



CABINET

7.30 pm	Tuesday 12 July 2016	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

Children & Learning

Councillor Wendy Brice-Thompson

Adult Social Services and Health

Councillor Osman Dervish

Environment, 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

Councillor Joshua Chapman

Deputy Cabinet Member assisting Cabinet
Member for Housing

Councillor Jason Frost

Deputy Cabinet Member assisting Cabinet
Member for Environment, Regulatory
Services & Community Safety

**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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which is not in camera range.**

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Reporting means:-

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

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

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

AGENDA

1 ANNOUNCEMENTS

On behalf of the Chairman, there will be an announcement about the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

2 APOLOGIES FOR ABSENCE

(if any) - receive

3 DISCLOSURES OF INTEREST

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

4 MINUTES (Pages 1 - 14)

To approve as a correct record the minutes of the meeting held on 15 June 2016, and to authorise the Chairman to sign them.

5 2017/18 LOCAL IMPLEMENTATION PLAN ANNUAL SPENDING SUBMISSION (Pages 15 - 24)

6 ANNUAL CORPORATE PERFORMANCE REPORT (2015/16) (Pages 25 - 52)

7 AWARD OF THE SPORT AND LEISURE MANAGEMENT CONTRACT (Pages 53 - 94)

*This report contains an **EXEMPT** appendix*

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MINUTES OF A CABINET MEETING
Council Chamber - Town Hall
Wednesday, 15 June 2016
(7.30 - 9.40 pm)

Present:

Councillor Roger Ramsey (Leader of the Council), Chairman

Councillor Damian White

Councillor Robert Benham

Councillor Wendy Brice-Thompson

Councillor Osman Dervish

Councillor Clarence Barrett

Councillor Joshua Chapman

Councillor Jason Frost

Cabinet Member responsibility:

Housing

Children & Learning

Adult Social Services and Health

Environment, Regulatory Services
and Community Safety

Financial Management

Deputy Cabinet Member assisting
Cabinet Member for Housing

Deputy Cabinet Member assisting
Cabinet Member for Environment,
Regulatory Services & Community
Safety

Apologies were received for the absence of Councillors Melvin Wallace and Ron Ower.

Councillors Ray Morgon, Michael Deon Burton, David Durant, Keith Darvill and Patricia Rumble also attended.

There was a member of the press present.

There were no disclosures of interest. Unless otherwise indicated, all decisions were agreed unanimously with no Member voting against.

53 MINUTES

The minutes of the meeting held on 13 April 2016 were agreed as a correct record and were signed by the Chairman.

54 **OVERVIEW & SCRUTINY BOARD - DEBT RECOVERY TOPIC GROUP REPORT**

Councillor Clarence Barrett, Cabinet member for Financial Management, introduced the report

Cabinet was informed that the report contained the findings and recommendations which had emerged after the topic group scrutinised the subject selected by the Overview & Scrutiny Board in May 2015.

Members' attention was drawn to the statement in the report which identified an outstanding debt in excess of £19 million. They were reassured that this was not irrecoverable but contained a complex structure of debts which were being addressed on an on-going basis.

Whilst Cabinet accepted the report, it was somewhat critical of a lack of detail and the length of time the topic group had taken to complete its work, though it confirmed that oversight and management of scrutiny was a matter for the Overview and Scrutiny Board alone.

The work of the Debt Recovery Board was acknowledged and Cabinet accepted the findings of the topic group, though it noted that in future reports from any standing review topic group should refer its findings to the Debt Recovery Board not Cabinet.

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 15 June 2016 as the scheduled meeting on 11 May 2016 was cancelled. Cabinet was also required to give reasons for its decisions in relating to the report, particularly in instances where it decided not to adopt one or more of the recommendations contained within the report.

Alternative Options Considered

There were no alternative options.

Cabinet:

1. **Noted** the report of the topic group.
2. **Authorised** the creation of a task force focussed solely upon recovering Council Tax debts over one year old.
3. **Agreed** to the continuation of the Topic Group to maintain a review of Council Tax and, progressively, other Council debts for an indefinite period.

55 **LOCAL LONDON INTER-AUTHORITY AGREEMENT**

Councillor Roger Ramsey, Leader of the Council, introduced the report

Cabinet was informed that the report before it sought Cabinet approval for the Local London Inter Authority Agreement, as agreed by the Local London Partnership Members. The Local London Inter Authority Agreement was appended to the report.

Members were reminded that “localism” was a real factor in the manner in which local authorities managed their shrinking budgets in a way which produced economies of scale and consequently benefits for local residents. There had been a number of precursors to the current agreement – the “*East London Solutions*” being one such alliance of groups of authorities. The creation of “*oneSource*” was another option conceived and developed by Havering – this time initially in partnership with the London Borough of Newham – but designed to ensure services were delivered in a new and efficient manner. The current alliance was simply a further step in the constant drive to find efficiencies.

Part of the Agreement was to approve a funding contribution to provide a Director of Local London who would provide strategic leadership to the Local London sub-region in developing joint programmes of work, identify opportunities and develop a case for greater devolution to Local London on behalf of the Joint Executive Committee which would be established to co-ordinate the work of the Alliance.

Reasons for the decision:

It was necessary for Cabinet to approve the arrangements set out in the Local London Inter Authority Agreement in order that Local London members could collaborate on and coordinate a range of activities and opportunities that would arise through a greater devolution of powers from central government.

At the Local London Leaders, Mayors and Chief Executives Strategy Group meeting on 15th March, members committed themselves to formally approving the Local London Inter Authority Agreement through their respective governance mechanisms.

Other options considered:

The alternative option available to the Cabinet was not to approve the arrangements set out in the Local London Inter Authority Agreement. This would mean that Havering would not formally be a Local London member, which would limit the opportunities presented to the borough through devolution at a sub-regional level. This option was not recommended.

Cabinet:

1. **Approved** the Local London Inter Authority Agreement and the agreements proposed.
2. **Agreed** to the creation of the Local London Partnership Unit headed by the Director of Local London, who would lead on the development and management of Local London's programme of work.
3. **Agreed** to the creation of the Local London Joint Committee and **agreed** to the delegation of functions to this joint committee to discharge executive functions on behalf of the London Borough of Havering and other Local London Members as outlined in the Schedule of Appendix A to the report.
4. **Approved** the London Borough of Redbridge's role as the Accountable Body of Local London, and any duties and responsibilities that were assigned to this role.
5. **Nominated** one representative for the Local London Joint Committee, which would enact executive functions (set out in paragraph 3.1 of the report). This would usually be the Leader of the Council.

56 **AMENDMENTS TO HOUSING ALLOCATIONS POLICY, REVIEW OF THE TENANCY STRATEGY AND POLICY & INTRODUCTION OF A PLACEMENTS POLICY**

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

Members were informed that the report before them sought approval for a revised Housing Allocations Scheme and the introduction of a Homelessness Placements Policy following a period of consultation which had concluded on 4 April 2016.

There was a statutory requirement for local authorities to publish an Allocations Scheme that set out how households were prioritised for social housing. The Localism Act 2011 provided local authorities with considerable discretion in constructing the scheme. The fully revised draft Allocations Scheme covered the eligibility and qualification for, and letting of, social housing in the borough.

Reasons for the decision:

Havering was a popular place in which to live and the revised Housing Allocations Scheme and the proposed Placements Policy would provide a more efficient housing service with better outcomes for residents in high housing need as well as enable the Council to discharge its duty to homeless households into the private rented sector housing.

In addition, welfare reform meant that households who were not working would not be able to receive more in benefits than the average wage of those in work. This would mean that some households might be offered homes in more affordable areas outside of the borough. The Homeless Placements Policy clarified what the Council would take into account when it discharged its homelessness duty to households applying under Part VII of the Housing Act 1996.

Other options considered:

Significant freedoms existed in devising the Allocations Scheme, following the enactment of the Localism Act 2011 and statutory guidance from the Department of Communities and Local Government. Therefore one of the options explored was to extend the residency criterion to up to 8 years. This was rejected as it would have had a disproportionate adverse impact on black and Minority ethnic communities.

To maintain the existing Allocations Scheme and not to introduce the Homeless Placements Policy was rejected because there would potentially be further increased costs to the Council as it would have to consider providing a subsidy for households placed in the private sector locally as a result of the introduction of the welfare benefit cap from August 2013 (which meant that the rents charged in Havering and other parts of London for temporary accommodation and private rented sector homes would be unaffordable).

Cabinet:

1. **Approved** the revised draft Housing Allocations Scheme attached as Appendix 2 to the report.
2. **Approved** the new draft Homeless Placements Policy attached as Appendix 3 to the report.
3. **Delegated** to the Leader of the Council and the Cabinet Member for Housing authority to make any minor amendments to the revised Allocations Scheme and the Homeless Placements Policy, necessitated by any future guidance, further legal advice, national government or operational requirements, unless these would have a significant financial impact in which case a further report would be brought to Cabinet.
4. **Delegated** to the Head of Housing authority to review the circumstances of every household on the Housing Register to enable a reassessment of their priority for housing as part of the implementation of the revised Allocation Scheme and new Homeless Placements Policy.
5. **Approved** the transitional implementation period of six months for the revised Housing Allocations Scheme in order to give existing households on the housing register who would no longer qualify for

housing time to secure alternative accommodation before they were removed from the housing register.

6. **Approved** full implementation of the new Homeless Placements Policy as soon as was practicable.

57 **REVIEW OF THE HOUSING REVENUE ACCOUNT (HRA) 30 YEAR BUSINESS PLAN**

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

Members were reminded that the Housing Revenue Account (HRA) remained a ring-fenced account that was used to manage the Council's own housing stock. The proposed budget would enable the Council to manage the stock to a reasonable standard and to maintain the stock to the Decent Homes standard. It furthermore set rents, service charges and other charges for Council tenants for the year 2016/17.

The report before Members was a follow-up report to the annual budget and rent setting report which had been presented to Cabinet on the 10 February this year. One of the recommendations agreed in that report was for a full review of the HRA Business Plan (BP) to be carried out and an update provided to Cabinet by September 2016. The report complied with that recommendation. The reason for the review was to take account of various government initiatives announced since the General Election in May 2015 and up to the Comprehensive Spending Review announced in November 2015. Officers had also taken account - where possible - of announcements made in the Chancellor's Budget of March 2016.

Many of the initiatives which had emerged since May 2015 had been enshrined within the Housing and Planning Bill. Royal Assent had been given on the 12 May 2016. The Act had various commencement dates for the relevant clauses contained within it up to April 2017. Prior to commencement, some of the clauses which impacted on the HRA BP would need to go through a period of "determination" involving formal consultation, or the drafting of Regulations. Until this happened, the exact nature of the financial impact on the HRA finances will remain uncertain. The Business Plan provided to Cabinet therefore provided a prudent assessment of the projected resources available and would undergo constant review and report back to Cabinet as details of changes became known.

The key changes impacting on the financial situation were:

- Social rent setting policy in the years following the four years of 1% reduction.
- Any capping of Local Housing Allowance (LHA) levels.
- Rent policy regarding supported housing rents.
- Higher value sales levy.
- Pay to stay initiative.

Other expenditure areas had also been fully reviewed. The key areas of expenditure were:

- Planned maintenance to existing stock.
- Responsive repairs costs to existing stock.
- Staffing costs.
- Financing costs of the borrowing in the HRA.
- Losses from bad debts, voids etc.

The impact of each of the items detailed was identified in the body of the report and had been built into the 30 year Business Plan. An update to the 10 year HRA Business Plan was provided in Appendix 1 to the report.

Reasons for the decision:

The Council was required to set the housing rent, service charges and a budget in accordance with the Local Government and Housing Act 1989.

Other options considered:

There were no alternative options in-so-far as setting a budget was concerned. However there were options in respect of the various elements of the budget. These were considered in preparing the budget and covered such areas as the rent and service charge increase, budget growth and major works programme proposals.

Cabinet:

1. **Approved** the Housing Revenue Account Business Plan as detailed in Appendix 3 to the report.
2. **Agreed** the HRA Major Works Capital Programme, detailed in Appendix 2 to the report and **referred it to full Council** for final ratification.
3. **Agreed** the proposed development of new council housing as detailed in Appendix 4 to the report and instructed officers to start consultation and initiate the procurement of preferred partners for the delivery of the enhanced development programme and the service of demolition notices where appropriate. All would be the subject of future reports to Cabinet as the detail of specific sites and sites included would change following detailed financial and planning feasibility.

58 **OVERARCHING BOROUGH AGREEMENT WITH THE GLA TO SUPPORT THE REINVIGORATION OF ROMFORD TOWN CENTRE (ROMFORD HOUSING ZONE)**

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

Cabinet was reminded that on 8 July 2015 it had approved the Romford Development Framework which set a vision for Romford Town Centre as a place for an inclusive and sustainable community which would build on the existing historic context of Romford and capitalise on the opportunity to enhance the town along with the new Crossrail development.

The Framework set out potential new developments and improvements to the environment and physical infrastructure. Cabinet had also agreed that the Council should take a proactive role to bring these forward.

With the Framework in place, and in the light of the demonstrable progress being made by the Council on the Rainham & Beam Park Housing Zone programme, the Greater London Authority (GLA) invited the Council to submit a proposal for Romford to be granted Housing Zone status. With the agreement of the Leader, the Council had submitted a proposal and the former Mayor of London announced in March this year that Romford had provisionally been granted Housing Zone Status. The GLA subsequently confirmed that funding of £34.9m had been earmarked for Romford subject to the process set out in the report before Members.

The Romford Development Framework (RDF) supported residential led schemes providing high quality urban living for a new economically active community alongside enhanced infrastructure to serve existing and new residents. Housing Zone status and funding would enable the Council to unlock or accelerate the delivery of three residential led schemes in Romford, to improve access from the west of the town, and also encourage investment by the private sector. The Romford Housing Zone programme would make a substantial contribution to meeting the London Plan target of an average of 1,170 new homes in Havering each year in the decade 2015 and 2025.

As with the Cabinet report for the Rainham Housing Zone considered by Members last year, the current report sought Cabinet approval to enter into an Overarching Borough Agreement with the GLA for the Romford Housing Zone. Cabinet was also asked to support the principle of development at Bridge Close, the Waterloo Road Estate and Angel Way subject to future Cabinet reports.

To improve the environment and access to the Town Centre and in line with the Romford Development Framework, Cabinet was asked to support the preparation of detailed proposals to create an 'east- west' pedestrian and cycle access linking Waterloo Road with Romford Station, together with improved access points across the ring road.

The Council had a longstanding policy commitment through its adopted planning and regeneration policies to enhance Romford's status as a metropolitan centre and improve the retail and leisure offer. Increased residential living would support this objective. The Council recognised community infrastructure would need to be delivered alongside housing and the Housing Zone governance arrangements would monitor and support that intent as well as the Housing Zone programme.

Reasons for the decision:

The Housing Zone programme gave access to significant investment to accelerate the delivery of Members' objectives set out in the Romford Development Framework.

Other options considered:

Not entering into the Overarching Borough Agreement – REJECTED. The Council had satisfied the GLA that the housing schemes within the Romford Housing Zone would not come forward as outlined without financial support. These schemes would make a significant contribution to meeting housing need and the target set for Havering in the London Plan. Not to proceed with these schemes would increase the pressure for housing elsewhere in the Borough. Not to proceed with plans for the construction of the pedestrian and cycle link from Waterloo Road to Romford Station and the town centre would be a missed opportunity to enhance access for existing residents as well as the occupiers of new developments.

Cabinet:

1. **Agreed** to the borough entering into the Overarching Borough Agreement with the Greater London Authority in respect of the Romford Housing Zone.
2. **Delegated** to the Leader, Cabinet Member for Housing and the Section 151 Officer the authority to approve individual funding agreements.
3. **Agreed** to the establishment of the Romford Housing Zone Delivery Board and governance arrangements as set out in Section 6 of the report, and requested officers to arrange twice-yearly briefings for all Members to include consideration of the overall programme of development and the implications for Council services.
4. **Agreed** to the principle of repaying recoverable grant to the GLA through S106, Community Infrastructure Levy contributions and receipts from the sale of land arising from developments in the Housing Zone. The terms of any repayment to be delegated to the Cabinet Member for Housing and the Section 151 Officer
5. **Agreed** to the principle of new development at Bridge Close noting that the business rationale is subject of a separate report.

6. **Requested** the Head of Economic Development in conjunction with other services to prepare a report for Cabinet on future parking arrangements for the town centre to meet the requirements of businesses and visitors and, subject to that, report on options for the redevelopment of the Angel Way Car Park and adjacent land.
7. **Authorised** the Director of Neighbourhoods and the Director of Housing, in conjunction with the Cabinet Member for Housing, to evaluate options for new residential development and community facilities within the Waterloo Road estate and take the necessary action to prepare a Masterplan, initiate procurement and formulate proposals for consideration by Cabinet.
8. **Authorised** the Head of Economic Development to prepare, in conjunction with other services, detailed plans and business cases for a new pedestrian and cycle route from Waterloo Road to Romford Station, enhancement of the entrance to the southern entrance to the Station, and other linkages connecting the west of Romford to the Station and Town Centre. The approval of proposals and any funding applications are to be delegated to the Cabinet Member for Environment, Regulatory Services and Community Safety.
9. **Confirmed** the Council's commitment to consult with those who might be affected by the Housing Zone proposals and officers were to include the outcome of consultation in reports to Members.

59 **HOUSING SERVICES ASSET MANAGEMENT STRATEGY**

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

Cabinet was informed that the Housing Services Asset Management Strategy (AMS) set out a framework within which the Council was proposing to manage, maintain and invest in its housing stock. The strategy outlined how capital investment, cyclical maintenance and repairs service would be managed to ensure that homes were safe, secure and well maintained for the benefit of residents.

The report before Cabinet was to outline the policy aspects of managing and maintaining the Council's housing stock and was aligned to the detailed review of the HRA Business Plan. This had previously been considered by Members in February 2016 and this was a follow-on report. The report presented the criteria and proposals for investment in the Council's housing stock that were used to support the business plan assumptions.

The revised strategy was attached to the report as an appendix to it.

Reasons for the decision:

As a large-scale owner of built assets it was essential for the Council to have an Asset Management Strategy (AMS) to provide a structure and

rationale to direct and inform the decisions and assumptions used for the Business Plan. The AMS also set out the parameters for the physical management of the buildings (housing) owned by the Council in its capacity as a landlord. It was also intended to reference the Housing Service's position with regard to growth and regeneration.

Other options considered:

To continue with the existing asset management strategy: **REJECTED** – The existing asset management strategy related to the regime associated with the Decent Homes programme which had now come to an end. Changes in funding assumptions within the HRA had led to a significant reduction in available resources therefore investing on the basis of a predetermined life cycle was unsustainable.

Cabinet:

- 1 **Approved** the Housing Services Asset Management Strategy as detailed in Appendix 1 to the report.
- 2 **Delegated** to the Interim Director of Housing authority to make any revisions to the strategy that might be deemed necessary following resident feedback
- 3 **Noted** the HRA Major Works Capital Programme detailed in the HRA Budget for 2016/2017 and the HRA Major Works Capital Programme 2016/17 – 2018/19 which would be subject to full Council final ratification.

60 **ROMFORD BRIDGE CLOSE- VISION AND WAY FORWARD**

Councillor Osman Dervish, Cabinet member for Environment, Regulatory Services and Community Safety introduced the report

The report before Cabinet sought its approval for Bridge Close, including the houses fronting Waterloo and Oldchurch Roads, to be taken forward as a comprehensive development site.

Cabinet was asked to endorse a vision for Bridge Close to be a new residential neighbourhood which was a vibrant riverside quarter providing a high quality place to live with well-designed buildings, environmental improvements to the River Rom, a new riverside walkway and including public space.

Cabinet was also being invited to endorse planning guidance for Bridge Close to support the comprehensive development of the site with a focus on new residential development, a new east-west route linking the site to the station, ecological improvements to the River Rom, and the re-provision of the Islamic Cultural Centre as well as either the provision of on-site or off-site relocation of the ambulance centre. This guidance would form part of the evidence base for the emerging Local Plan.

