Percentage of rent arrears against rent debit	Smaller is Better	2.4%	2.4%	±10%	2.4% (£1,389,753.50 of £58,486,212.96) GREEN	→	2.4% (£1,394,370.84 of £59,191,176.00)	→	2.4% (£1,294,541.18 of £53,968,536.48)	Strong performance against this indicator is a direct result of good working practices, that have enabled the Income Recovery team to continuously improve its rent collection rate and surpass the target for reducing arrears. The Income team acknowledges that there is always room for improvement and continues to look for new ways of working in order that the collection rate increases and arrears reduce.	Housing <i>Local performance indicator</i>	Towns & Communities
(S)	Number of new in-house foster carers	Bigger is Better	15	8	±10%	10 GREEN	↑	5	↑	1	So far this year there have been 10 new households registered. We continue to be on target for 15 new carers by the end of the year. This is also an improvement on this point last year when there had been only 1 new carer approved.	Children's Services <i>Local performance indicator</i>	Children & Learning
(C)	Percentage of Corporate Complaints escalated to Stage 2	Smaller is Better	10%	10%	±10%	2.5% GREEN	↑	4%		NEW	The percentage of Corporate Complaints escalated to stage 2 (at 2.5%) is better than target and better than quarter 1 performance (4%). We seen a dramatic decrease in the number of Stage 2 complaints raised.	Corporate Health <i>Local performance indicator</i>	
(C)	Percentage of suppliers paid within 30 days of receipt, by Transactional Team, by invoice	Bigger is Better	95%	95%	±10%	96% (50,879 of 52,946) GREEN	→	96% (25,637 of 26,591)	→	96% (50,077 of 52,422)	The proportion of suppliers paid within 30 days (96%) is better than target (95%) and equivalent to the same period last quarter and last year (96%).	Corporate Health <i>Local performance indicator</i>	
(C)	Percentage of Customers Satisfied With the Contact Centre	Bigger is Better	85%	85%	±10%	89% (10,477 of 10,974) GREEN	→	89% (5,034 of 5,278)	↓	90% (10,567 of 11,725)	Performance is the same as last quarter (89%), but slightly below the performance as at the same time last year, although we received 751 less responses than the same time last year.	Customer Services <i>Local performance indicator</i>	
(C)	Percentage of automated transactions	Bigger is Better	35%	35%	±5%	32% (142,334 of 440,814) AMBER	↓	34% (73,726 of 219,575)	↑	28% (99,352 of 351,746)	This is a new performance indicator for 2015/16, however data is available for 2014/15 therefore this has been included for comparison. Targeted marketing of online services is underway for 2015/16 to increase automated transactions and reduce demand for other more costly channels (telephone and face to face).	Customer Services <i>Local performance indicator</i>	
(C)	Percentage of Council Tax collected	Bigger is Better	97%	58%	±5%	58.40% (£75.9m) GREEN	↑	31.0%	↑	58% (£72.4m)	Performance is on track to achieve target. However, the tax base continues to grow therefore additional resources (recruitment of staff and review of processes) is underway to maintain and improve upon target.	Exchequer & Transactional Services <i>Reported to Department Communities & Local Govt (DCLG)</i>	

Description	Indicator	Value	2015/16 Annual Target	2015/16 Quarter 2 Target	Variable Tolerance	2015/16 Quarter 2 Performance	Short Term DOT against 2015/16 (Q1)	Long Term DOT against 2014/15 (Q2)	Comments	Service	O&S Sub-Committee
(C)	Percentage of National Non-Domestic Rates (NNDR) collected	Bigger is Better	98%	59%	±5%	59.51% GREEN	↑ 32.84%	↑ 57.64%	NNDR collected (59.51%) is over target (59%) and slightly higher than the same period last year (57.64%). This is due to Queen's Hospital paying in monthly instalments (rather than in full at the beginning of the year).	Exchequer & Transactional Services <i>Reported to Department Communities & Local Govt (DCLG)</i>	