The report furthermore sought approval for the Council to enable the delivery of a scheme by firstly acquiring sites by private treaty then - if necessary - consider and begin to undertake all appropriate steps to obtain land by compulsory acquisition.

Funding received by the Housing Zone would enable the Council to initiate the proposed actions detailed in the report. It was noted that the Council would require any development partner(s) to deliver a comprehensive scheme.

Working with a development partner would reduce the amount of capital required from the Council in the short to longer term and allow the Council to utilise the skills, experience and resources of private sector partners and, ensure high quality design and the mix of tenures and social infrastructure.

Reasons for the decision:

By supporting the vision for the comprehensive development of Bridge Close and agreeing to the acquisition of sites through private treaty and thereafter - where necessary - considering and beginning to undertake the necessary steps to obtain land by compulsory acquisition, would ensure that the Council's vision for the site was adhered to. This would prevent ad-hoc development delivering poor quality housing development that did not support the economic development of the Town. Further, ad-hoc development would not facilitate the development of key linkages across the site, which would be necessary for further western Romford estates to link into the town. Housing Zone funding provided the opportunity for the Council to support the comprehensive development of Bridge Close and ensure that the vision and design principles were embedded in any development.

Other options considered:

Not implementing the comprehensive development of Bridge Close—**REJECTED**. Without the Council's intervention there would be fragmented development and the site could come forward in a piecemeal fashion. Piece-meal development would fail to deliver the required mix, tenures or typology necessary to meet the objectives of the Council's vision for the site and ensure the delivery of the important east-west link. Only a comprehensive development could provide high quality residential living in the Town Centre to support the economic growth of the Town and promote an economically active and sustainable community

Cabinet:

1. **Endorsed** the vision (as set out in section 3 of the report) that Bridge Close should be a new residential led neighbourhood and endorsed the proposals for comprehensive development of Bridge Close and the design principles for the site outlined in this report.

2. **Endorsed** the planning guidance (as set out in section 4 of the report) as a material planning consideration and **noted** that this would form part of the evidence base for the emerging Local Plan.
3. **Agreed** to the Council entering into direct negotiations with land owners to purchase sites on Bridge Close by private treaty as the opportunities arose and **noted** that an external chartered surveying firm would be appointed to professionally assist with negotiation, valuation and acquisition of the land interests.
4. **Delegated** to The Leader, Portfolio Holder for the Romford Housing Zone and the Head of Property oneSource, the authority to approve the terms of acquisition of sites by private treaty and any financial arrangements for relocation of current land owners or tenants.
5. **Delegated** authority to the Portfolio Holder for the Romford Housing Zone and Leader in conjunction with the Director of Legal and Governance oneSource and the Interim Director of Neighbourhoods to take any reasonable necessary steps to identify land which could not be acquired by negotiation and appoint the relevant consultants in order to assess the need for the use of CPO. Cabinet also **noted** that a report would be brought to Cabinet when preparation of the order and heads of terms had been agreed with developer(s).
6. **Authorised** officers to negotiate suitable arrangements with appropriate developers including Mercury Land Holdings, who would be acting in a commercial capacity, to deliver the Council's vision and **delegated** approval of the terms of such arrangements to the Portfolio Holder for the Romford Housing Zone in consultation with the Director of Legal and Governance oneSource.

Chairman

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CABINET

12 JULY 2016

Subject Heading:

**2017/18 Local Implementation Plan
Annual Spending Submission**

Cabinet Member:

Councillor Osman Dervish – Cabinet Member for Environment, Regulatory Services and Community Safety.

CMT Lead:

Steve Moore – (Interim) Director of Neighbourhoods

Report Author and contact details:

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Regulatory Services
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Policy context:

London Plan Consolidated with Alterations since 2011 (2015)
London Mayor's Transport Strategy (2010)
Havering Corporate Plan 2014-2015
Havering Local Development Framework (2008)
Havering Local Implementation Plan (2012)
Havering Local Implementation Plan 2014/15 – 2016/17 Three Year Delivery Plan (2013)

Financial summary:

This report seeks Members' approval to the principles of Havering's 2017/18 LIP Submission to Transport for London.

Is this a Key Decision?

Yes

When should this matter be reviewed?

January 2017

Reviewing OSC:

Environment

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

Havering will be clean and its environment will be cared for	X
People will be safe, in their homes and in the community	<input type="checkbox"/>
Residents will be proud to live in Havering	X

SUMMARY

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

The Submission has to be consistent with the Mayor of London's Transport Strategy, and the Council's own adopted Local Implementation Plan strategy document.

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

The report makes clear that the recent Mayoral election and the Governments Comprehensive Spending Review will have influence in the way that the submission for 2017/18 is prepared.

TfL are expected to provide guidance to boroughs on preparing the 2017/18 submission in the near future. A copy of this guidance will be placed in the Members Resource room when it becomes available. TfL are expected to inform boroughs of its indicative allocation for the 2017/18 financial year later this year. It is currently expected that TfL will confirm the funding for the proposed 2017/18 programme in late 2016 and, as in previous years, Members will be advised about the outcome.

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

RECOMMENDATIONS

That Cabinet:

1. **Agree** that approval of Havering's full final LIP Funding Submission for 2017/18 to TfL be delegated to the Cabinet Member for Environment, Regulatory Services and Community Safety.
2. **Agree** that other opportunities for investment in transportation initiatives will continue to be sought from TfL outside the LIP Annual Spending Submission process and from other stakeholders and funding sources.

REPORT DETAIL

Background

1. Funding from Transport for London (TfL) under the ‘umbrella’ of the Local Implementation Plan is the major source of capital monies for transport schemes and projects in Havering.
2. Each year the Council submits a funding submission (bid) to TfL for funding for the following financial year. In recent years, the Council has also allocated significant funds from its own resources towards highway improvement works for footways, road resurfacing, street lighting and environmental improvements consistent with its objectives of making Havering an attractive, safe and convenient place to live and for businesses to operate in.
3. Previously TfL has required Havering to prepare its Annual Spending Submissions to be in line with its adopted Three Year Delivery Plans. This document:
 - sets out how Havering’s annual submission(s) would support the Mayor’s Transport Strategy Goals.
 - addresses Mayoral targets for mandatory indicators including mode share, bus service reliability, asset condition, road traffic casualties and CO2 emissions.
4. Havering’s most recent Three Year Delivery Plan has been delivered across the 2014/15 to 2016/17 financial years.

Taking Havering’s LIP Submission forward in 2017/18

5. Havering would normally have expected to receive an indicative allocation of its LIP funding for the 2017/18 financial year in May. This would usually coincide with the publication of TfL guidance setting out the criteria against which boroughs will be expected to submit their proposed funding programmes.
6. However TfL’s internal review of their finances following the governments Comprehensive Spending Review (CSR), and the election of a new Mayor for London in May 2016 has delayed both:
 - confirmation of the LIP funding announcement whilst TfL awaits Mayoral approval of the funding that will be available; and
 - the publication of the TfL guidance document which normally forms a context for the preparation of borough submissions.
7. It is also clear from the above that boroughs no longer have a current Three Year Delivery Plan in place because 2016/17 was the final year of the most recent ones being implemented.

8. Following officers informally discussing this matter with TfL officers, it is currently expected that LIP funding allocations for 2017/18 will be made on an 'interim' basis in the absence of boroughs having an up to date Three Year Delivery Plan for 2017/18 (and beyond).
9. This approach will provide a 'window' for the new Mayor to develop his new planning and transport policies and priorities. It is expected that this will be followed by boroughs being instructed to prepare their new Three Year Delivery Plans. This however cannot be confirmed at this stage.
10. In line with this approach, it is expected that TfL will write to boroughs providing guidance on how to prepare the 2017/18 Annual Spending Submission in June. This report has had to be prepared ahead of that guidance being issued. Details of the level of funding that boroughs will receive is not expected to be issued until later this year, once TfL have completed a review of their own financial position.
11. Members will be aware that the Council works very closely with Transport for London (TfL) to ensure that a high level of spend is achieved with all its LIP funding. In recent years, the level of spend achieved across the Havering LIP programme has been higher than the Council's Corporate target.

What are the expected requirements for the funding submission for 2017/18

12. Notwithstanding the uncertainties identified above, it is anticipated that Havering's LIP Annual Spending Submission for 2017/18 will have to :
 - reflect the existing Mayor's Transport Strategy (MTS)
 - reflect any new emerging priorities of the new Mayor
 - adhere to the latest annual TfL guidance on Annual Spending Submissions
 - reflect the Council's own priorities and objectives in our Local Implementation Plan (LIP) and other strategies
13. It is expected that funding will be allocated to boroughs for the 2017/18 financial year on a similar basis to previous years (although this will be dependent on the views of the new Mayor). Thus it is expected to cover:
 - Corridors Neighbourhoods and Supporting Measures,
 - Principal Road Maintenance; and
 - Local Transport Funding
14. These programme areas cover :
 - **Corridors, Neighbourhoods and Supporting Measures**
Comprehensive ('holistic') schemes and local area improvements including schemes to tackle congestion by smoothing traffic flows, measures to assist freight, contribute to regeneration, deliver environmental improvements, improve safety as well as projects

involving spaces used by several users, Controlled Parking Zones, 20 mph zones, cycling, walking, bus priority and bus stop accessibility. It also covers 'Smarter Travel' schemes such as school and workplace travel plans, travel awareness initiatives, road safety education, training and publicity schemes.

- **Principal Road Maintenance.**

Focuses on highway surface improvements to Havering's Principal Road Network (PRN). This is based on condition surveys to determine how much of the Principal Road Network across London requires structural maintenance.

- **Local Transport Funding**

Spending on projects of the Council's choice that support the delivery of the Mayor's Transport Strategy.

15. As previously, officers expect that the Council will, subject to TfL's agreement, still have a degree of modest flexibility (ie making changes to the approved list of schemes). This is potentially helpful if Member priorities change or other circumstances arise which warrant the programme being reviewed.
16. It is currently anticipated that boroughs planning to bid for Major Scheme funding (which is done outside the normal LIP process) will need to include details of these within their 2017/18 spending submission. Funding for Major Schemes is awarded through a competitive "three step" bidding process. Boroughs are also expected to need to submit funding bids for Bridge Strengthening measures.
17. Havering's submission must also have regard to it's Network Management Duty under section 16 of the Traffic Management Act 2004 to manage the borough road network to secure expeditious movement of traffic, including pedestrians, on their network and to facilitate the same on the networks of other authorities. This factor has become increasingly important as the Council has adopted an approach that is firmly geared towards growing the borough's economy and tackling issues arising from congestion such as the adverse health impacts arising from stationary traffic.
18. Officers consider that as well as meeting TfL / Mayoral requirements, the 2017/18 LIP Programme will have considerable potential to :
 - assist the Council in the delivery of projects and programmes to deliver the safe, clean and proud agenda
 - assist in ensuring that Havering is 'open for business' and has a strong and vibrant economy by tackling such issues as congestion, and the ease and convenience with which people, goods and services can get around Havering
 - help ensure that the borough's roads and pavements are in as good a condition as possible subject to resources and the relative priority for their maintenance

- maximise value for money and ensuring the best outcomes for the borough by linking schemes (where feasible) to projects involving the investment of the Council's own capital budgets
 - support other initiatives and funding secured through complementary funding 'pots' (see below – paragraph 22)
 - respond to the views of the community
 - Promote Healthy Living across the borough by encouraging people to make active travel choices
 - Improve safety for users of the public highway
19. The detailed content of the full submission including the elements for Principal Road Maintenance, Bridge Strengthening and any Major Schemes will be prepared following approval of this Cabinet Report. As previously, it is recommended that approval of this be delegated to the appropriate Lead Member (now the Lead Member for Environment, Regulatory Services and Community Safety).
20. TfL are likely to confirm the Council's final allocations for the Corridors, Neighbourhoods and Supporting Measures, Principal Road Maintenance and Major Schemes programme areas before the end of 2016.

What additional funding opportunities may be available for transport projects and programmes

21. TfL's Major Schemes funding category is applicable to projects such as Town Centres, Streetscape and station accessibility improvements including "shared space" projects and public realm enhancements. It is intended to encompass schemes where the overall costs are more than £1 million. Officers will examine TfL's guidance to ensure that future transportation projects covering these and other regeneration areas in the Borough are channelled through the mechanism most likely to maximise the total overall TfL funding to Havering to deliver them.
22. Havering regularly bids for and receives "in year" funding from other funding "streams" that are launched by TfL and the Mayor and other agencies. This year Havering's 'in year' funding allocations include receiving over £200,000 for the Borough Cycling Programme, over £200k Crossrail Complimentary Measures around Romford, Gidea Park, and Harold Wood Stations, and £700,000 under the TfL Bus Stop Accessibility Programme. Officers continue to work closely with TfL to ensure that when such funding opportunities become available that they are maximised and they are spent in the most beneficial ways for Havering.
23. Other possible funding streams such as Section 106 contributions, European initiatives and DfT/CLG funding opportunities will also be pursued as appropriate by officers. This is in line with TfL's requirement that Boroughs should not rely exclusively for their funding on TfL and should develop alternative complementary funding sources accordingly.

24. It is recommended that approval of the final detailed LIP Submission to TfL be subsequently, delegated to the Lead Member for Environment, Regulatory Services and Community Safety.

REASONS AND OPTIONS

Reasons for the decision:

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

Other options considered:

There are no alternatives if the Council wishes TfL to confirm its LIP funding award to Havering for 2017/18.

IMPLICATIONS AND RISKS

Financial implications and risks:

The funding that the Council will obtain from TfL through the LIP Submission for 2017/18 will be the main source of capital funding for transportation projects and initiatives in the Borough.

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

The Council Capital Programme has in recent years included funding to support capital investment in highway maintenance and improvement schemes. As far as possible within the constraints of the TfL LIP guidance and funding allocations, every opportunity will be taken to make use of the LIP funding in a way which safeguards the Council's own scarce capital resources.

Legal implications and risks:

As this report sets out the spending of funds if received from TfL, it is appropriate for approval to be sought from the Cabinet.

It is a statutory requirement for London local authorities to ensure alignment with the Mayor of London's Transport Strategy (MTS), Section 145 of the Greater London Authority Act (1999) requires all London borough councils to develop LIPs setting out how they intend to implement the Mayor of London's Transport Strategy. Councils are then required to implement the proposals within their LIP.

Under sections 147 and 153 of the Greater London Authority Act 1999 the Mayor of London has the power to issue directions to any London Borough Council as to the manner in which it is to implement the LIP. If the Mayor of London considers that a Council has failed or is likely to fail to implement the proposals, the Mayor of London may exercise on behalf of the Council the powers that the Council has in connection with the implementation of the proposals and recover from the Council as a civil debt any reasonable expenses which he has incurred by exercising these powers.

The statutory duty mentioned in Paragraph 17 is correct and consideration to that duty must be given. There are no other specific legal implications or risks arising from this report although further legal resources will need to be committed to bring into effect the measures for which funding is eventually sought.

Human Resources implications and risks:

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

Equalities implications and risks:

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

Havering's proposal for the 2017/18 LIP Programme should include schemes that will have a positive impact on accessibility, safety and inclusion of a number of protected groups, including disabled people, women and people from different age groups. In addition to this, they should help tackle social exclusion and health inequalities by improving access to sustainable transportation modes such as cycling, walking and public transport.

When the Council decides which schemes to include within the finalised LIP submission for 2017/18, it will need to ensure that it complies with the Public Sector Equality Duty. An Equalities Analysis of the proposed schemes and their different equalities implications for all protected characteristics will be completed on an individual scheme basis.

BACKGROUND PAPERS

None

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CABINET
12 JULY 2016

Subject Heading:	Annual Corporate Performance Report (2015/16)
Cabinet Member:	Councillor Clarence Barrett
CMT Lead:	Sarah Homer
Report Author and contact details:	Pippa Brent-Isherwood, Head of Policy & Performance phillipa.brent-isherwood@havering.gov.uk 01708 431950
Policy context:	The report sets out annual performance against 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, with an annual report brought at the end of Quarter 4.
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

The Corporate Performance Report provides an overview of the Council’s performance for each of the strategic goals (Clean, Safe and Proud). The report highlights areas of strong performance and potential areas for improvement.

The report identifies where the Council is performing well (Green) and not so well (Amber and Red). The RAG ratings for the annual report are as follows:

- Red = more than the ‘target tolerance’ off the annual target and where performance is *not improving*
- Amber = more than the ‘target tolerance’ off the annual target and where performance has *improved or been maintained*.
- Green = on or within the ‘target tolerance’ of the annual target

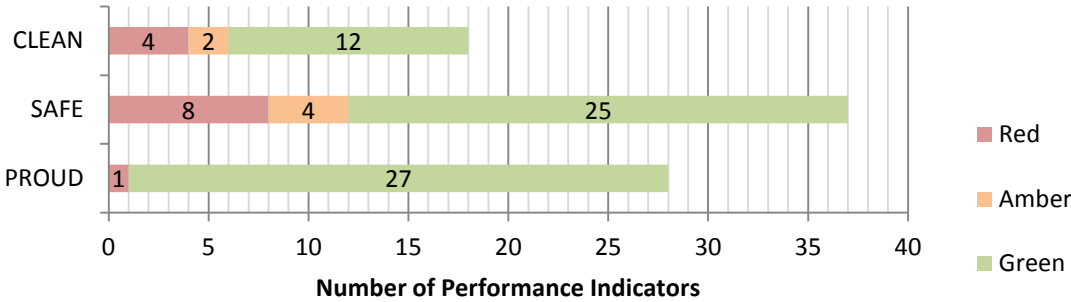
Where performance is more than the ‘target tolerance’ off the annual target and the RAG rating is ‘Red’, ‘Corrective Action’ is included in the report. This highlights what action the Council will take to address poor performance.

Also included in the report are Direction of Travel (DoT) columns, which compare:

- Short-term performance – with the previous quarter (Quarter 3 2015/16)
- Long-term performance – with the same time the previous year (Quarter 4 2014/15)

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.

Annual 2015/16 RAG Summary



83 quarterly and annual Corporate Performance Indicators have been measured. All of the 83 indicators have been given a RAG status. In summary:

- 64 (77%) have a RAG status of Green.
- 19 (23%) have a RAG status of Red or Amber.

This represents slightly improved performance compared with Quarter 3, when 70% of PIs were RAG rated Green and 30% were rated Red or Amber.

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.

Future performance reporting arrangements

As approved by the Cabinet through the Quarter 2 Corporate Performance Report, from the new financial year onwards 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 will 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 the overview and scrutiny committees may be taking to improve performance in highlighted areas. Work has been undertaken with Committee Services when setting the annual corporate calendar to ensure that the Overview and Scrutiny Board and the Cabinet will 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 will therefore be shortened.

Measuring customer satisfaction

Whilst the PIs currently included in the Corporate Performance report provide both Members and officers with vital performance information that can be used to improve services, there are few PIs that focus on customer satisfaction. There are various options to address this, from undertaking small surveys on a quarterly basis, to larger surveys on an annual basis, consulting focus groups to setting up consultation panels, as well as many other options in between. So that the Council may fully understand the options available and what the benefits and resource implications of each option may be, the Communications Service is currently seeking views from an external consultant to gain expert advice on how we can gauge residents' satisfaction in the most meaningful way. This will inform any new performance indicators to be included in the Corporate Performance Report during 2016/17.

RECOMMENDATIONS

That Cabinet:

1. **Reviews** the levels of performance set out in **Appendix 1** and the corrective action that is being taken, and
2. **Notes** the content of the Demand Pressures Dashboard attached as **Appendix 2**.

REPORT DETAIL

HAVERING WILL BE CLEAN AND WE WILL CARE FOR THE ENVIRONMENT

The Council's performance on making Havering a clean borough has been positive, with performance against 67% (12 of 18) of indicators meeting target or being within target tolerance.

Highlights:

- The volume of residual waste per household was below target (where lower is better) and an improvement on the outturn for 2014/15.
- The completion rate against the street cleansing schedule was above target and also an improvement on both the previous quarter and 2014/15 outturn.
- 99.9% of refuse and recycling collections were completed against schedule during the year.
- The number of volunteers participating in community clean-ups significantly exceeded target, with 686 volunteers taking part in 18 community clean-ups.
- There has been a 79% increase in the number of volunteers active in Friends of Parks groups. Two new "Friends" groups were formed during 2014/15.

Improvements required:

- The number of fly tipping incidents reported was significantly above target and higher than the previous year's outturn. This is at least partly due to greater vigilance amongst members of the public and improved reporting as a result of active promotion of new ways of reporting such incidents. The Council has secured a number of successful prosecutions against fly tippers and these have also been actively publicised in order to deter other would be offenders.
- The percentage of household waste sent for reuse, recycling and composting was below target and lower than both the previous quarter and the 2014/15 outturn. This is in line with the picture nationally and is also due to a number of local factors, such as Sainsbury's now managing "bring sites" for recycling which are no longer included in Council figures and a reduction in green waste as a result of last year's weather conditions.
- The percentage of major applications processed within 13 weeks and minor applications processed within 8 weeks were below target and lower than during both the previous quarter and the previous year. However it is important the note that performance against both these indicators would have exceeded target if Extension of Time Agreements were treated as "in time" for the purpose of reporting against this PI. Various activities are in place to improve performance going forwards, including better pre-planning of applications and pre-application advice, a quicker validation process, and the committee target dates being better planned to keep planning applications within the agreed timeframe without needing an extension of time agreement.

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

The Council's performance on ensuring Havering is a safe borough has been very positive, with performance against 68% (25 of 37) indicators meeting target or being within target tolerance and almost half (16 of 36¹) indicators showing an improvement on the previous quarter.

Highlights:

- The overall rate of delayed transfers of care from hospital ended the year under target (where lower is better), and was better than during both Quarter 3 of 2015/16 and the outturn for the previous year. The creation of the Joint Assessment and Discharge (JAD) team has been pivotal in this, and the Adult Social Care service continues to work with Health colleagues to improve discharge processes in the borough.
- None of the Child Protection Plans that ended during 2015/16 had been in place for more than two years.
- The number of burglaries reported was below target and Havering exceeded the four year 20% reduction target set by the Mayor's Office for Policing and Crime (MOPAC). The borough achieved the 7th largest reduction overall of the 32 London boroughs, achieving a 36.3% reduction compared to average reductions across the East London boroughs of 26.6% and across the Metropolitan Police Service area as a whole of 27.6%. This has improved Havering's rank in the rate of offending, falling from the 7th highest rate of burglary in London to the 14th.
- Self-Directed Support and personalisation continue to be at the heart of the service offer within Adult Social Care. As a result of this, the percentage of people using social care who receive self-directed support and those receiving direct payments exceeded the annual target and performed better than the previous quarter and the same time last year.
- The speed of processing changes in circumstances of Housing Benefit / Council Tax Support claimants has significantly exceeded target due to increased automation at certain points during the year. Of the 70,000 changes processed during the year, 25,000 were manual amendments and 45,000 were system automated to some degree.

Improvements required:

- The percentage of children waiting less than 14 months between entering care and moving in with their adoptive family was consistently lower than target throughout the year. Performance against this element of the Adoption Scorecard is fundamentally tied to the effectiveness of a whole systems approach to permanence and adoption in particular. Following a review at the beginning of the 2016/17 financial year, changes have been applied to the tracking and monitoring processes which have strengthened oversight mechanisms in this area to ensure that potential delay is anticipated, understood

¹ One indicator is an annual performance indicator given a short term direction of travel

and immediately addressed. There is consistent and detailed management oversight and scrutiny of each individual case to ensure that the Council is acting in the best interests of the child(ren) as opposed to “chasing targets”. Sometimes the Council will intentionally take longer to place a child where it feels that additional work needs to be undertaken prior to placement to ensure the best possible outcomes for that young person. It should also be noted that the cohort of children in Havering who are adopted is relatively low, usually totalling 10 or fewer each year. This low cohort size means that delays in just one case – particularly where the case involves a sibling group of children – can significantly alter the outturns against all the Adoption Scorecard measures. Performance against this measure is also impacted by external factors over which the Council has no control, such as the courts, which have recently tended to favour placements within a child’s extended family, even where the local authority may not agree that this is in the child’s best interests. Children’s Services is working on a regional and pan London basis to ensure that the experiences and best practice from other agencies is regularly reviewed and applied within the service.

- The number of offences of violence with injury was significantly above target. However, it should be noted that the target set by MOPAC was unachievable due changes to the way the offence is defined and recorded part-way through the year, with no corresponding change to the target. As a consequence, all London Boroughs reported increases last year. Nevertheless, the Havering Community Safety Partnership continues to take active steps to address this, including banning all gang nominal from licensed premises in Romford and Hornchurch and utilising Criminal Behaviour Orders to restrict access to key areas of the Borough and prevent gang associations. An increased focus on perpetrators of domestic abuse is being led through the monthly DV Multi-Agency Risk Assessment Conference (MARAC). This has led to an increase in the proportion of repeat referrals to the DV MARAC in order to prevent escalation to more serious offences.
- The percentage of adults in contact with secondary mental health services in paid employment ended the year below target and also lower than during both Quarter 3 of 2015/16 and the previous year. Corrective action is to be taken through the creation of a “Recovery Community” that will capture those mental health clients that fall between primary and secondary Mental Health services.
- The annual target was narrowly missed in relation to the percentage of people who return to Adult Social Care 91 days after completing reablement. It is suspected that some of the clients referred to the service during the year were not suitable candidates for reablement in the first instance, so there will be close monitoring in terms of suitability for the service during 2016/17 in order to improve performance.
- The number of people killed and seriously injured on the borough’s roads ended the year over target (where lower is better) and higher than during the previous year. Although the figure increased compared with the previous year, it represents a 32% reduction compared with the baseline figure (which was based on the 2005 – 2009 average). The Department for Transport has set a

target of achieving a 33% reduction by 2020, whilst Transport for London has set a target of achieving a 40% reduction over the same time period. Based on current performance, these targets remain achievable in the borough, however locally the Council has set itself a more challenging target, aiming for a 50% reduction. It is against this more challenging local target that the performance level set out in this report is assessed.

OUR RESIDENTS WILL BE PROUD TO LIVE IN HAVERING

The Council's performance on ensuring Havering's residents are proud to live in the borough has been extremely positive, with performance against 96% (27 of 28) indicators meeting target or being within target tolerance and 85% (22 of 26²) of indicators showing an improvement on the previous quarter.

Highlights:

- The collective retail and leisure vacancy rate for the seven town centres is significantly better than target and below the UK's national vacancy rate, particularly in the larger town centres of Romford, Hornchurch, Upminster and Rainham.
- 92.3% of housing repairs were completed on time during 2015/16, which is an improvement on both Quarter 3 2015/16 and Quarter 4 of 2014/15 and above target (where bigger is better).
- More than 96% of estate inspections achieved the target score. Improved use of mobile technology has assisted in maintaining high standards and ensuring prompt resolution of issues identified.
- New and improved ways of working have resulted in the average void to re-let time falling to 11.9 days – a significant improvement on the 33.4 days achieved during 2014/15.
- 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 go to university, with 2015/16's performance being 7.6% above target.
- The call abandonment rate ended the year lower than target due to rolling out an 'online only' approach that has reduced demand across Customer Services. The number of automated transactions was also above target. This is largely due to the introduction of new online services, better targeted marketing of online services and the drive to promote the online renewal of Green Waste transactions.
- A number of new initiatives went live during the year which allowed parking income against budget to exceed target by £113,886.
- 19 in-house foster carers were recruited during 2015/16. This is a significant improvement on the previous year, when 12 new carers were approved.
- Only 1% of corporate complaints escalated to Stage 2, compared with a target of 10% and an outturn the previous year of 6%.

² One indicator is an annual performance indicator, so not given a short term direction of travel. There was no Quarter 3 outturn provided for another indicator, so this also could not be assigned a short term direction of travel.

Improvements required:

- The sickness absence rate per annum per employee was above target for the year. Managers have been working to support their staff during sickness absence by ensuring timely referrals to occupational health, ensuring that formal review meetings are conducted in an appropriate and timely manner and that all cases are progressed quickly to a resolution. The Council is also about to embark on a pilot project whereby, instead of reporting sickness to their line manager, employees will be required to report their sickness to a qualified nurse, who may be more enquiring of their fitness to carry out some or all of their job role and will also recommend some immediate actions they may undertake to help them return to work more quickly. As musculo-skeletal injuries are a significant contributory factor to the Council's overall sickness levels, particularly in the more manual occupations, and evidence indicates that the quicker specialist care is sought in relation to such injuries, the quicker people recover, a second pilot is also due to commence imminently whereby staff reporting sick due to this type of condition will immediately be referred to a specialist who will assist in their recovery and subsequent return to work. It should also be noted that sickness levels are measured on the basis of a 12 month rolling year, so even after an employee with a poor sickness record has left the Council's employment, their previous poor history will continue to be reflected in the Council's performance figures for the following 12 months. Between January 2015 and March 2016, 49 staff left the council's employment on account of their sickness absence levels and it is expected that sickness absence levels across the organisation will reduce over the coming year as a consequence of this.

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:

There are no direct financial implications arising from this report however, 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.

Cabinet 12 July 2016

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

Robust ongoing monitoring is undertaken as part the established financial and service management processes.

Human Resources implications and risks:

The OneSource HR Service will continue to work with line managers to ensure that sickness absence is being managed appropriately and efficiently across the Council. Targeted actions are being taken in Council services with the highest levels of sickness absence and temporary additional HR resources have been made available to support managers in this regard.

Resilience Training is being made available to managers and staff by the oneSource Health & Safety Service and all managers are in the process of completing the Management Development Programme to develop the relevant skills. All managers with responsibility for staff will have a specific objective relating to managing sickness absence effectively in their Personal Development Reviews (PDRs).

Legal implications and risks:

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

Equalities implications and risks:

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

- Percentage of children who wait less than 14 months between entering care and moving in with their adopting family
- Reduce violence with injury
- Percentage of people leaving care who are in education, employment or training at age 19 and at age 21
- Percentage of looked after children (LAC) placed in LBH foster care
- Repeat Domestic Violence cases going to the MARAC
- Percentage of adults in contact with secondary mental health services in paid employment
- Percentage of people who return to Adult Social Care 91 days after completing reablement
- Direct payments as a percentage of self-directed support
- Sickness absence rate per annum per employee

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 Council's website at
https://www.havering.gov.uk/Pages/Category/Vision.aspx?utm_source=Home_Page&utm_medium=Footer_Image&utm_campaign=Vision

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

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee		
CLEAN: Supporting our community												
(C)	Number of fly-tipping incidents	Smaller is Better	3,000	±10%	3726 RED	↓	2,791	↓	2,914	<p>The number of fly tips is above target and is higher than at the same time last year. This increase may be partly due to more reports by residents following the promotion of the new ways of contacting the Council.</p> <p>Corrective Action: Whilst the majority of fly tips are still small in 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 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. We are looking to introduce in cab technology which will enable more accurate recording of fly tip numbers and management information to inform our enforcement activity. It is likely that this will mean more fly tips are recorded and therefore reported. In addition, the proposal to bring together enforcement and safety resources to deliver a one-council operation along with the creation of an internal strategic commissioner to determine tasking should enable a more joined up approach to tackle this problem.</p>	Streetcare <i>Reported to Department for Environment, Food & Rural Affairs (DEFRA)</i>	Environment
(C)	Residual household waste per household	Smaller is Better	664kg	±10%	657.33kg GREEN	↓	336kg	↑	664kg	<p>Performance for the year is better than target and there has been an improvement on the annual figure for 2014/15. A number of popular campaigns have been run this year to reduce waste including 'Local Green Points' and 'Love Food Hate Waste'.</p>	Streetcare <i>Local performance indicator</i>	Environment
(C)	Percentage of household waste sent for reuse, recycling & composting	Bigger is Better	36%	±10%	31.85% (RED)	↓	34.0%	↓	32.40%	<p>Performance is below target and has worsened compared to both Q3 and the annual outturn for 2014/15. There are various reasons for this, including a stagnation in recycling (which mirrors the picture nationally), Sainsbury's now managing 'bring sites' for recycling which are no longer included in Council figures, and a reduction in green waste given weather conditions over the last year.</p> <p>Whilst an overall reduction in recycling performance is disappointing it doesn't financially impact the Council, whereas overall tonnage does. The focus therefore needs to remain on waste minimisation rather than recycling percentages.</p> <p>Corrective action: A programme of waste reduction initiatives will continue into 2016/17, including home composting schemes, the 'Real Nappies' campaign which encourages the use of cloth nappies and the 'Love Food Hate Waste' campaign.</p>	Streetcare <i>Local performance indicator</i>	Environment

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee	
(C)	Number of missed waste collections per 100,000	Smaller is Better	100	±10%	97.04 GREEN	↑	113.0	- NEW	Performance is slightly below target despite fluctuations throughout the year, with a particularly poor spell following a change in management at Serco in May 2015, as well as over the Christmas period 2015. More recently performance has improved, and we expect this trend to continue into the new financial year.	Streetcare Local performance indicator	Environment
(C)	Percentage completion against Street Cleansing schedule	Bigger is Better	82%	±10%	86% GREEN	↑	84%	↑ 79%	Performance is above target and was at 86% for Q4 as well as year-end. This PI comprises both manual and mechanical street cleaning schedules. The manual performance figure for the year has been on or above target throughout the year with the exception of November when Autumn leaf fall impacted on the schedules. The mechanical sweeping completions in Quarter 4 were below target as we do not mechanically sweep when the roads are gritted. However, performance is better than target for mechanical sweeping completions when compared to the previous year's performance.	Streetcare Local performance indicator	Environment
(C)	Percentage of refuse and recycling collections completed against schedule	Bigger is Better	93%	±10%	99.9% GREEN	→	99.9%	- NEW	Performance is above target, as has been the case for most of the year.	Streetcare Local performance indicator	Environment
(S)	Number of parks with Green Flag Status	Bigger is Better	9	±10%	9 GREEN	→	9	→ 9	Whilst no additional Green Flags have been achieved this year, the Council will be applying for Green Flag Status for Central Park and Rise Park in 2016, making the target for 2016/17 11 Green Flags. In addition, in 2017, the Council will be applying for Green Flag status for Harrow Lodge Park, Haines Park and Langton Gardens, taking the target to 14 for 2017/18.	Culture & Leisure Local performance indicator	Towns & Communities
(S)	Number of green waste customers (green bin scheme)	Bigger is Better	23000	±10%	23,654 GREEN	-	Annual	↑ 22,289	Performance is above target and better than at the same point last year. The initial problems with the online renewal process were successfully overcome, with ICT increasing the RAM capacity in order for the site to cope with the volume of transactions. This year it was agreed that the renewals should be online only, but following the initial difficulties we advertised the automated payment line number, making it easier for customers to access the service. The service sent out a final reminder letter in April, which will hopefully encourage those remaining who wish to renew the service to do so.	Streetcare Local performance indicator	Environment

CLEAN: Using our influence

(C)	Percentage of major applications processed within 13 weeks (Note –extension of time agreements not included)	Bigger is Better	62%	±10%	41.67% (15 of 36) RED	↓	46.43% (13 of 28)	↓ 84.61% (33 of 39)	For the year, out of a total of 36 applications, 19 had Extension of Time Agreements and 100% of these were decided within the agreed time frame. This would give a revised percentage of 94.44% 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 applications are 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%	±10%	53.56% (188 of 351) RED	↓	56.85% (166 of 292)	↓ 74.43% (303 of 408)	For the year out of a total of 351 applications, 118 had Extension of Time Agreements, 114 of which were decided within the agreed time frame. This would give a revised percentage of 86.04% if EoT applications were treated as in time for the purposes of this PI. Corrective action: Various activities 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

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee
(C)	Percentage of other applications processed within 8 weeks (Note –extension of time agreements not included)	Bigger is Better	80%	±10%	85.93% (1,454 of 1,692) GREEN	↓ 86.12% (1,117 of 1,297)	↓ 90.02% (1,326 of 1,473)	For Q4 (cumulative), out of a total of 1,692 applications, 158 had Extension of Time Agreements, 150 of which were decided within the agreed time frame. This would give a revised percentage of 94.79% 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 a two year period	Bigger is Better	50%	±10%	51.32% (39 of 76) GREEN	↓ 54.41% (37 of 68)	– NEW	For the rolling period end Q4 2013/14 to end Q4 2015/16, out of a total of 76 applications, 30 had Extension of Time Agreements, of which 29 were decided within the agree time frame. This would give a revised percentage of 97% if EoT applications were treated in time for the purposes of this PI.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
(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%	±5%	3.57% (3 of 84) GREEN	↓ 3.44% (3 of 87)	– NEW	This is a new PI so there isn't any comparable data for last year. Performance is below target where smaller is better.	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%	±10%	56.93% (427 of 750) GREEN	↓ 58.61% (405 of 691)	– NEW	Performance is above target for this PI. For the rolling period end Q4 2013/14 to end Q4 2015/16, out of a total of 750 applications, 184 had Extension of Time Agreements, of which 178 were decided within the agree time frame. This would give a revised percentage of 96.74% if EoT applications were treated in time for the purposes of this PI.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
(C)	Number of volunteers participating in community clean ups	Bigger is Better	90	±10%	686 GREEN	↑ 206	– NEW	Performance is well above target at year end. 18 clean ups took place between January and the end of March with 480 volunteers taking part. 12 of the 18 clean-ups were for the 'Clean for the Queen' campaign (which had not yet been announced when the target was set), with 452 of the total 480 volunteers taking part in these community clean ups.	Policy and Performance Local performance indicator	Towns & Communities
(S)	Number of volunteers active as Friends of Parks	Bigger is Better	111	±10%	174 GREEN	– Annual	↑ 97	At the end of 2014/15 there were 97 active volunteers who were part of Friends of Parks Groups. At the end of 2015/16 the figure has increased to 174 volunteers representing a 79% increase. There were two new Friends of Parks groups formed in 2015/16; the Friends of Hall Lane Mini Golf Course and the Friends of Upminster Hall Playing Fields.	Culture & Leisure Local performance indicator	Towns & Communities
CLEAN: Leading by example										
(C)	Percentage of appeals allowed against refusal of planning permission	Smaller is Better	33%	±10%	44.2% (42 of 95) AMBER	↑ 50.0% (27 of 54)	↓ 31% (31 of 100)	The percentage of appeals allowed against refusal of planning permission for the year (44.21%) is higher than target (33%) and the same period last year (31%). However, there is a slight improvement on Q3 performance (50%). Performance is being monitored closely to identify any specific trends, with decision making adjusted where a pattern is identified. Performance for Q1 of 2016-17 is anticipated to be closer to target.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee
(C)	Number of online report forms as a percentage of all CRM reports	Bigger is Better	40%	±5%	29.43% (17,023 of 57,845) AMBER	23.26% (10,152 of 43,649) ↑	15.68% (8,904 of 56,795) ↑	Performance has improved compared to the year-end figure for 2014/15 and also in comparison with Quarter 3 of 2015/16. Whilst the annual figure is below target, performance improved considerably in Quarter 4 following continued promotion of services online (Jan 50%, Feb 47% & Mar 47%). The promotion of services that are fully integrated with technology will continue. This will enable 24/7 access to Council services for those customers that have the facilities to transact with the Council online at times that are convenient for them. For 16/17, this P.I. will be changed to include all integrated service requests (those that are under the Apply and Pay headers as well as the service requests categorised as Reports). This will give a more complete overview of self-serve online activity. A full review of the Council's Customer Access Strategy will take place in 2016.	Customer Services Local Performance Indicator	Environment