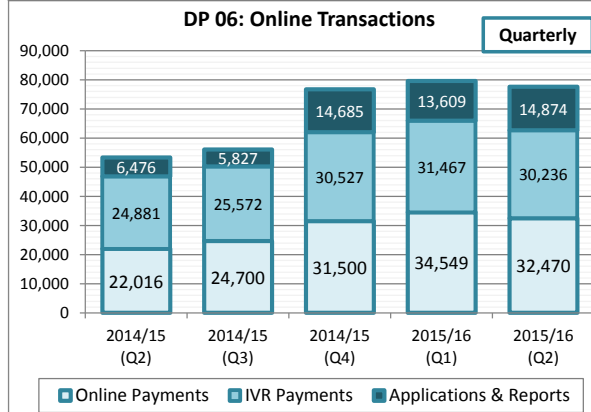
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Appendix 2: Quarter 2 2015/16 Demand Pressure Dashboard



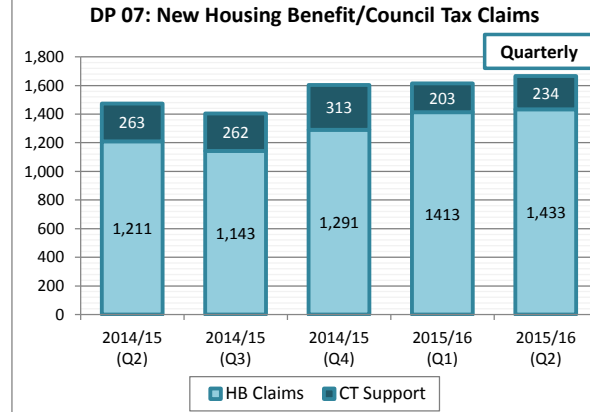
Footnote: Admin relates to a variety of work including processing Blue Badge applications, actioning online forms where the service is not integrated with back office systems, cheque processing, etc

CUSTOMER SERVICES



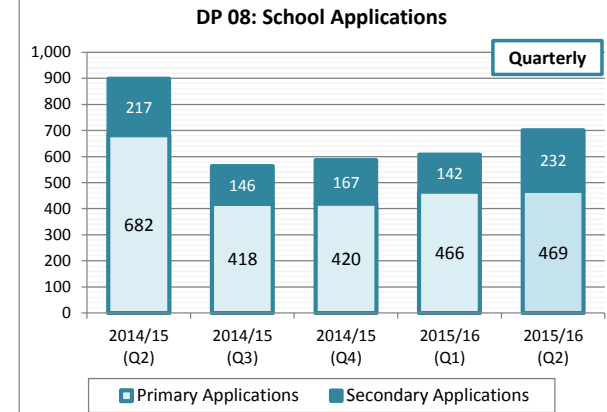
Online and Interactive Voice Response (IVR) payments have risen 47% and 22% respectively since the same period last year (Q2 2014/15). There has been a slight decline since Q1 2015/16 but still shows a promising trend compared to last year.

HOUSING BENEFIT



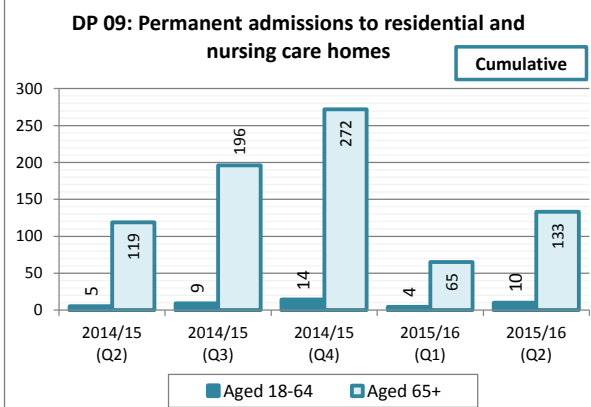
HB and CT Support claims have increased by 193 (1,667) since the same period last year (1,474 Q2 2014/15). However, whilst more claims have been made, they do not all result in entitlement to benefit.