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	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	±10%	10.2 (15 / 147,134) GREEN	10.2 15/147,134 →	9.6 ↓	The rate of permanent admissions for individuals aged between 18-64 years has missed target slightly but is within tolerance. This performance indicator was particularly stretching as it only allowed for 14 admissions for the year. By year end there had been 15 admissions into long stay care. 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	±10%	594.5 (271 / 45,582) GREEN	445.4 203/45,582 ↓	606.9 ↑	Performance in this area remains positive and the target for 2015/16 has been met. As with previous years, there is continued pressure for placements in the Borough and work within the service continues 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. Performance when compared to Q4 in 14/15 is a slight improvement with 271 admissions in 15/16 compared to 272 in 14/15	Adult Social Care Reported to Department of Health (DH)	Individuals
(C)	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	±0%	2,425 (Q3) (5,960 / 245,731) GREEN	2,433 (Q2) 6,003 / 246,731 ↑	2,427 5,965 / 245,731 ↑	This indicator is led by the Clinical Commissioning Group and is split into 4 quarterly targets. Performance in this area has improved from Q2 to Q3. Performance for Q4 is currently unknown due to the delay in reporting, however it is expected to be consistent with Q3.	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%	±10%	33% (4 of 12) RED	33% (4 of 12) →	33% (6 of 17) ↓	Of the 7 children that have had their adoption orders granted this period and the 5 currently placed with their adoptive families awaiting orders, 4 (33.3%) waited less than 14 months between starting to be looked after and moving in with their adoptive families. This is no change on our Q3 performance, and in line with the 2014/15 year end figure, but significantly below the 2015/16 annual target. It should be noted that last year this measure referred to 16 months rather than 14. Corrective Action: Changes have now been applied to the tracking and monitoring processes which have strengthened oversight mechanisms in this area to ensure that potential delay is anticipated, understood and immediately addressed. The service also continues to ensure that Family Group Conferences are arranged at an early stage in order to speed up timescales, and is working on a regional and pan London basis to ensure that experiences and best practice from other authorities is regularly reviewed and applied within the service. This indicator is also impacted by external factors, most particularly the courts.	Children's Services Reported to Department for Education (DfE)	Children & Learning

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee	
(C)	Reduce violence with injury	Smaller is Better	1,158	±0%	1,821 RED	↓	1,355 ↓	1,639	<p>This target could not be met due to changes in the way the offence is defined and recorded since the targets were set (with no corresponding change in the target), most notably to include domestic violence (DV), including against 16 and 17 year olds.</p> <p>The Metropolitan Police target for Violence with Injury this financial year was to incur no more than a 12.5% increase. Havering saw an increase of 11.1% in the past 12 months.</p> <p>Corrective Action: The HCSP continues to take active steps to reduce incidences of this offence as far as possible, including through the DV Multi-Agency Risk Assessment Conference (MARAC), Safe and Sound Partnership and Serious Group Violence Panel. An increase in gang activity locally has been identified, mainly linked to Romford Town Centre. Action has been taken to ban all gang nominals from licensed premises in Romford and Hornchurch. Where appropriate Criminal Behaviour Orders are used to restrict access to key areas of the Borough and prevent gang associations. A third Safe and Sound Partnership is currently being established to cover other areas of the borough besides Romford and Hornchurch. Increased focus on perpetrators of domestic abuse is being led through the monthly DV MARAC.</p>	Policy and Performance <i>Reported to Mayor's Office for Policing and Crime (MOPAC)</i>	Crime & Disorder
(C)	Percentage of young people leaving care who are in education, employment or training at age 19 and at age 21	Bigger is Better	80%	±10%	58.6% (41 of 70) AMBER	↑	54% (27 of 50)	52.0%	<p>The proportion of young people (19-21) leaving care in education, employment or training (58.6%) is below the 2015/16 target (80%), but an improvement on the previous quarter (54%). It should also be noted that our 2015/16 outturn exceeds the 2014/15 outturns for Havering (52%), England (48%), London (53%), and our statistical neighbours (46.1%). Of the 29 care leavers not in education employment or training (NEET), 10 (14.3%) are due to illness or disability, 8 (11.4%) are due to pregnancy or parenting, and 11 (15.7%) due to other circumstances.</p> <p>Remaining in touch with care leavers is critical to strong performance against this indicator. Regular reporting has been put into place to assist the service with performance around this measure and improvements have been seen in the last month. We continue to work with children in care to raise aspirations and encourage more young people to access higher education.</p>	Children's Services <i>Reported to Department for Education (DfE)</i>	Children & Learning
(S)	Percentage of looked after children (LAC) placed in LBH foster care	Bigger is Better	40%	±5%	33.6% (77 of 229) AMBER	→	33.6% (77 of 229)	- NEW	<p>The proportion of looked after children (LAC) in LBH foster care (33.6%) is below target (40%) but has been maintained from Q3. The balance between Independent Fostering Agencies (30.1%) and in-house provision has remained consistent during quarter 4. This is a new corporate indicator for 2015/16, so a long term DOT cannot be provided.</p> <p>This indicator is linked to the number of new in-house foster carers, which has met its 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 transferring young people to in-house carers where appropriate.</p>	Children's Services <i>Local performance indicator</i>	Children & Learning

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	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)	±5%	30.8% RED	↓ 29.2%	↓ 21.3%	<p>Performance is above target (where lower is better). Havering has a higher rate of repeat referrals at 30.8%. However, the recommended target for repeat referrals is 28%-40%. A repeat referral is one that has been referred more than once in a rolling 12 month period.</p> <p>Corrective Action: Repeat referrals in most cases are made in order to prevent escalation of more serious behaviour, such as violence. Better identification of Domestic Violence and improved recording is helping us to identify escalation more effectively, leading to more repeat referrals. Havering also has seen a rise in MARAC to MARAC referrals from other boroughs, where we have repeat victims being moved into the borough from across London and neighbouring police force areas. We take a positive approach to repeat referrals, and will repeat refer when there is escalation, rather than waiting for a more serious repeat incident.</p>	Policy and Performance <i>Reported to Mayor's Office for Policing and Crime (MOPAC)</i>	Crime & Disorder
(C)	Number of physical library visits	Bigger is Better	1,602,271	±10%	1,498,040 GREEN	↑ 1,155,298	↓ 1,668,460	<p>Although below target, performance is within target tolerance. 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 on the 21st March 2016. There has therefore been a reduction in the number of physical visits to libraries compared with the previous year.</p> <p>The target for 2016/17 has been revised in light of the new library opening hours. Whilst there will be a reduction in physical visits, the virtual library will be available 24/7 and will continue to be promoted to customers.</p>	Culture & Leisure <i>Reported to the Chartered Institute of Public Finance & Accountancy</i>	Towns & Communities
(C)	Percentage of adults in contact with secondary mental health services in paid employment	Bigger is Better	6.5%	±10%	4.7% (22 / 467) RED	↓ 5.1% (25 / 493)	↓ 6.8% (31 / 459)	<p>This performance indicator is led by the North East London Foundation Trust (NELFT). Performance is currently below target in this area and is worse than at the same stage last year. Mental Health Services continue to be committed to the recovery model and work closely with service users to support them to fulfil their potential in accessing employment opportunities.</p> <p>Corrective Action: The NELFT Leadership Team has signed off the plan for Recovery Community, which will help to push clients back into employment. There was a gap between those under primary and secondary care, with the clients in the middle fitting into the Recovery Community.</p>	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
(C)	Percentage of adults with learning disabilities who live in their own home or with their family	Bigger is Better	63%	±10%	63.5% (322 / 507) GREEN	↑ 47.4% (240 / 506)	↑ 62.7% (319 / 509)	<p>Performance in this area has met target for 15-16; At year end there were 322 service users with a Learning Disability in settled accommodation. This compares well to 319 in 14/15.</p>	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
(C)	Percentage of adults in contact with secondary mental health services living independently, with or without support	Bigger is Better	94%	±10%	86.1% (402 / 467) GREEN	↑ 84.8% (418/493)	↓ 88.2% (405 / 459)	<p>This performance indicator is led by the North East London Foundation Trust (NELFT). Performance did not meet target, but is within the target tolerance, and the outturn has increased since Q3. NELFT continues to work to remove the barriers to mental health service users accessing and remaining in settled accommodation, and coming out of residential settings back into the community.</p>	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
(C)	Percentage of people who return to Adult Social Care 91 days after completing reablement	Smaller is Better	5%	±10%	5.9% (42 / 715) RED	↓ 5.0% (28 / 562)	↓ 4.4% (28 / 640)	<p>This indicator monitors the success of reablement and measures the percentage of service users who return for on-going services after a reablement phase. The year end target was missed, and performance was worse than at the same stage last year. The average age of a service user who uses reablement is 81 years old, however the average age of a service user who returns requiring on-going long term support is 86.</p> <p>Corrective Action: There will be close monitoring of this indicator during 16-17 to identify suitability for reablement.</p>	Adult Social Care <i>Local performance indicator</i>	Individuals

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)		Long Term DOT against 2014/15 (Annual)		Comments	Service	O&S Sub-Committee
(S)	Carers who request information and advice	Bigger is Better	75%	±10%	85.8% GREEN	↓	88.9%	-	NEW	Although the short term direction of travel has reduced, there has been a positive outturn for this indicator with year end target being met. This indicator will change next year as per the Better Care Fund Submission.	Adult Social Care Reported to Department of Health (DH)	Individuals
(S)	Patient/service user experience (managing long term conditions)	Bigger is Better	34%	±10%	33.1% 595 / 1,800 (January 2016) GREEN	→	33.1% 578/1,748 (July 2015)	↑	32.1% 547/1,703 (January 2015)	This indicator is monitored twice a year and is taken from the GP patient survey. Performance remains consistent and will continue to be monitored in 16/17 as part of the Better Care Fund.	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	±10%	3.9 7.5 / 192,716 GREEN	↑	4.2 8.0/192,716	↑	4.5	The overall rate of delayed transfers of care from hospital is better than target and is an improvement when compared with the previous year. Performance in this area is robustly monitored following the creation of the Joint Assessment and Discharge Team. ASC will continue to work with Health colleagues to maintain positive performance in this area and to improve discharge processes in the Borough. To date an average of 7.5 patients per month are classed as delayed on the snapshot day.	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	±10%	438.06 RED	↓	313.56 (Q2)	-	NEW	This indicator is monitored as part of the Better Care Fund submissions. This measure is monitored on a quarterly basis, with 4 targets set throughout the year. Performance for Q4 was worse than target with 848 days delayed for the 3 month period across Health and Social Care. The majority of delays occurred in the Acute Sector with the main responsibility for delay being Health.	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	±10%	0.7 (1.4 / 192,716) GREEN	→	0.7 (1.4 / 192,716)	↑	1.1	Performance in this area is better than target and is better than at the same point last year. ASC continues to focus efforts with the JAD team to ensure timely discharges take place for all clients with a social care need. As at quarter 4 there had only been an average of 1.4 delays per month where the responsibility was Adult Social Care across both the acute and non acute sectors. The majority of the delays were in the non-acute sector where 13 of the 17 delays occurred.	Adult Social Care Reported to Department of Health (DH)	Individuals
(S)	Percentage of looked after children (LAC) placements lasting at least 2 years	Bigger is Better	70%	±10%	70.6% (36 of 51) GREEN	↑	70% (35 of 50)	↓	83% (44 of 53)	At the 31st March 2016, 70.6% of our eligible LAC aged under 16 years had been in the same placement for at least 2 years, which means that we have exceeded our 2015/16 target of 70% (where bigger is better). This also means that we should continue to perform in line with, if not exceed the England average and our statistical neighbours' performance in relation to this PI. One of the reasons for the end of year figure being worse than the previous year is due to a large sibling group of 5 children who have recently hit the 2.5 years trigger, but have not been in the same placements continuously for at least 2 years.	Children's Services Reported to Department for Education (DfE)	Children & Learning
(C)	Percentage of Child Protection (CP) Plans lasting more than 24 months	Smaller is Better	5%	±10%	0% (0 of 298) GREEN	→	0% (0 of 211)	↑	4% (7 of 173)	By the end of March, 298 children had come off a CP Plan, none of whom had remained on their Plan for more than 24 months. At this point last year there had been 7 cases lasting over 24 months. The current position compares favourably with the most recently available national data, with our statistical neighbours at 6% and England at 4.5%.	Children's Services Reported to Department for Education (DfE)	Children & Learning
(C)	Total number of Careline and Telecare users in the borough	Bigger is Better	5,150	±10%	5,023 GREEN	↑	5,014	↑	4,725	The client base has not risen as much as in the last few quarters, although it is continuing to rise. The number of installations has continued to be steady however a data cleanse was undertaken during last quarter which resulted in the closure of a number of accounts which decreased the total client number.	Housing Local performance indicator	Towns & Communities
(C)	Number of burglaries reported	Smaller is Better	2,320	±0%	1,855 GREEN	↓	1,387	↑	1,991	This target has been achieved. Havering exceeded the four year 20% reduction target set by the Mayor's Office for Policing and Crime. The final reduction was -36.3% which compares favourably with the average for the East London policing boroughs (-26.6%) and Metropolitan Police force region as a whole (-27.6%). Havering achieved the 7th largest reduction overall of the 32 London boroughs and has improved in its rank of rate of offending. Havering had a rate of 7.5 offences per 1,000 at the end of 2015/16 compared to 11.8 when the target was set, and has moved from the 7th highest borough for burglary down to 14th.	Policy and Performance Reported to Mayor's Office for Policing and Crime (MOPAC)	Crime & Disorder

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee		
(C)	Number of antisocial behaviour (ASB) incidents	Smaller is Better	6,377	±0%	4,906 GREEN	↓	3,817	↓	4,833	<p>This target has been achieved.</p> <p>The number of ASB incidents in Havering has reduced substantially since the baseline year of 2012-13, falling from 7,972 to 4,906 in 2015-16 (-38.5% against a target of -20%).</p> <p>The reduction has slowed in the last 12 months, with 2015-16 seeing a small rise in complaints of 1.5%.</p>	Policy and Performance Reported to Mayor's Office for Policing and Crime (MOPAC)	Crime & Disorder
(C)	Reduce Robbery	Smaller is Better	399	±0%	339 GREEN	↓	243	↓	295	<p>This target has been achieved. Havering exceeded the four year 20% reduction target set by the Mayor's Office for Policing and Crime. The final reduction was -31.9% which was notably below the average for the East London policing boroughs (-36.2%) and the Metropolitan Police force region as a whole (-44.7%).</p> <p>Whilst meeting the four year stretch target, Havering did suffer a 15% increase during the last 12 months, which was also replicated in a number of other outer London boroughs including Barking & Dagenham, Barnet, Enfield, Harrow, Kingston and Richmond. A notable proportion of this increase is known to be a result of migration of 'gang offenders' out of inner London.</p> <p>It should however be noted that the rate of robbery in Havering per 1,000 is 8th lowest of the 32 London borough (1.4 per 1,000 compared to average of 2.5).</p> <p>The offending cohort is being targeted and/or worked with as coordinated through the Serious Group Violence Panel. We do however have a growing cohort.</p>	Policy and Performance Reported to Mayor's Office for Policing and Crime (MOPAC)	Crime & Disorder
(C)	Percentage of new patients attending sexual health services accepting offer of an HIV test	Bigger is Better	85%	±5%	85.7% GREEN	↓	86.0%	-	NEW	<p>Although performance between quarters 3 and 4 of 2015/16 has decreased very slightly, the target remained exceeded (where bigger is better).</p>	Public Health Local performance indicator	Health
(C)	Number of schools achieving the stated level of healthy schools award	Bigger is Better	65 Registered 25 Bronze 8 Silver 2 Gold	Under performance on more than 1 level of achievement	63 Registered 27 Bronze 7 Silver 1 Gold 1 AMBER	↑	59 Registered 25 Bronze 3 Silver 1 Gold	-	NEW	<p>The number of schools "registered" is slightly below target. "Bronze" is above target. "Silver" is one school below target but two schools have submitted their silver award applications, received feedback, resubmitted, and are awaiting final approval by the Healthy Schools London team. "Gold" is also one school below target and one school is intending to submit early in the summer term.</p> <p>From 1st April 2016, support from the Council to schools to achieve the Healthy Schools London award will become a traded service.</p>	Public Health Registered with Healthy Schools London	Health
(S)	Percentage of women smoking at Time of Delivery	Smaller is Better	10%	±1%	6.7% (Q3 2015/16 time lag) GREEN	↓	5.4% (Q2 2015/16 time lag)	↑	10.6% (Q3 2014/15)	<p>Please note that there is a time lag on this measure. 2015/16 Q3 performance (at 6.7%) represents 55 pregnant women smoking at the time of delivery (SATOD) out of 820 maternities. This represents an improvement on the same time last year (when the figure was 10.6%). The slight rise between Quarters 2 and 3 could be due to the fact that BHRUT has recently installed a new electronic referral system which has been problematic and not fully operational. It is in the process of resolving these issues as referrals are not consistently being received by the stop smoking services.</p>	Public Health Reported to Department for Health (DH) (PHOF)	Health
(C)	Percentage of children and families reporting that Early Help services made a positive and quantifiable difference to assessed needs	Bigger is Better	80%	±5%	93.1% (27 of 29) GREEN	↑	83.3% (5 of 6)	-	NEW	<p>A pilot took place to monitor the impact of Early Help through the use of a Viewpoint survey. Overall 31 respondents completed the survey and 29 responded to the specific question "Based on the needs/actions in your Early Help Assessment, has the Early Help service made things better, same or worse?" with 27 reporting a positive impact. Two respondents felt that there was no change.</p>	Children's Services Local performance indicator	Children & Learning

Ref.	Indicator	Value	2015/16 Annual Target	Variable Target Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee		
(C)	Number of people killed or seriously injured on roads	Smaller is Better	48	±10%	67 (2015) RED	-	Annual	↓	46 (2014)	This is an annual measure, measured over a calendar year. During 2015, 8 people were killed and 59 were seriously injured on the borough's roads. This was higher than target (where lower is better) and was also worse than during the previous year. From 2011 to 2014, the figures for Havering were decreasing from our base line (the 2005-2009 average) and, by 2014, had fallen to 46 (a 53% reduction). Although the figure for 2015 increased compared with the previous year, when compared to the baseline figure it represents a 32% reduction. The Department of Transport's target is to achieve a 33% reduction by 2020, whilst Transport for London's target is to achieve a 40% reduction over the same time period. Havering has set itself the more challenging local target of achieving a 50% reduction. However in order to meet these targets, Havering will need to spend more money on casualty reduction.	Streetcare Reported to Department for Transport	Environment
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	±10%	1.1 (2.1 / 192,716) GREEN	↓	0.9 (1.8/192,716)	↑	2.0	This part of the indicator monitors where the delay is the responsibility of Adult Social Care only or is a shared delay with Health. To date there has been an average of 1.1 delays per month across both the acute and non acute sectors. 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. ASC continues to use its influence to ensure timely discharges take place for all clients with a social care need.	Adult Social Care Reported to Department of Health (DH)	Individuals
(C)	Percentage of referrals to Children's Social Care progressing to assessment	Bigger is Better	90%	±10%	81% GREEN	↑	73%	↓	95%	The proportion of referrals progressing to assessment (81%) is within the target tolerance but lower than the same period last year (95%). Between April 2014 and May 2015 levels had remained above 92% but over the past 10 months numbers have dropped back to an average of 81%. Regular meetings take place between the Multi-Agency Safeguarding Hub (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 took place in Q3 to ensure the threshold for referral is appropriate which has had a positive impact on this measure.	Children's Service Local performance indicator	Children & Learning
(C)	Percentage of eligible patients offered an NHS Health Check	Bigger is Better	20% (equates to 13,343)	±10%	12.0% (7,973) AMBER	↑	10.6% (7,104)	↓	18.7% (12,551)	Q4 cumulative performance (12.0%) is below target (20.0%) and worse than at the same point in the previous year (18.7%), although improvement has been made when compared to Q3 of 2015/16. During the financial year, 7,973 people have received an invite offer to undertake an NHS Health Check; 4,578 fewer than in 2014/15. The level of payment for this activity, although comparable to that paid by other boroughs, is insufficient to motivate GPs to undertake the activity. We provided additional support to GPs to increase activity but it has not led to sustained improvement. We are not in a position to increase the payments to GPs to undertake the work. Therefore we anticipate continued underperformance.	Public Health Local performance indicator (The statutory return to the DH uses less accurate population data)	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%	±10%	82.2% (1,678 / 2,041) GREEN	↑	71.4% (1,438 / 2,013)	↑	75.4% (1,536 / 2,036)	Self-Directed Support (SDS) and personalisation continue to be at the heart of the service offer within Adult Social Care (ASC). ASC has achieved target for this indicator and has improved performance when compared to the same point last year. At the end of quarter 4 there were 1,678 service users receiving their long term community care via self-directed support.	Adult Social Care Reported to Department of Health (DH)	Individuals
(S)	Direct payments as a percentage of self-directed support	Bigger is Better	45%	±10%	35.1% (717 / 2,041) RED	↓	36.8% (741/2,013)	↓	36.1% (736/2,036)	Direct Payments (DPs) are one component of the SDS offer. ASC is currently below target for this indicator and performance is worse than at the same point last year. There are 717 currently service users receiving a direct payment. Corrective Action: The working group continues 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 Reported to Department of Health (DH)	Individuals