SCHOOL APPLICATIONS



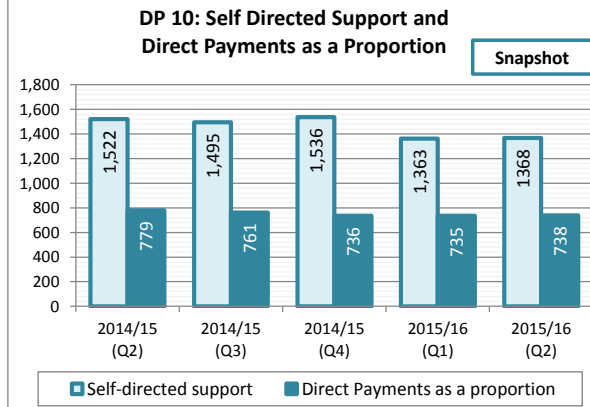
School applications have reduced by 198 applications since the same period last year (Q2 2014/15). The majority of these have come from Primary School applications.

ADULT SOCIAL CARE



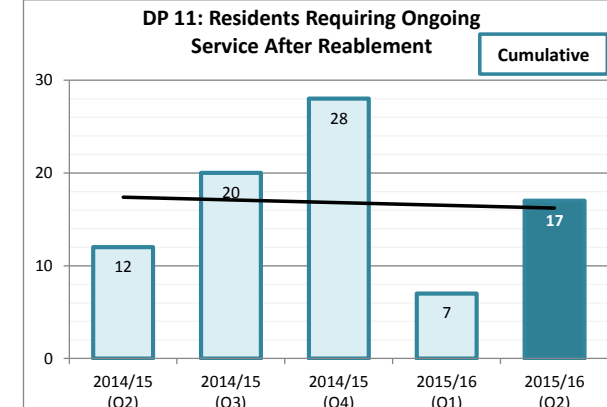
Demand for residents aged 18-64 has doubled (10) compared with the same period last year (5), and is 12% higher for residents aged 65+ (119 Q2 2014/15 to 133 Q2 2015/16).

ADULT SOCIAL CARE



Self-directed support has decreased by 10% since Q2 2014/15 (from 1,522 to 1,368). Direct payments have fallen slightly (by 5%) from 779 to 738 since Q2 2014/15.

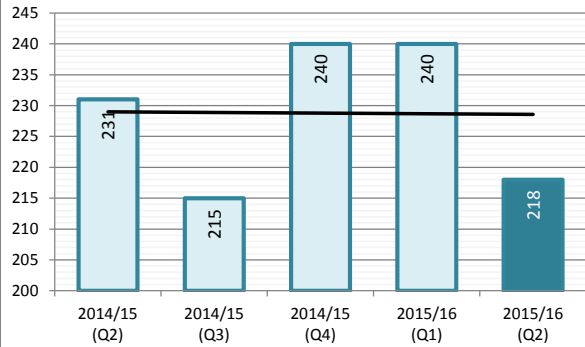
ADULT SOCIAL CARE



This is a local indicator and is reported cumulatively. Demand has increased from 12 to 17 when compared to Q2 last year. The increase in demand from Q1 to Q2 2015/16 (10) is more than the demand from Q1 to Q2 2014/15 (9 (From 3 in Q1 to 12 in Q2)).