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	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%	±10%	5% (20 of 397) GREEN	↑ 6.1% (19 of 313)	↓ 1.6% (4 of 251)	By the end of March, 397 children had become the subject of a new CP Plan, 20 of these children for the second time within two years. At this point last year there were 4 children in this position with 251 new CP Plans having been started. The current position compares favourably with the most recently available national data for this KPI with our statistical neighbours at 13% and England at 15.8%.	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	±10%	20.42 days GREEN	↑ 20.98 days	↓ 18.01 days	More new claims were received in 2015/16 (8,125) compared to 2014/15 (7,498) which the service continued to prioritise and performance has come in within acceptable variance levels of the 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	±10%	6.84 days GREEN	↑ 7.55 days	↑ 9.9 days	Performance has significantly exceeded target due to increased automation at certain points during the year. More than 70,000 changes were processed of which nearly 25,000 were manual amendments and 45,000 were system automated to some degree.	Exchequer & Transactional Services <i>Reported to Department for Work and Pensions (DWP)</i>	

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee
PROUD: Supporting our community										
(C)	Net external funding secured through regeneration initiatives	Bigger is Better	£2,000,000	±10% (£200,000)	£1,828,757 GREEN	↑ £459,950	↓ £5,628,965	The grant agreement for the New Homes Bonus funding (£1.4m) has been signed, bringing performance within the target tolerance. Additional funding from the GLA for Business Support with CEME (£270,000) has been agreed in Q1 2016/17, as well as £1m funding from the GLA for Romford Market. These will be reflected in the Q1 2016/17 figures.	Economic Development <i>Local performance indicator</i>	Towns & Communities
(C)	Number of businesses accessing advice through regeneration initiatives	Bigger is Better	500	±10%	645 GREEN	↑ 398	- Different measurement to 2014/15	The Evolutive tool, a system that records the Council's relationships with businesses, is making a difference to performance against this PI, with most officers using it and recording their interactions with businesses. Further training on the system will be completed in 2016.	Economic Development <i>Local performance indicator</i>	Towns & Communities
(S)	Reduce collective retail and leisure vacancy rate for 7 town centres by 2% below national average for town centres	Smaller is Better	9.2%	±10%	3.2% GREEN	↑ 3.34%	- NEW	Performance is significantly below target (where lower is better). The vacancy rate in Havering is lower than the national average, particularly in the larger town centres of Romford, Hornchurch, Upminster and Rainham.	Economic Development <i>Local performance indicator</i>	Towns & Communities
(C)	Percentage of repairs completed on time (including services contractors)	Bigger is Better	90%	±10%	92.3% (28,045 out of 30,395) GREEN	↑ 92.2% (18,985 out of 20,584)	↑ 86.4% (27,218 out of 31,616)	The year-end outturn of 92.3% of repairs completed on time shows the positive direction of travel on this indicator throughout the year and it has exceeded the 2015/16 annual target of 90%. Improving the methods of customer communication and an improved repairs diagnosis at first point of contact have contributed to 3.9% fewer orders being raised than during 2014/15. This combined with a review of priority orders has enabled the contractor to carry out more repairs within target. Simultaneously, rigorous monitoring of contractor performance resulted in a series of corrective actions that have resulted in a 3% increase in repairs being completed on time when compared to performance in 2014/15. Performance during 2015/16 has illustrated a positive turn around with our repairs service and contractor performance with a 5.9% increase in repairs completed on time when compared to the 2014/15 year-end performance of 86.4%.	Housing <i>Local performance indicator</i>	Towns & Communities
(C)	Percentage of homes currently decent	Bigger is Better	96.08% (9,342)	±10%	98.19% (9,422 properties decent) GREEN	↑ 97.24% (9,370 properties decent)	- Methodology Changed	Quarter 4 decency is 98.19% with a total number of 9,422 properties currently decent and 174 non decent homes. The results of the recent sample stock condition survey have now been entered into Keystone and the Capital programme will continue to focus on homes which are currently, or will imminently become non-decent, following a "just in time" principle. Keystone calculates the decency figures from January –December each year and does not currently follow the financial year. Keystone will re-populate the decency figures within the next couple of weeks and due to this the non-decency figure may temporarily increase. The Keystone database now contains far more accurate information which allows capital investment to be targeted at those homes which would otherwise change status.	Housing <i>Reported to Department Communities & Local Govt (DCLG)</i>	Towns & Communities

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee
(C)	Estate inspections achieving target score	Bigger is Better	95%	±10%	96.7% (39,692 / 41,060) GREEN	↑ (33,034 / 34,181)	– NEW	The Quarter 4 2015/16 outturn of 96.7% of estate elements achieving a high standard through estate inspections is above the 95% annual target set. The use of mobile technology for carrying out estate inspections has ensured that the high standards on the estates are maintained, and any low scoring elements are addressed promptly by the team.	Housing Local performance indicator	Towns & Communities
(C)	Average void to re-let times	Smaller is Better	22 days	±10%	11.9 days GREEN	↑	↑ 33.4 days	During 2015/16 the Empty Homes and Lettings Team was heavily involved in improving the overall relet times and void processes. This was done through regular Cross Functional Core Group Meetings between Void Management, contractors, Housing Register and Lettings team leaders. A weekly review is carried out of all functions involved in the process against the set targets. This provides management with the opportunity to identify areas where weaknesses can be improved and challenge any performance failures to ensure continuous improvement. The Empty Homes and Lettings Team also operated two pilot schemes to improve the overall relet process. The first scheme introduced a process to reduce the time taken to carry out repairs and maintenance within properties. The second scheme made improvements to the manner in which properties were being marketed. These pilot schemes have proved to be successful and have been adopted as part of the void and lettings process. The success of the process reviews, monitoring and pilot schemes has improved relet times exponentially leading to a 2015/16 year end average of 11.9 days, which is a 64.5% improvement on the 2014/15 average relet time of 33.4 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	±10%	44 GREEN	↑	– 39 NEW	Performance is significantly above target for this PI. A new start-up programme has been procured for 2016/17 which will deliver further improvements over the next financial year.	Economic Development Local performance indicator	Towns & Communities
(S)	Number of volunteers assisting in the running of library services	Bigger is Better	290	±10%	280 GREEN	–	– Annual NEW	As of 31 March 2016 the Library Service had 280 volunteers, which is 97% of the target. There were a further 28 potential volunteers 'in process', meaning they were waiting for an interview, references, DBS checks or training.	Culture & Leisure 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	±10%	710 GREEN	↑	↑ 680	Havering has seen an increase in apprenticeship starts against this time last year and has exceeded the annual target. Apprenticeships have seen a big push from local schools where learners are opting for a more practical route. The local apprenticeship offer also provides flexible entry points for starts.	Learning & Achievement Local performance indicator	Children & Learning
(S)	Percentage of Early Years providers judged Good or Outstanding by Ofsted	Bigger is Better	80%	±10%	79% GREEN	→	↑ 76%	Quarter 4 performance is in line with that of quarter 3; an improvement on quarter 4 of 2014/15, and within the target tolerance for 2015/16.	Learning & Achievement Reported to Department for Education (DfE)	Children & Learning
(S)	Percentage of 16 to 19 year olds (school years 12-14) who are not in education, employment or training (NEET)	Smaller is Better	4%	±10%	3% GREEN	↑	↑ 3.5%	Benchmarking information for March 2016 is not available at the moment, however Havering continues to perform well and has ended the year below our 2015/16 target (where lower is better). 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
(S)	Percentage of schools judged to be Good or Outstanding	Bigger is Better	76%	±10%	74% GREEN	↑	↑ 73%	Havering's performance has improved slightly in Q4 compared to both Q3 and Q4 of the previous year. There have been far fewer inspections by Ofsted during 2015/16 compared to the previous year due to a new framework rollout and accompanying training for Her Majesty's Inspectors (HMIs).	Learning & Achievement	Children & Learning
(C)	Number of affordable homes delivered (gross)	Bigger is Better	300	±10%	305 GREEN	–	↓ NOT AVAILABLE 493	During 2015/16 a total of 305 social, affordable and intermediate homes were delivered within Havering. Of this a total of 284 were developed by housing organisations and 21 new builds delivered by LB Havering.	Housing Local performance indicator	Towns & Communities
PROUD: Leading by example										

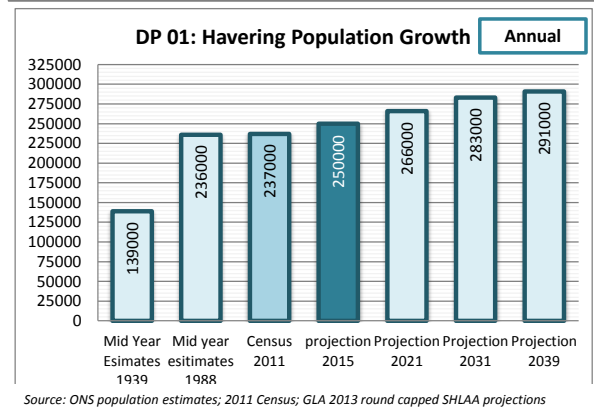
Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)		Long Term DOT against 2014/15 (Annual)		Comments	Service	O&S Sub-Committee
(C)	Call abandon rates	Smaller is Better	10%	±5%	7.43% (30,702 of 413,156) GREEN	↑	7.62% (23,506 of 308,296)	↑	8.67% (37,616 of 433,786)	Telephone continues to be the most preferred method of contact by customers. Services that are fully integrated with technology have been identified and we are implementing an "online only" approach which has reduced call demand across the services where this has been implemented. Demand has slightly reduced whilst performance has continuously improved and is within target.	Customer Services <i>Local performance indicator</i>	
(R)	Sickness absence rate per annum per employee (days)	Smaller is Better	8.5 days	±10%	10.5 days RED	↓	10.1 days	↓	10.1 days	The current average sickness absence across the council is 10.5 FTE days per employee. During 2015/16, short term absence averaged 3.6 FTE days per person and long term absence averaged 6.9 FTE days per person. The latest report from the Chartered Institute of Personnel and Development (CIPD) "Absence Management 2015" regarding sickness absence shows that overall absence levels have gone up across both the private and public sectors. Corrective Action: Managers have been working to support their staff during sickness absence by ensuring timely referrals to occupational health, ensuring that first formal and second formal review meetings are conducted in an appropriate and timely manner and that all cases are progressed quickly to a resolution. During the period January to December 2015, 32 people left the council by reason of their sickness absence levels and 17 people have left the council since January 2016 to date. We expect to see absence levels decrease as a consequence.	Corporate Health <i>Local performance indicator</i>	
(C)	Percentage of Corporate Complaints completed within 15 days	Bigger is Better	95%	±10%	92%	↑	88%	-	- (10 day target)	Whilst performance is below target it is within the target tolerance and has improved since Quarter 3.	Corporate Health <i>Local performance indicator</i>	
(C)	Percentage of Member/MP Enquiries completed within 15 days	Bigger is Better	95%	±10%	95%	↑	88%	-	- (10 day target)	Performance was on target for Quarter 4 (95%) as well as for the year. Performance has also improved since Quarter 3.	Corporate Health <i>Local performance indicator</i>	
(C)	Parking income against budget	Bigger is Better	£4,764,420	±10% (£476,442)	£4,878,306 GREEN	↑	£3,561,952	↑	£3,675,348	Traffic & Parking Control's incoming revenue is primarily derived from five income streams, including Car Parks, Permits, Pay & Display, Parking Meters and Penalty Charge Notices (PCNs). A number of new initiatives designed to improve levels of service income have gone live this year and as a direct result revenue performance has improved, as planned.	Streetcare <i>Local performance indicator</i>	Environment
(S)	Percentage of Leaseholder Service Charge Arrears collected (excluding major works)	Bigger is Better	96% (£1,655,058)	±10% (£165,506)	97.0% (£1,672,495.90) GREEN	↑	79.7%	↑	96.8%	During 2015/16 the Home Ownership team has continually undertaken reviews of its processes and has ensured an effective and robust income recovery, whilst taking into account any new financial challenges with changes to legislation. The team tackled a few contentious cases with absent landlords. Through the use of the Three Sixty Connections Hub, a tenancy audit check system, these landlords were successfully found and outstanding payments were made. Through this consistent monitoring of process, use of tracing systems and the relationship the Home Ownership Team has with its customers, the 2015/16 year-end outturn of 97% has exceeded the annual target of 96%.	Housing <i>Local performance indicator</i>	Towns & Communities

Ref.	Indicator	Value	2015/16 Annual Target	Variable Target Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)	Long Term DOT against 2014/15 (Annual)	Comments	Service	O&S Sub-Committee
(S)	Percentage of rent arrears against rent debit	Smaller is Better	2.4% (£1,400,225)	±10% (£140,023)	2.02% (£1,181,160) GREEN	↑ 2.12% (£1,229,743.34)	↑ 2.08%	<p>During 2015/16 the work undertaken by the Income Recovery Team has been closely monitored and reviewed to ensure that any examples of best practice are introduced into our ways of working, as failure to do so could have a detrimental effect on the HRA. There is a robust system in place and a very cohesive team to ensure that the workload is always covered and that activities are monitored closely to ensure that cases are actioned in a timely manner.</p> <p>It is as a direct result of these working practices that the Income Recovery Team is able to continuously improve the 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 our collection rate increases and arrears reduce. RentSense was introduced in the middle of February 2016. This is a product which analyses rent payment patterns by utilising algorithms and complex data analytics to analyse past payment history, aggregate trends, highlight risk and provide predictive intelligence. The output of this is streamlined accurate workload, earlier intervention, improved efficiencies, lowered the cost of collection and reduced arrears. The Income Recovery team is beginning to see the benefits of the product reflected in the reduction of the arrears and officers' increased productivity.</p>	Housing <i>Local performance indicator</i>	Towns & Communities
(C)	Number of new in-house foster carers	Bigger is Better	15	±10%	19 GREEN	↑ 12	↑ 12	This year there have been 19 new households registered - which means we have exceeded our target of 15 new foster carers by the end of the year. This is also an improvement on this point last year when there had been 12 new carers 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%	1.0%	↑ 3.1%	↑ 6.0%	Performance is well below target (where lower is better) for this PI.	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%	±10%	96% (105,557 of 110,142) GREEN	→ 96% (77,636 of 80,718)	↑ 95% (105,139 of 110,133)	<p>Performance this quarter is better than target and slightly better than the same time last year.</p> <p>Some areas within the council are not forwarding on authorised paper invoices in a timely manner. We will now be imposing a penalty of £50 per invoice on departments that fail to do so. This should have the effect of increasing invoice performance as departments seek to avoid incurring such levies. As the council increases the use of i-supplier the volume of paper invoices should decrease.</p>	Corporate Health <i>Local performance indicator</i>	
(C)	Percentage of Customers Satisfied With the Contact Centre	Bigger is Better	85%	±10%	89.89% (21,589 of 24,018) GREEN	↓ 90.03% (16,888 of 18,758)	↑ 88.27% (17,048 of 19,313)	<p>Performance is above target.</p> <p>Customer Services staff offer the automated survey facility at the end of a call at every opportunity.</p>	Customer Services <i>Local performance indicator</i>	
(C)	Percentage of automated transactions	Bigger is Better	35%	±5%	35.86% (313,620 of 874,574) GREEN	↑ 32.84% (211,990 of 645,621)	↑ 30.32% (213,199 of 703,212)	<p>This is a revised PI for 15/16. However data is available for 14/15 therefore this has been included for comparison.</p> <p>Further online services (Registrars and Council Tax) were introduced in December 2015. Targeted marketing of online services continues to increase automated transactions and to reduce demand for the more costly channels (telephone and face to face). Both volumes and the percentage of automated transactions have increased for each quarter when compared to the previous year.</p>	Customer Services <i>Local performance indicator</i>	
(C)	Percentage of Council Tax collected	Bigger is Better	97%	±5% (£6,300,000)	97% (£126,000,000) GREEN	↑ 86% (£111,600,000)	→ 97% (£120,700,000)	<p>2015/16 is the first year that approximately 9,000 taxpayers claiming council tax support were asked to pay 15% towards the council tax. These changes to the benefit scheme increased the overall council tax to be collected by more than £1.2m from low income households. However, with additional planning and use of resources during the year, actual performance was able to meet target.</p>	Exchequer & Transactional Services <i>Reported to Department Communities & Local Govt (DCLG)</i>	

Ref.	Indicator	Value	2015/16 Annual Target	VariableTarget Tolerance	2015/16 Annual Performance	Short Term DOT against 2015/16 (Q3)		Long Term DOT against 2014/15 (Annual)		Comments	Service	O&S Sub-Committee
(C)	Percentage of National Non-Domestic Rates (NNDR) collected	Bigger is Better	98%	±5% (£3,754,779)	98.53% (£75,861,868) GREEN	↑	91% (£69,731,616)	↑	97% (£74,809,999)	Performance is above target and better than the outturn figure for 2014/15.	Exchequer & Transactional Services <i>Reported to Department Communities & Local Govt (DCLG)</i>	

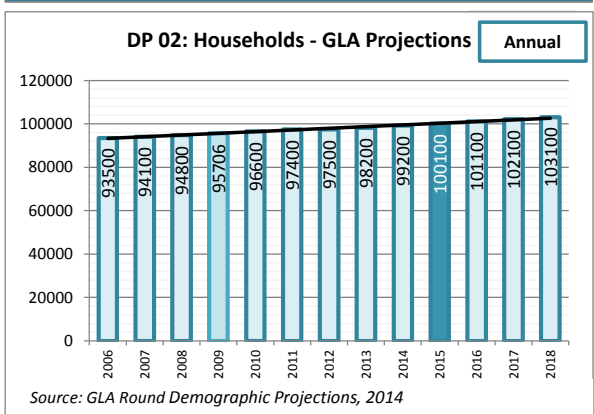
Appendix 2: Quarter 4 2015/16 Demand Pressure Dashboard

POPULATION



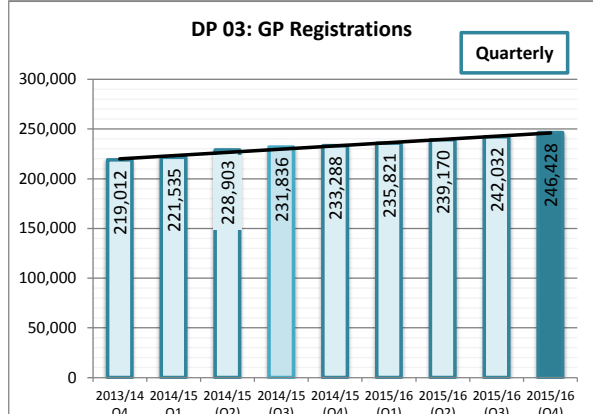
The ONS population estimates, the 2011 Census and GLA 2013 round capped SHLAA Projections show that Havering's population has seen the second largest proportional increase in London from 1939-2015 (80%). Hillingdon has the highest (82%) and Bromley saw the third highest proportional increase in London (35%).
* Figures rounded to nearest 100

POPULATION



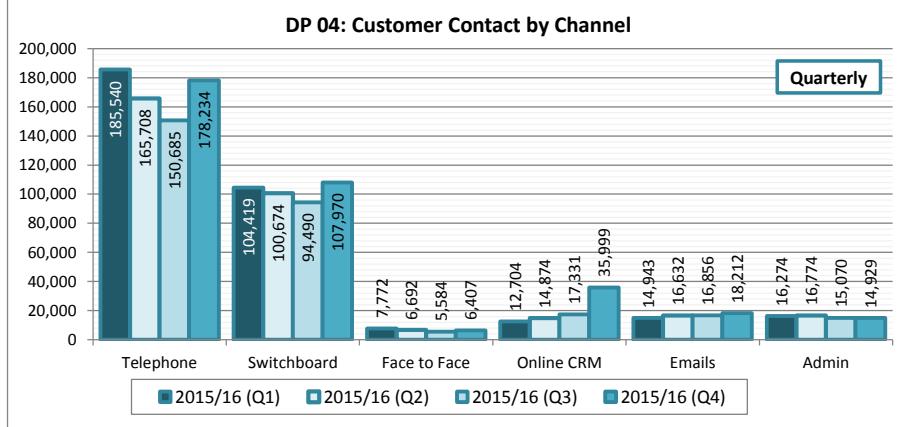
Using GLA estimates of the total number of households by borough, 1991-2041, the number of households in Havering has grown by 6,600 households (as at 2015) and is projected to grow by a further 3,000 households by 2018.
* Figures rounded to nearest 100

POPULATION



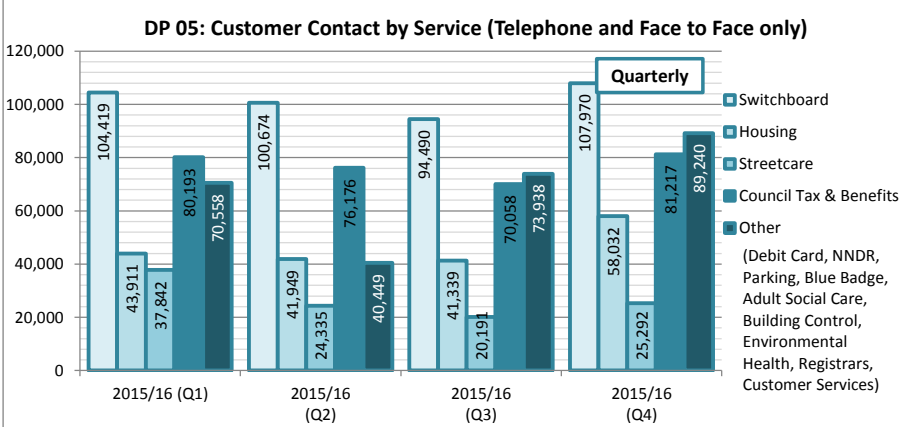
Q4 data shows Havering's GP registrations are continuing to increase each quarter, with 4,396 additional registrations between Q3 2015/16 and Q4 2015/16.

CUSTOMER SERVICES



Online volumes continue to increase each quarter and saw a particular increase in Q4. The introduction and promotion of further services online is planned. This will assist us to reduce telephone contact which continues to be the preferred method of contact by customers. We are refining email as a channel and where applicable transferring the more common queries to online structured web forms for many services.

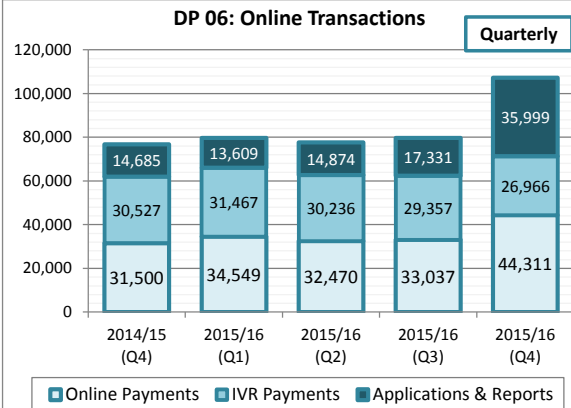
CUSTOMER SERVICES



Council Tax, Benefits, StreetCare and Housing are the real pressures on service delivery due to demand levels and complexity. Services that are fully integrated with technology have been identified and we have begun to implement an online approach to move demand to the most cost effective channels.

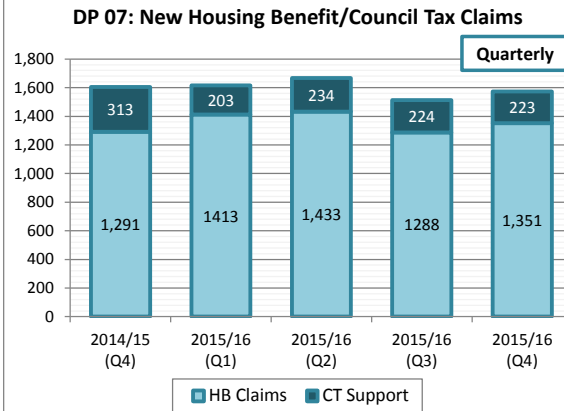
Footnote: Admin relates to a variety of work including processing Blue Badge applications, actioning online forms where the service is not integrated with back office systems, cheque processing, etc

CUSTOMER SERVICES



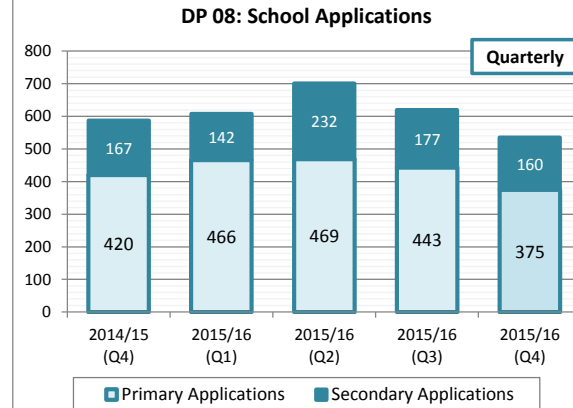
Promising channel shift to online services compared to 14/15, particularly during Q4. An 'online only' approach was implemented in many StreetCare, Registrars and Revenue services during Q3. The high volume of Green Waste renewals being completed via the web has increased the number of online transactions still further.

HOUSING BENEFIT



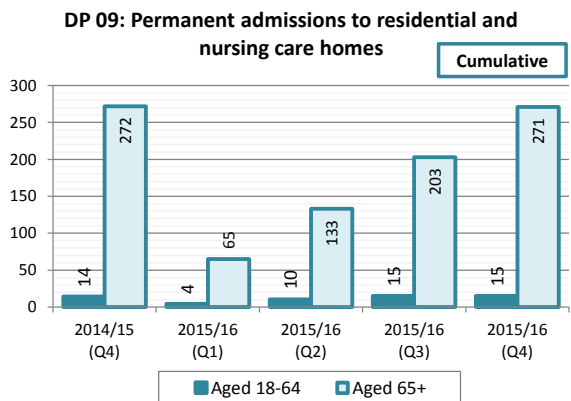
The total number of applications in Q4 has reduced slightly compared to the same time last year, however the number of claims in payment is higher. This indicates the service is targeted correctly towards those residents in financial need. The Universal Credit rollout will not significantly affect numbers of claims during 2016/17.

SCHOOL APPLICATIONS



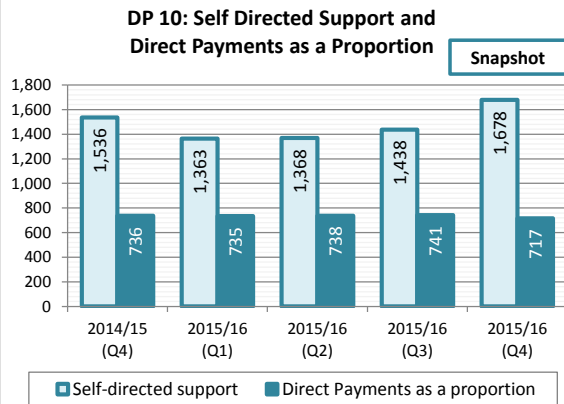
School applications have decreased by 52 applications since the same period last year (Q4 2014/15). The biggest reduction is seen within primary applications.

ADULT SOCIAL CARE



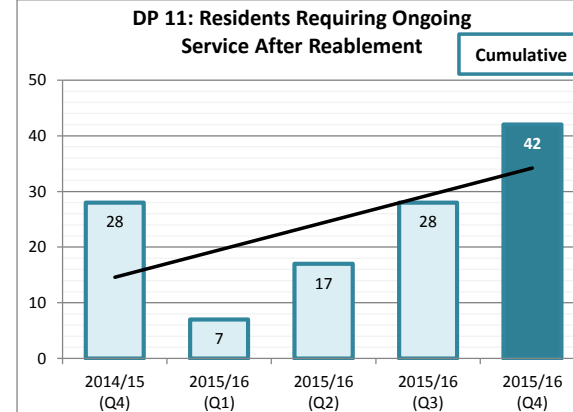
Demand for residents aged 18-64 has increased by just one person (7.1%) for Q4 of 2015/16 compared to the previous year, and reduced by one person (0.4%) for residents aged 65+. The number of admissions for each age group has remained reasonably consistent in each quarter of the financial year.

ADULT SOCIAL CARE

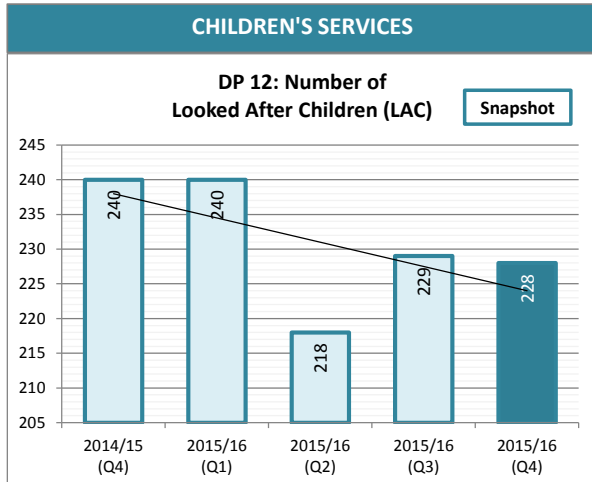


Self-directed support has increased slightly (by 9.2%) since Q4 of 2014/15 (from 1,536 to 1,678) and has risen in each quarter of the financial year too. Take up of direct payments has fallen in Q4 from Q3 and is now also lower than at the end of year 2014/15 (2.6% reduction).

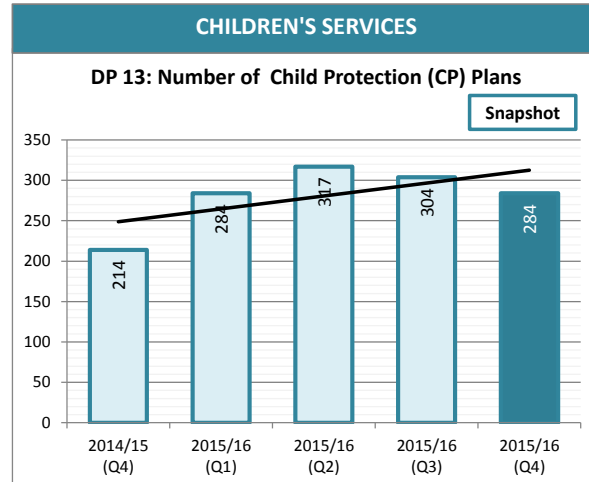
ADULT SOCIAL CARE



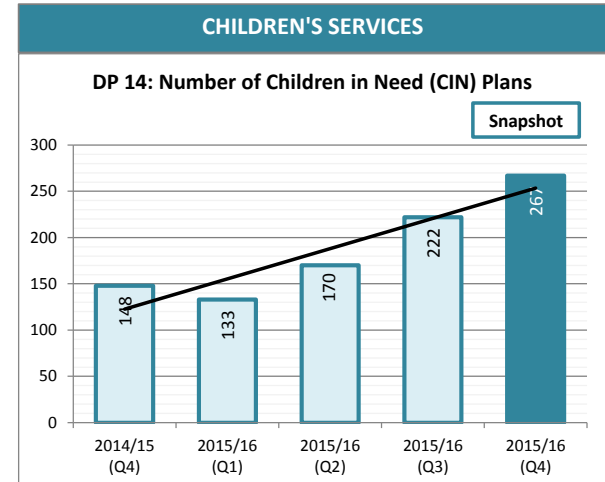
This is a local indicator and is reported cumulatively. Demand has increased from 28 to 42 (a 50% rise) when compared to Q4 of last year. The demand increase from Q3 to Q4 2015/16 (14) is slightly more than the demand increase from Q2 to Q3 2015/16 (11).



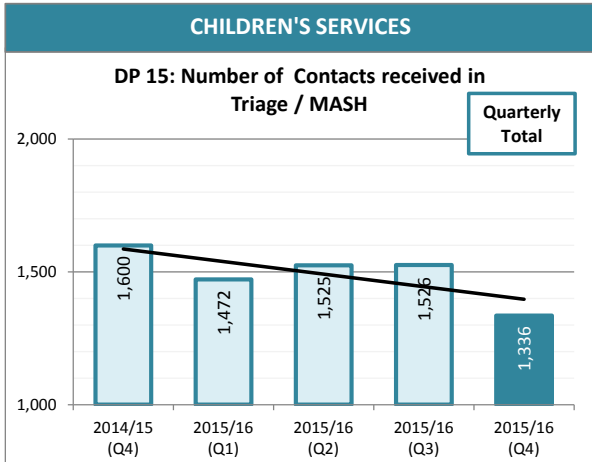
The number of looked after children has decreased when compared to Q4 of the previous year.



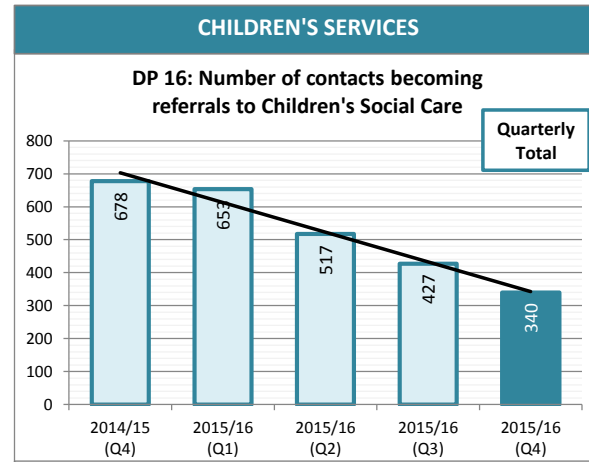
The number of CP cases (284) had been reducing since Q2, although remains 32.7% higher than that of the previous year.



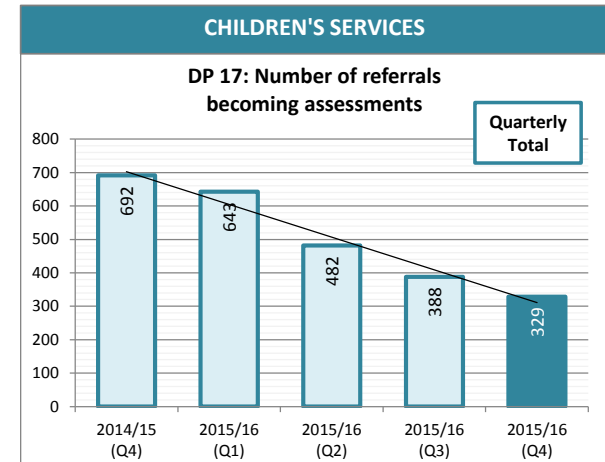
We have seen a continued increase in the number of CIN plans throughout the year, including as CP Plans step down. An 80.4% increase in activity is seen when comparing Q4 2015/16 to Q4 2014/15.



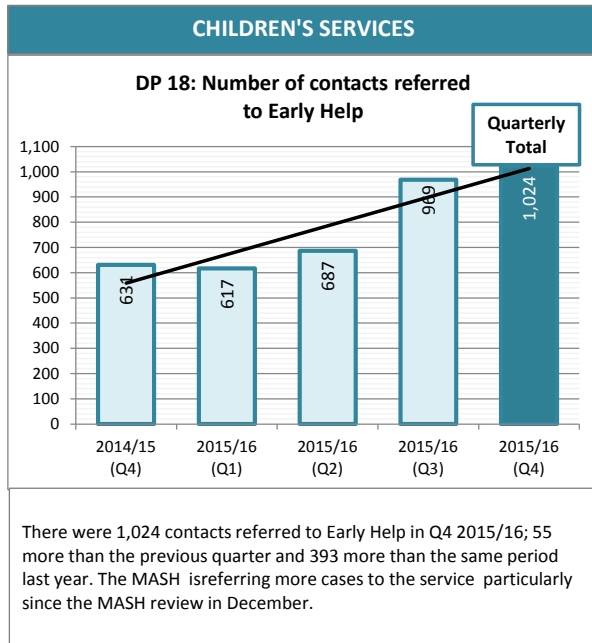
There were 1,336 contacts received in Triage / MASH in Q4 2015/16; a decrease of 190 (12.5%) on the previous quarter. This is an overall decrease of 264 (16.5%) on the same period last year (Q4 2014/15).



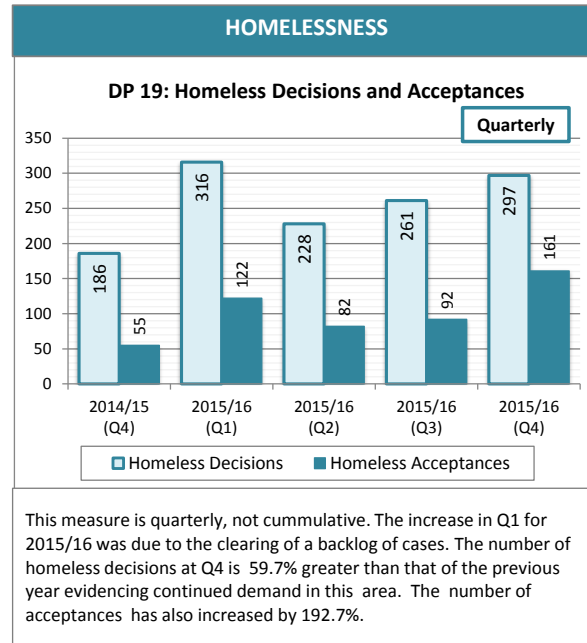
There were 340 contacts that became referrals in Q4 2015/16; a decrease of 87 on the previous quarter. The figure has fallen in each quarter as more cases are progressed to Early Help (see DP18) as opposed to statutory interventions. A review of the MASH service in late Q3 has also helped to reduce this figure.



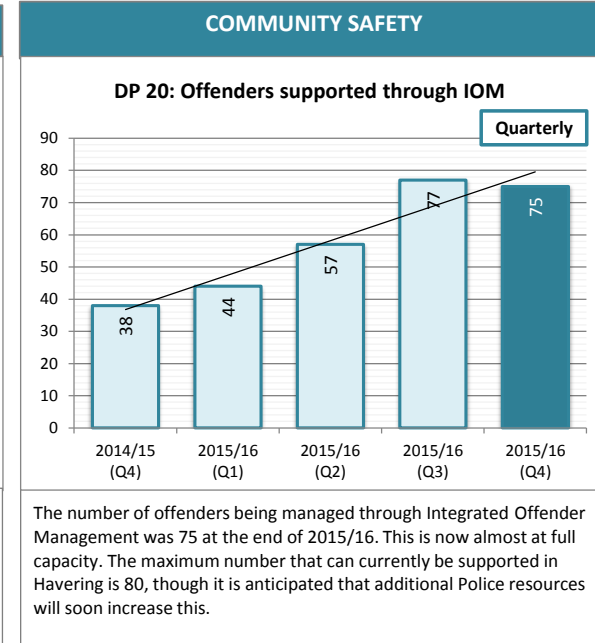
There were 329 referrals that became assessments in Q4 of 2015/16; a decrease of 59 on the previous quarter. This is also 52.5% below performance for Q4 of the previous year.