CHILDREN'S SERVICES

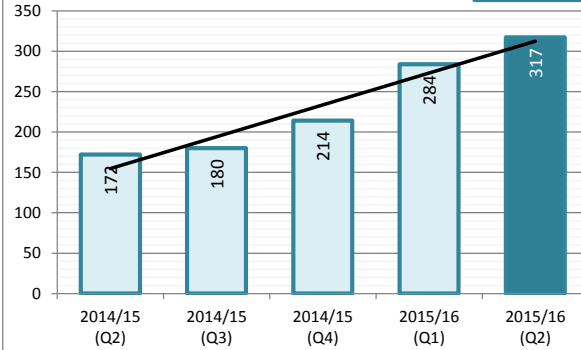
DP 12: Number of Looked After Children (LAC) Snapshot



Although the number of looked after children had risen to 240, we have returned to a similar number as at Q3 2014/15, which is a reduction of 13 when compared to the same period last year.

CHILDREN'S SERVICES

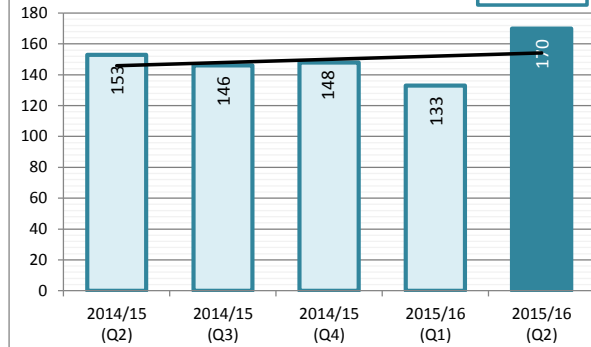
DP 13: Number of Child Protection (CP) Plans Snapshot



The number of CP cases (317) has continued to increase. There is an increase of 33 CP Plans since last quarter and an increase of 145 since the same period last year (Q2 2014/15).

CHILDREN'S SERVICES

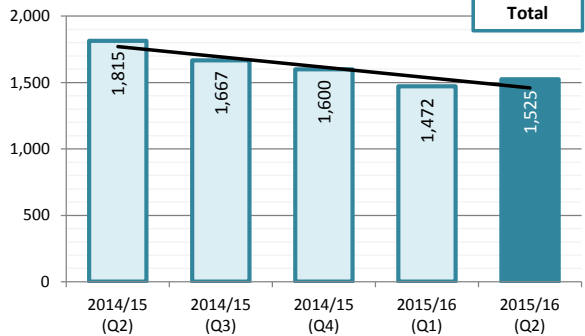
DP 14: Number of Children in Need (CIN) Plans Snapshot



The number of CIN plans started to reduce, however we have seen an increase of 37 on the previous quarter and an overall increase of 17 on the same period last year (Q2 2014/15).

CHILDREN'S SERVICES

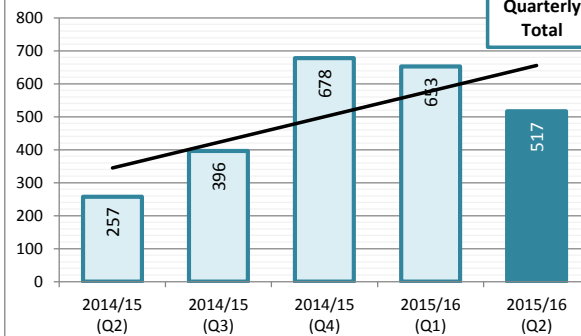
DP 15: Number of Contacts received in Triage / MASH Quarterly Total



There were 1,525 contacts received in Triage / MASH in Q2 2015/16; an increase of 53 on the previous quarter. This is an overall decrease of 290 on the same period last year (Q2 2014/15).

CHILDREN'S SERVICES

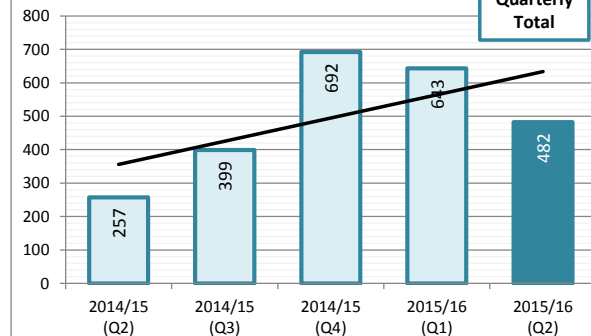
DP 16: Number of contacts becoming referrals to Children's Social Care Quarterly Total



There were 517 contacts becoming referrals to Children's Social Care in Q2 2015/16; a decrease of 136 on the previous quarter. However, this is an overall increase of 260 on the same period last year (Q2 2014/15).