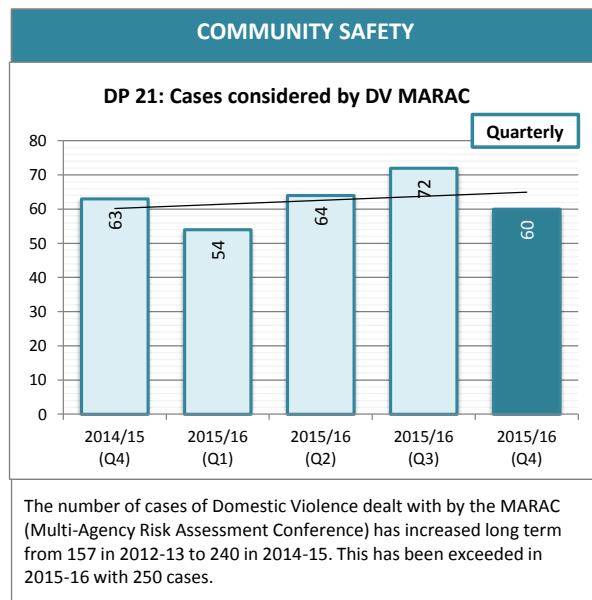
There were 1,024 contacts referred to Early Help in Q4 2015/16; 55 more than the previous quarter and 393 more than the same period last year. The MASH is referring more cases to the service particularly since the MASH review in December.



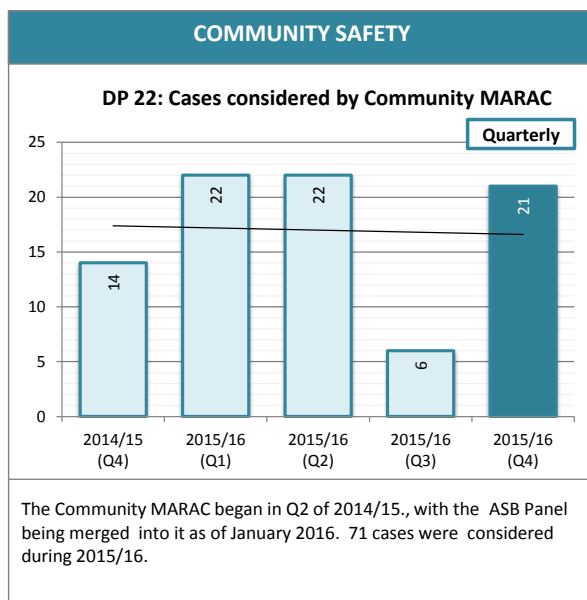
This measure is quarterly, not cumulative. The increase in Q1 for 2015/16 was due to the clearing of a backlog of cases. The number of homeless decisions at Q4 is 59.7% greater than that of the previous year evidencing continued demand in this area. The number of acceptances has also increased by 192.7%.



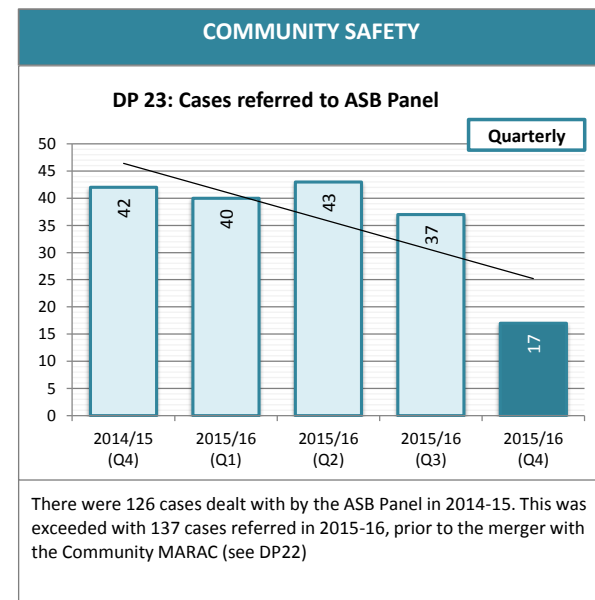
The number of offenders being managed through Integrated Offender Management was 75 at the end of 2015/16. This is now almost at full capacity. The maximum number that can currently be supported in Havering is 80, though it is anticipated that additional Police resources will soon increase this.



The number of cases of Domestic Violence dealt with by the MARAC (Multi-Agency Risk Assessment Conference) has increased long term from 157 in 2012-13 to 240 in 2014-15. This has been exceeded in 2015-16 with 250 cases.



The Community MARAC began in Q2 of 2014/15., with the ASB Panel being merged into it as of January 2016. 71 cases were considered during 2015/16.



There were 126 cases dealt with by the ASB Panel in 2014-15. This was exceeded with 137 cases referred in 2015-16, prior to the merger with the Community MARAC (see DP22)

CABINET

12 JULY 2016

Subject Heading:

Award of the Sport and Leisure Management Contract

Cabinet Member:

Councillor Melvin Wallace, Cabinet Member for Culture and Community Engagement

SLT Lead:

Sarah Homer, interim Chief Operating Officer

Report Author and contact details:

Simon Parkinson, Head of Culture and Leisure, x4014

Policy context:

The Council's Culture Strategy 2013-15

Financial summary:

The award of the Sports and Leisure Management contract will result in the required MTFS savings of £700k per annum being achieved over the life of the contract. The identified savings assume that planning permission is secured for the major investment proposals included in the report.

Is this a Key Decision?

Yes

When should this matter be reviewed?

July 2017

Reviewing OSC:

Towns and Communities O&S

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

Havering will be clean and its environment will be cared for	<input type="checkbox"/>
People will be safe, in their homes and in the community	<input type="checkbox"/>
Residents will be proud to live in Havering	<input checked="" type="checkbox"/>

SUMMARY

This report seeks Member agreement to award the Council's Sports and Leisure Management Contract, for a period of 20 years, from October 1st 2016. The report also seeks Member agreement in principle to the building of a new Hornchurch Sports Centre, investment in new health and fitness facilities at Central Park Leisure Centre and to the continued Council funding of the Chafford Sports Complex, within the parameters that are identified in the report.

The report seeks Member agreement to award the contract to Tenderer A on the basis that they have submitted the most economically advantageous tender (ie a MEAT bid) to the Council, taking account of all relevant price and quality evaluation issues. The Exempt appendix to this report identifies the company name of Tenderer A and includes details of the two competing Bids submitted at the Best and Final Offer (BAFO) stage, including details that are deemed to be commercially sensitive.

RECOMMENDATIONS

That Cabinet:

- 1 **Award** the Sports and Leisure Management Contract, for a period of 20 years starting on October 1st 2016, to Tenderer A, on the basis that they have submitted the most economically advantageous tender, taking account of all the relevant price and quality evaluation issues identified in this report;
- 2 **Agree in principle** to the Contract reverting to a 10 year period if Tenderer A is not able to secure planning permission to build the proposed new Hornchurch Sports Centre and to delegate responsibility to the Chief Executive and the Head of Culture and Community Access to negotiate and agree revised contractual arrangements at the appropriate time should that eventuality arise;
- 3 **Note** that the award of the Contract to Tenderer A will result in the Council receiving an average annual net payment of £967k through the life of the Contract, once the Council's Prudential Borrowing costs have been taken in to account and that this will deliver the already agreed MTFs savings of £700k per annum;
- 4 **Agree** to the Chief Executive in conjunction with the Head of Culture and Community Access negotiating and agreeing a final Contract price with Tenderer A, taking account of any agreed changes to the Contract and any associated agreed Variations to the Contract price;
- 5 **Note** that the funding required to progress all of the investments proposed by Tenderer A will be arranged and secured by the Council and that the costs associated with securing this funding have been

factored in to the financial analysis that shows the £700k MTFS savings will be achieved;

- 6 **Delegate** authority to the Head of Culture and Community Access, in consultation with the Deputy Director of Legal Services, to negotiate and agree a variation to the Contract that would allow the continued operation of the Chafford Sports Complex from October 1st 2016, subject to any revenue costs to the Council being mitigated as far as possible, the school paying for their use of the facilities, a break clause being included in the Contract to cover a situation where the Council develops a new sports and leisure facility in the south of the borough and subject to agreement being reached with The Chafford School and Tenderer A;
- 7 **Note** that as part of their tender submission Tenderer A will build a new Hornchurch Sports Centre on the site of the existing main car park and land to the west of that car park, subject to planning permission being secured;
- 8 **Delegate** authority to the Head of Culture and Community Access, in consultation with the Chief Executive and the Lead Member Culture and Community Engagement, to establish whether there is a strong business case for retaining and converting the existing Hornchurch Sport Centre sports hall in to a multi- purpose entertainment venue, rather than demolishing it;
- 9 **Receive** a further report on the potential conversion of the existing Hornchurch Sports Centre sports hall should there be a strong business case for so doing;
- 10 **Note** that as part of their tender submission Tenderer A will improve the health and fitness facilities at Central Park Leisure Centre, subject to planning permission being secured;
- 11 **Delegate** authority to the Head of Culture and Community Access, in consultation with the Deputy Director of Legal Services, to agree and sign the final Contract, the Leases and all other documents required to enact the Contract.

REPORT DETAIL

Background

- 1 In February 2014 the Council's Cabinet approved the Tender Strategy for the procurement of the Council's next Sports and Leisure Management Contract, which is due to begin on October 1st 2016.
- 2 The objectives of the procurement were as follows (not in priority order)
Objective 1: Ensure that a high quality service is provided, with high levels of customer / user satisfaction;
Objective 2: Increase opportunities for people from all parts of the

- community to participate and become involved in sport and physical activity;
- Objective 3: Increase the number of borough (and non-borough) residents participating in sport and physical activity;
- Objective 4: Ensure that the centres promote healthy living, including the provision of healthy eating options by the operator;
- Objective 5: Ensure that health and safety, including the safeguarding of children / vulnerable adults and meeting environmental health standards, is a high priority for the operator;
- Objective 6: Achieve a reduction in costs to the Council;
- Objective 7: Secure the appropriate capital investment (repairs, maintenance and replacement) in the existing centres;
- Objective 8: Secure realistic proposals to develop the existing sites for commercial leisure purposes.
- 3 Although the objectives outlined above were not in priority order, objective 6 and the need to achieve MTFs savings of £700k per annum, significantly influenced the procurement process. It was for this reason that the Council adopted a commercial approach to tendering the Contract and encouraged tenderers to submit investment proposals that would result in positive revenue benefits arising, as well as costs to the Council reducing. However, the Council has also ensured that tenderers submitted proposals that will deliver high quality services that met the Council's sports development, social and health objectives, including the continued delivery of the Physical Activity Scheme, which will be managed by the successful contractor under the terms of the new Contract.
- 4 In addition to setting up an Officer project board to manage the procurement process, the Council appointed two specialist consultants to act as a 'critical friend'. The intention was to utilise the knowledge and experience of Council officers and keep costs to a minimum; but to also seek specialist advice and guidance when and where required. The consultants appointed were legal consultant, Trowers and Hamlin and Leisure consultant, Max Associates.
- 5 Prior to the start of the tender process a comprehensive set out documents were produced, including the Contract, a Specification, Leases and Licences. Amongst other things, the Contract includes termination clauses, a profit share arrangement and compensation clauses should the Contractor not deliver the required service. These documents were updated in the light of the tender refinement discussions that took place with tenderers and ahead of the final documents being issued at the BAFO stage (see below).
- 6 The procurement process undertaken included an element of "tender refinement" (similar to competitive dialogue), with two rounds of tender refinement discussions taking place with bidders. This provided an opportunity for both the Council and tenderers to work together to develop the most appropriate solution, taking into account the needs and expertise of both parties. The procurement process that was followed and the associated timescales are set out below:
- Soft Marketing Testing (July 2014)
 - Pre-Qualification Questionnaire (PQQ) (October – December 2014)

- Shortlisting of tenderers who had submitted PPQs (January – February 2015)
 - Tender Refinement discussions with bidders (first round) (April 2015)
 - Invitation to Tender (ITT) (October 2015– January 2016)
 - Shortlisting of tenderers who had submitted Stage 1 bids (January – February 2016)
 - Tender Refinement discussions with bidders (second round) (March 2016)
 - Best and Final Offer (BAFO) (April- May 2016)
- 7 At the Soft Market Testing session, twelve organisations attended and expressed an interest in tendering for the contract and eight organisations subsequently completed a Pre-Qualification Questionnaire. The Council undertook financial checks at this stage of the process. After analysis of the questionnaires, four organisations were shortlisted to submit Stage 1 bids, whilst the remaining four were informed that they didn't meet the Council's criteria for proceeding,
- 8 The four bidders that all submitted successful pre-qualification questionnaires were invited to participate in tender refinement discussions with the Council and Invitation to Tender documentation was distributed to bidders shortly after, in October 2015. Of the four shortlisted tenderers, two submitted Stage 1 bids. The other two tenderers pulled out of the tender process at this stage.
- 9 The two remaining tenderers had submitted high quality bids, so following evaluation, the Council shortlisted those two companies to go forward to the next stage – the Best and Final Offer (BAFO) stage. These two tenderers attended further tender refinement discussions with the Council in March 2016. Following these discussions, the BAFO documentation was provided to tenderers in April 2016. Both bidders submitted their final bids in May 2016.

First Stage Bid requirements

- 10 At the Invitation to Tender (ITT) stage, all tenderers were required to submit a “Core Bid”, a “Mandatory Variant Bid” and an “Optional Variant bid”.
- 11 The “Core Bid” was for a contract term of 10 years and included the following facilities:
- (i) Hornchurch Leisure Centre – current centre retained and refurbished (i.e. no new build)
 - (ii) Central Park Leisure Centre
 - (iii) Romford Leisure Centre (due to open on 1st May 2018, so the term will actually be 8 years for this centre, allowing for a pre-opening period and submitted finance information from 1st April 2018)
 - (iv) Broxhill Sports Park (new sports pavilion due to be open by the Contract start date; the outdoor facilities due to open by January 2017)
- 12 The “Mandatory Variant Bid” was for a contract term of 20 years and the facilities to be included were the same as the facilities in the Core bid, apart

from the fact that the Mandatory Variant Bid was to include the design, build, operation and management of a new Hornchurch Sports Centre (excluding the management of the existing Hornchurch Sports Centre, apart from the period that the existing centre will be retained whilst the new centre is being built). In fact the tenderers had two options to consider: they could either propose a new build on the site of the existing centre, incorporating the existing sports hall; or they could propose a new build on the site of the existing main car park, next to the depot facility.

- 13 The “Optional Variant Bid” related to either the refurbishment of the existing Chafford Sports Complex (option 1) or the build of a new Chafford Sports Complex on the site of the existing facility (option 2). At Stage 1 tenderers were asked to only submit bids if there would be no revenue burden to the Council and no negative impact on the other facilities in the Contract. In fact the tenderers could choose to submit two Optional Variant Bids (relating to the Chafford Sports Complex only) which would either relate to a Contract term of ten years, linked to the Core Bid or relate to a Contract term of twenty years, linked to the “Mandatory Variant Bid” (which includes the new build at Hornchurch).

BAFO Stage Bid requirements

- 14 Prior to the BAFO stage the Council reviewed its position and, in the light of the bids received at the ITT stage, decided to require the two shortlisted tenderers to submit a “Mandatory Variant Bid” relating to the management of the Chafford Sports Complex (rather than the “Optional Variant Bid” that was required at the first stage). Tenderers were advised that this “Mandatory Variant Bid” would not be evaluated by the Council at BAFO stage, but would inform post Contract award negotiations with both The Chafford School and the successful tenderer.
- 15 Other than the change identified in paragraph 3.14 all other bid requirements remained the same at the BAFO stage as at the ITT stage.

How the Evaluation of Bids was undertaken

- 16 The tender evaluation team comprised representatives of Culture and Leisure Services, Legal Services, Strategic Property, Health and Safety, Safeguarding, Trading Standards, Public Health, Pensions and Finance sections. The evaluation of the 1st stage bids included an evaluation of the tenderers’ Business Plans, which resulted in either a ‘pass’ or ‘fail’ assessment by the evaluation team. In practice the two business plans submitted achieved a “pass” assessment; but if one of the Business Plans had achieved a “fail” assessment, then the entire bid would have failed at this point. By requiring tenderers to submit a Business Plan the Council could be sure that the tenderers’ income and expenditure projections were realistic, taking account of the investment proposals, projected attendances and other matters included in the Business Plan.
- 17 The evaluation criteria and weightings used during the ITT stage and BAFO were 50% for “Price” and 50% for “Quality”. The “Quality” evaluation was subdivided into more detailed criteria to ensure the Council’s output requirements were met. This included four method statements that varied in

weighting from 5% to 15%, Contract Risk with a weighting of 10% and Mystery Visits, with a weighting of 5%.

- 18 The “Price” score is based solely on the Tenderer’s submitted management fee, which is the payment it will make to the Council. This takes into account the rates, prices, costs and proposals as set out in their Financial model spread sheets. The “Price” score is evaluated in relation to the tenderer’s bidders best priced solution, comparing their “Core Bid” with their “Mandatory Variant Bid” (Hornchurch Sports Centre only and therefore excluding the Chafford “Mandatory Variant Bid”).
- 19 As part of the evaluation at both the ITT stage and the BAFO stage tenderers were asked to clarify a number of matters in their bids. The tenderers scores were then reviewed in the light of responses received and the evaluation team came to a judgement as to whether those scores should be altered or not.

Evaluation of the Submitted BAFO Bids

- 20 Tenderer A and B’s best “Price” scores at the BAFO stage are both linked to their “Core Bid” (ie retaining the existing Hornchurch Sports Centre), linked to a Contract term of 10 years.
- 21 Tenderer A and Tenderer B’s detailed scores for “Price” and “Quality” are highlighted in the table below (to one decimal point):

Criteria	Weighting	Tenderer A Score	Tenderer B Score
1. Business Plan (Pass or fail – 1st Stage only)		Pass	Pass
2. Price	50%	50	26.1
3. Quality	50%	33.5	38
3.1. Contract Risk	10%	8	10
3.2 Method Statement - Sports Development (including how the Ice Development Plan and Swimming Development Plan will be delivered)	15%	10	11.6
3.3 Method Statement - Community Health and Wellbeing	10%	5.4	7
3.4 Method Statement - Health and Safety	5%	2.5	4
3.5 Method Statement - Safeguarding	5%	4	2.5
3.6 Mystery visits	5%	3.6	2.9
Total (Price and Quality)	100%	83.5	64.1

- 22 Tenderer A submitted the best price (average payment to the Council, per annum, plus Prudential Borrowing costs) over the Contract term, so scored a maximum of 50 for Price. Tenderer B’s score was determined by assessing the percentage value of their Price vs. Tenderer A’s Price. Tenderer B received the best overall quality score.

- 23 Taking account of the Price and Quality scores, Tenderer A secured the highest over-all score and it is on this basis that they are being recommended to be awarded the Contract. In fact both of the bids submitted by Tenderer A (their “Core Bid” and their “Mandatory Variant Bid”) were better in financial terms and in overall evaluation terms (taking into account price and quality), in comparison to both of the bids submitted by Tenderer B; so the Council has the flexibility to award the Contract to Tenderer A for either a period of 10 or 20 years, depending on whether the Council would rather secure the building of a new Hornchurch Leisure Centre (subject to planning) or maximise revenue benefits to the Council. This issue is considered in more depth below.