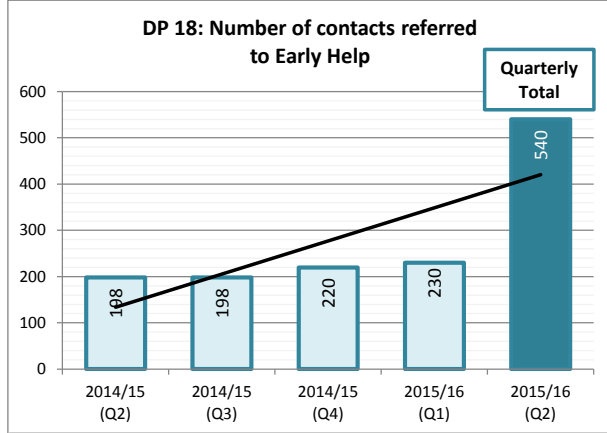
CHILDREN'S SERVICES

DP 17: Number of referrals becoming assessments Quarterly Total



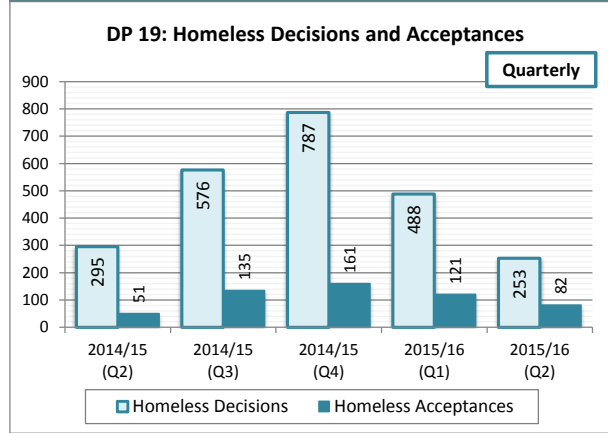
There were 482 referrals becoming assessments in Q2 2015/16; a decrease of 161 on the previous quarter. However, this is an overall increase of 225 on the same period last year (Q2 2014/15).

CHILDREN'S SERVICES



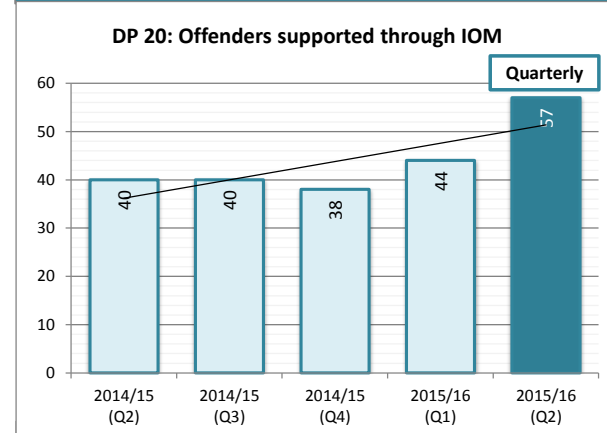
There were 540 contacts referred to Early Help in Q2 2015/16; 310 more than the previous quarter and 342 more than the same period last year. The projection of EH Contacts for this year is more than double that of last year (2,236 vs 964) indicating that the Multi-Agent Safeguarding Hub (MASH) is referring more cases to the service.

HOMELESSNESS



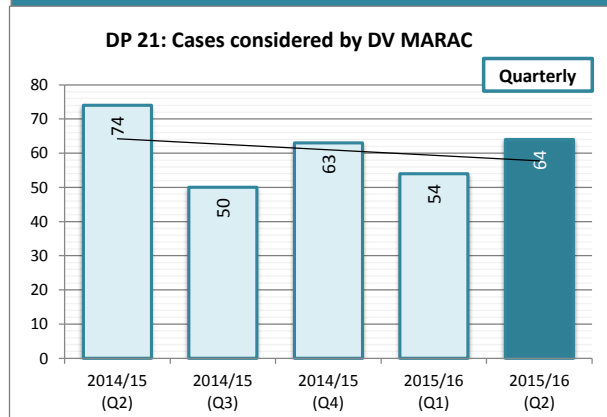
The performance at Quarter 2 2015/16 is 14% lower than the number of homeless decision made when compared to the same quarter in the previous year. However, the number of acceptances has increased by 61% over the same time period because residents are finding it increasingly difficult to access the private sector rental market.

COMMUNITY SAFETY



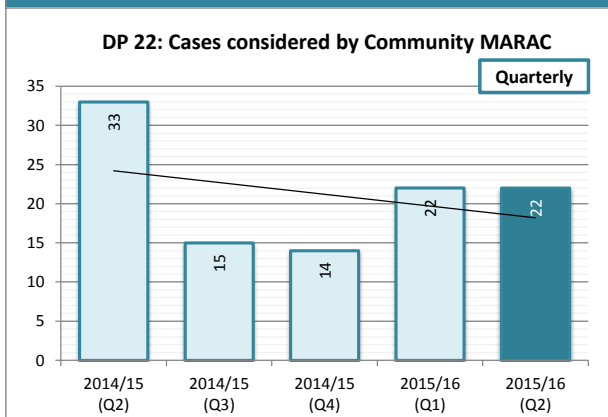
The number of offenders supported through Integrated Offender Management has increased by 17 to 57 from the same period last year (40 in Q2 2014/15). This was expected due to the move to a pan London model of Integrated Offender Management based on the risk of re-offending.

COMMUNITY SAFETY



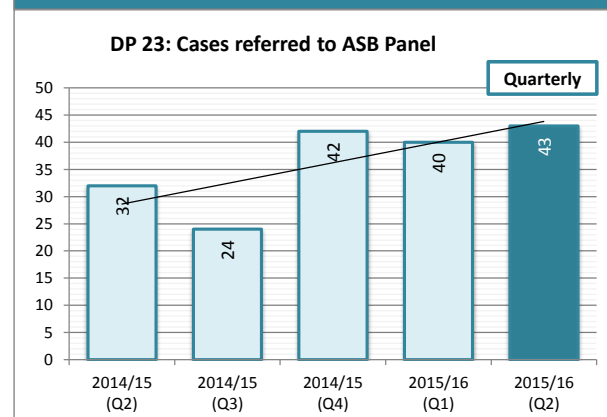
The number of cases considered by the Domestic Violence (DV) MARAC has fluctuated over the course of a year, and was 74 in Q2 2014/15, which has reduced by 10 in Q2 2015/16. There has been an increase in DV across London and cases are identified early through the MASH resulting in more referrals to the MARAC.

COMMUNITY SAFETY



The number of cases considered by the Community MARAC fell from an initial 33 in Q2 2014/15 to 22 in Q1 2015/16, and remained the same in Q2. The MARAC was launched in Q2 2014/15 and received a high number of referrals initially. The co-location of key staff in the adult MASH has meant that more cases are resolved without referral to the MARAC.

COMMUNITY SAFETY



The number of cases referred to the Anti-Social Behaviour Panel has risen from 32 in Q2 2014/15 to 43 in Q2 2015/16. The new ASB powers mean that there are improved remedies for addressing ASB. The police and other agencies are increasingly looking to use these civil powers as enforcement to tackle neighbourhood issues.