Hornchurch Sports Centre

- 24 In the first round of tender refinement discussions with the four shortlisted tenderers it became apparent that a rebuild or significant refurbishment of the existing Hornchurch Sports Centre could be significantly more beneficial to the Council, in comparison to the continued repair and maintenance of the existing building. The swimming pool and associated facilities was opened in 1956, whilst the sports hall was added to the facility in 1987. The Council’s Condition Survey shows that approximately £3.6m would need to be spent on basic repairs and maintenance during the life of the contract and the tenderers advised that significantly more than that would need to be spent on maintaining the type of high quality environment that customers are increasingly expecting to experience.
- 25 Hornchurch Sports Centre is poorly designed and expensive to operate because of the high percentage of redundant space and the high utility costs arising from the size of the building and its age.
- 26 Sports and leisure facilities are normally expected to have a life of approximately 50 years (Sport England assessment), so the Council would probably have to consider the replacement of the existing building, or a significant refurbishment of the existing building in the next 10-20 years; whether or not a procurement process linked to the management of the buildings was required.
- 27 The evaluation of the two bids submitted at the BAFO stage has confirmed that the Council would benefit more in financial terms if it awarded the contract on the basis of the existing Hornchurch Sports Centre remaining, linked to a Contract term of 10 years. Tenderer A has proposed that a retention of the existing building would result in an increase in revenue benefits to the Council of approximately £300k per annum (on average over the life of the Contract); in comparison to their “Mandatory Variant Bid”, which includes the build of a new leisure centre. The projected cost of the new Hornchurch Sports Centre is highlighted in appendix A.
28. Given the age of the building and the fact that it will almost certainly need to be replaced in the next 10 - 20 years; the significant repair and maintenance costs associated with the current building and the fact that revenue benefits to the Council linked to the Contract award have exceeded expectations, Officers are recommending that the Council proceeds on the basis that a new Hornchurch Sports Centre is built (subject to planning).

- 29 Tenderer A have proposed that the new Hornchurch Sports Centre is built on the existing main car park, next to the Council depot and on land immediately adjacent to it. A new car park would be built on the site of the existing Hornchurch Sports Centre, with the configuration to be determined by the Council and Tenderer A once the Contract has been awarded (and taking account of any decision to retain the existing sports hall). Temporary car parking arrangements will also be required during the period of the construction of the new centre as it is intended that the existing Centre will only be demolished (or reconfigured if there is a business case for retaining the sports hall) once the new centre is open to the public. All of these proposals will be subject to planning permission being secured.

Chafford Sports Complex

- 30 As noted above the Council required tenderers to submit “Mandatory Variant Bids” at the BAFO stage for the continued operation of the Chafford Sports Complex, as from October 1st 2016. This is the date when the ownership of the Complex (and the land it sits on) transfers back to the School, so the inclusion of the Complex in the Council’s Sports and Leisure Management Contract requires agreement from the School, as well as the Council, prior to any negotiations taking place with the appointed Contractor. No decision has been taken on this matter, by either the Council or the School, which is why the “Mandatory Variant Bids” relating to Chafford Sports Complex do not form part of the evaluation of bids received.
- 31 From the Council’s perspective there is a desire to include the Chafford Sports Complex in the Contract providing that the costs to the Council are minimised as far as possible, providing there is not a negative impact on the rest of the Contract, providing the Complex (and the land it sits on) is leased back to the Council for the period of the next Contract (at a peppercorn rent), providing community use is maximised and providing the school pays an appropriate amount for its use of the facilities. The Council would also require a Break in the Contract and the Lease relating to the Chafford Sports Complex, in case a new sports facility is built in the south of the borough at any point in the future. This would not necessarily mean that the existing Chafford Sports Complex would be removed from the Contract; but there would clearly be a need for a complete review of provision in the south of the borough and alternative Contract arrangements would almost certainly need to be put in place relating to the existing Chafford facility if it remained open.
- 32 From the School’s perspective they have previously agreed that the management of the Chafford Sports Complex should be included in the tender documents and they have indicated that they would be willing to consider the management of the Complex being included in the new Contract, subject to their costs being minimised as far as possible and subject to their guaranteed use of the facilities during the school day.
- 33 In view of the above it is proposed that negotiations take place with the Contractor and The Chafford School, once the Contract has been awarded, with the aim of agreeing a variation to the Contract that will secure the future

operation of the Chafford Sports Complex beyond 1st October 2016. Those negotiations will also need to consider whether the refurbishment option, or the new build option, is most likely to achieve the objectives of all the parties involved. It is also the case that these options would only proceed if planning permission was secured.

REASONS AND OPTIONS

Reasons for the decision:

The preferred bid has been selected because it achieved the best overall score, taking account of price and quality, when assessed against the evaluation criteria identified in the table included in paragraph 21 above.

Other options considered:

In considering alternatives for the management of the Sport and Leisure facilities there is not a 'do nothing' option as the current contract for the management of the facilities comes to the end on September 30th 2016. The option of extending the contract for another 5 years has already been ruled out on the basis that it would not achieve value for money for the Council (as set out in the Tender Strategy produced in February 2014). The option of bringing the service back in house has been ruled out because of the tax implications that would arise and because it is believed that an experienced leisure operator is more likely to maximise the commercial opportunities that are available, in comparison to the Council. It is also the case that an external operator (providing it is delivering the contract through a Trust, Charity or similar organisation) can secure significant NNDR and VAT advantages, in comparison to the Council.

The option of retaining the existing Hornchurch Sports Centre has been considered but rejected given the age of the building, the fact that it will almost certainly need to be replaced in the next 10 - 20 years and because of the significant repair and maintenance costs associated with the current building.

IMPLICATIONS AND RISKS

Financial implications and risks:

Detailed financial implications, including the names of the tenderers and a financial analysis of their submitted bids, including information that is commercially sensitive, is included in the exempt Appendix attached to this report.

Review of the financial arrangements associated with the current contract

In the final full year of the existing Contract (relating to the 2015/16 financial year), the Council paid the current contractor £375k to manage and run the service provided at the borough's sports and leisure facilities. The total client budget in 2016/17, covering controllable expenditure associated with the current Contract, is £494k (this figure includes MTFS savings of £300k; but excludes support costs, capital depreciation costs and other uncontrollable costs). This figure of £494k has been used as a base line figure to establish the level of savings that the Council can secure from awarding the Contract to Tenderer A.

MTFS Savings Requirements

The Council's agreed Budget Strategy requires annual savings of £700k per annum to be achieved in relation to the costs of managing and running the borough's sports and leisure facilities by 2017/18. The new Contract requires significant investment in the facilities in the early years of the Contract period, which means that the annual MTFS revenue saving can only be achieved from the start of the Contract if the payments from the Tenderer are averaged over the life of the contract. If this averaging of contract payments was not made then the Council would not be able to achieve the required MTFS savings in the early years of the contract.

There will be a requirement for Bridge Funding to secure positive average payments to the Council over the life of the Contract. The number of years when this Bridge funding is required is currently being determined, but is estimated to be up to 5 years. After that time period the future year surpluses would offset this initial cost.

Capital Implications

Tenderer A, who officers are recommending be awarded the contract, has submitted significant investment proposals, with a total value of approximately £29m (20 year bid).

The Contract is structured so that the investment proposed by Tenderers (other than investment that would be deemed by the Council to be purely commercial) is to be funded by the Council, on the basis that the Council can borrow money (through Prudential Borrowing) at a lower rate than Tenderers can. This approach allows Tenderers to submit significantly better financial proposals to the Council, but the cost that the Council will bear as a result of this approach needs to be factored in to the revenue analysis before the net budget position can be established. This is covered in more detail in the Exempt appendix.

Revenue Implications

An award of the contract to Tenderer A for 10 years, linked to their "Core Bid", will result in the Council achieving average annual savings of approximately £975,511 per annum (on average through the life of the Contract), taking account of the Council's borrowing costs; achieving the required MTFS savings (£700k per annum); an increase in the Client utility budgets (which is required because the existing budget is insufficient to cover projected utility costs when the new contract starts) and the creation of a Council sinking fund to replace the synthetic pitch at Broxhill after 10-15 years). The £975,511 figure reduces to £852,033 per annum when Romford Leisure Development Prudential Borrowing costs are factored in.

An award of the Contract to Tenderer A for 20 years, linked to their “Mandatory Variant Bid”, will result in the Council achieving average annual savings of approximately £680,715 per annum (on average through the life of the Contract), taking account of the same costs identified in the paragraph above. The £680,715 figure reduces to £557,237 per annum when Romford Leisure Development Prudential Borrowing costs are factored in.

These issues and financial details relating to the tenderers’ submitted bids (both “Core Bids” and “Mandatory Variant bids”) are highlighted in the tables included in Appendix A to this report.

The increase in client utility budgets is required because the current client budget is below the actual costs that are born by the Council and with energy prices set to rise in the future, it is considered prudent to increase the budget at the contract award stage. The increased budget takes account of the new Romford and Broxhill facilities which will also increase client utility costs. The Contract that is being let results in the Council bearing the risk in increased costs associated with increases in energy prices, but the Contractor will bear the risk associated any increase in energy consumption (Council officers have been advised that this represents the predominant market position and it also reflects the current contractual arrangements with the current operator)

It is important to note that the total savings are dependent on planning permission being secured for the major investment proposals. This issue is covered in more detail below but it is the case that the MTFs savings can be achieved even if the major investment proposals do not go ahead and so it would be a loss of additional financial benefits that would rise if planning permissions were not secured.

The revenue implications outlined above assume that planning permission is secured for the major investment proposed by Tenderer A, relating to the Hornchurch Sports Centre new build (in relation to the “Mandatory Variant Bid” only) and the health and fitness facilities investment at Central Park Leisure centre (relating to both bids). To ensure that this risk can be managed and mitigated as far as possible post the Contract award, tenderers were required to identify the reduced payments they would make to the Council should they not secure planning permission for the new Central Park facilities, where that was required. If the proposed new Hornchurch Sports facility did not secure planning permission the contract term would reduce to 10 years, with the contract payments being amended accordingly. The detailed financial implications are included in Appendix A to this report.

Legal implications and risks:

Cabinet is being asked to agree a number of related Recommendations, principally concerning the award of the Sports and Management Contract and related matters concerning the management, operation and investment in a number of the Council’s sports and leisure facilities.

The Council have a general power under section 19 of the *Local Government (Miscellaneous Provisions) Act 1976* to provide as it thinks fit, recreational facilities. This is a widely drawn power which includes indoor and outdoor facilities; facilities for boating; premises for the use of clubs or societies having athletic, social or recreational objects. The power includes powers to provide buildings, equipment,

supplies and assistance of any kind. The Council has a general responsibility for education under the *Education Act 1996* to contribute towards the spiritual, moral, mental and physical development of the community to meet the needs of the population of their area. A local authority under the *Education Act 1996* has functions in respect of recreational and training facilities for children under 13; functions in respect of leisure-time activities etc. for persons aged 13 to 19 and certain persons aged 20 to 24. Such powers may be supplemented by other legislation notably the Council has a wide “general power of competence” under Part 1 Chapter 1 of the *Localism Act 2011* which gives it the same power to act of that of an individual subject to other statutory provisions limiting or restricting its use. The recommendations in report are compatible with the above statutory powers.

Any decision made by the Council must comply with the legal rules and principles arising from public administrative law. In particular the decision must be evidenced based in that the Council must take into account all relevant considerations and disregard all irrelevant considerations. Furthermore the decision must be in accordance with the law; the Council’s legal powers (see above) and must satisfy the principle of ‘Wednesbury-reasonableness’. Namely the decision must be rational and proportionate in the circumstances of the case. In particular, the decision maker must have regard to the benefits and detriments of each matter. The report has highlighted the benefits to the Council and the community in terms of health, education and general well-being. The Council must comply with its fiduciary duty owed to Council taxpayers and must be satisfied that the proposal overall, represents good value for money. In addition to the benefits the report has identified the various financial risks and ways in which this will be managed.

The *Local Government (Contracts) Act 1997* confers power on the Council to enter into a contract and section 111 of the *Local Government Act 1972* confers power on the Council can do anything which is calculated to facilitate or is conducive or incidental to discharge of its function

This contract has been treated as a public contract, which falls within Part B of the *Public Contracts Regulations 2006* (the Regulations). Accordingly the full EU Procurement rules do not apply except in relation to the requirements to comply with technical and professional specifications and to publish, in the EU Journal, an award of Contract Notice. However the procurement must still comply with the General EU Treaty Principles of equality, transparency, fairness and non-discrimination. Furthermore it could be argued that aspects of the contact form a service concession which would be exempt from the EU procurement Rules but must still comply with the EU Treaty Principles.

The Council will retain ownership of the buildings, but Lease agreements will need to be finalised with the successful tenderer at the same time that the Contract is finalised, to allow them to occupy and run services from the sports and leisure facilities included in the Contract. The Lease term will be coterminous with the length of the Contract.

A break clause has been included in the proposed Lease for The Chafford Sports Complex, to facilitate the possible development of a new sports and leisure facility in the south of the borough by the Council. Separate contractual arrangements and agreements will need to be drawn up with The Chafford School and Tenderer A if all parties agree that the sports complex on the school site is included in the

Contract. The Chafford School sports complex has not been included in the Contract and tenderers submissions relating to this facility have not been evaluated at this stage. A Variation to the Contract will be required if all parties agree to include The Chafford Sports Complex in the Contract.

It is a requirement of the tender for the successful bidder to provide suitable pension provision for staff that TUPE from both the existing contractor and from the Council. It is expected that the successful tenderer will apply within sufficient time in advance of the TUPE transfer to be an admitted body within the Havering LGPS Scheme

It appears from the details contained within this report the procurement has been carried out in accordance with EU Treaty Principles and has in turn achieved value for money.

As with all Contracts, the award of the Sports and Leisure Management Contract is subject to legal challenge; although there is no indication that this would arise at this juncture and this risk is considered low given the significant difference between the financial offer submitted by Tenderer A in comparison to Tenderer B.

There are no other legal or propriety issues to this report at this time

Human Resources implications and risks:

The Council has provided both tenderers with all relevant TUPE and Pensions information from the existing Contractor, to protect any transferring staff and to ensure that staffing costs can be fully costed in the bids. In addition, the new contractor will be fully responsible for delivering the Physical Activity Referral scheme under the new contract, so two members of the Council's staff will transfer to the employment of the Contractor once the Contract has been awarded. The two staff have been consulted on this transfer.

Equalities implications and risks:

An EIA was undertaken at the start of the project and has been updated at various stages throughout the procurement process. The EIA was considered when the contract documents were drafted and was also used to inform 'tender refinement' meetings with bidders. A final version of the EIA is attached, that includes how the winning bidder will meet the tender requirements.

The key equality issues that need to be considered as part of the new contract include age, disability, and ethnicity/race (*although other issues are highlighted as part of the EIA*).

In regards to age; the new contract needs to take into account that the older population in Havering which is forecast to grow further in the future as well as increases in children aged 5-10. Current participation rates are also low for 14-25 year olds. This will need to be monitored and addressed as part of the new contract.

With Havering's aging population, the number of disabled residents is likely to increase. Therefore Leisure Centre's need to ensure they are inclusive of this group and have the appropriate facilities in place. Current performance data for the

number of disabled customers is low in some areas of the borough and this also needs to be considered.

Whilst Havering remains one of the most ethnically homogenous boroughs in London and is less diverse than England as a whole, the population is becoming more diverse. In light of this, the Contractor will be required to consider the ethnic profile of the borough when considering programming and communication (signage, publicity materials) requirements and review this on a regular basis.

Equality issues will be monitored through quarterly and annual contract monitoring meetings and reports. The EIA will also be reviewed on an annual basis.

BACKGROUND PAPERS

1. Facilities Development Strategy
2. Evaluation Framework

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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Equality Impact Assessment (EIA)

Document control

Title of activity:	Leisure Centre Retender
Type of activity:	Procurement Process
Lead officer:	Kayleigh Pardoe, Policy and Performance Business Partner (Communities and Resources)
Approved by:	Simon Parkinson, Head of Culture and Community Access
Date completed:	May 2016
Scheduled date for review:	May 2017

Did you seek advice from the Corporate Policy & Diversity team?	Yes
Does the EIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?	No

1. Equality Impact Assessment Checklist

The Equality Impact Assessment (EIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service. It also helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#).

Please complete the following checklist to determine whether or not you will need to complete an EIA. Please ensure you keep this section for your audit trail. If you have any questions, please contact the Corporate Policy and Diversity Team at diversity@havering.gov.uk

About your activity

1	Title of activity	Leisure Centre Retender
2	Type of activity	Procurement Process
3	Scope of activity	The project is the retender of the Leisure Centre Contract, which will begin in October 2016. The existing sports and leisure management 10 year contract, managed by Sports and Leisure Management Limited (SLM) is due to come to an end in September 2016; the option to extend the contract for a period of up to five years has not been taken by the Council.
4a	Is the activity new or changing?	Yes
4b	Is the activity likely to have an impact on individuals or groups?	Yes
5	If you answered yes:	<i>Please complete the EIA on the next page.</i>
6	If you answered no:	NA

Completed by:	Kayleigh Pardoe, Policy and Performance Business Partner (Communities and Resources)
Date:	May 2016

2. Equality Impact Assessment

The EIA

Background/context:

The Council's procurement process began in July 2014. An initial EIA was completed, and was subsequently updated throughout the project. This document summarises what the requirements were in terms of Equality and Diversity, and how the winning bidder has illustrated these requirements will be met.

The Council's overall aim is to tender a sports and leisure management contract with a view to an operator managing a new contract as from 1st October 2016. The service objectives that the Council has established (not in priority order) include:

- Objective 1: Ensure that a high quality service is provided, with high levels of customer / user satisfaction
- Objective 2: Increase opportunities for people from all parts of the community to participate and become involved in sport and physical activity
- Objective 3: Increase the number of borough (and non-borough) residents participating in sport and physical activity
- Objective 4: Ensure that the centres promote healthy living, including the provision of healthy eating options by the operator
- Objective 5: Ensure that health and safety, including the safeguarding of children / vulnerable adults and meeting environmental health standards, is a high priority for the operator
- Objective 6: Achieve a reduction in costs to the Council
- Objective 7: Secure the appropriate capital investment (repairs, maintenance and replacement) in the existing centres
- Objective 8: Secure realistic proposals to develop the existing sites for commercial leisure purposes

The leisure centres which are included in the existing contract include Hornchurch Sports Centre, Central Park Leisure Centre and Chafford Sports Complex. The future of the existing Chafford Sports Complex is not clear at this juncture. A land adjudication panel decision means the facility will transfer to the school at the end of the current contract period (i.e. on October 1st 2016). It will therefore be the schools decision as to whether the sports centre will be included in the Council's next sports and leisure management contract, or not.

The new Romford Leisure Centre is due to open in April 2018, and will be included in the

new contract. In addition, the Broxhill Sports Park will be completed by December 2016 2017 and the management of this facility will also be included in the new contract.

In summary the facilities to be included in the new contract are as follows:

1. Central Park Leisure Centre
2. Hornchurch Sport Centre (a mandatory variant bid was included as part of the procurement process for a new build of the Centre)
3. Broxhill Sports Park
4. Romford Leisure Centre
5. Chafford Sports Complex (a mandatory variant bid was included as part of the procurement process to either refurbish to rebuild the Centre. This was not included as part of the evaluation, but will inform post award discussions with the winning bidder and the school)

NBS Data

This report includes reference to National Benchmarking Service (NBS) data. NBS provide data on an annual basis on a number of performance indicators across four perspectives for Hornchurch Leisure Centre and Central Park Leisure Centre. These include access, finance, utilisation and customer satisfaction Centre (*please note finance data has not been included as it is not deemed relevant for this document*). The access data in particular provides a useful insight in regard to E&D issues. The indicators provided are the ones the NBS consider most relevant to social inclusion.

The centre score is compared with the national benchmarks and lowest and highest scores for each of the four family categories to which the centre belongs. For all the performance indicators compared with national benchmarks, it is the 75% national benchmarks which represent 'better' performance.

Wider Sports Participation in the Borough

It is essential to look at wider sports participation in Havering to further understand barriers to sports participation and physical exercise and ensure that facilities are used by all of Havering communities. Sport England produce an annual Active People Survey (latest results available are for 2014) which shows the rate of sports participation for adults by age group, disability, ethnicity and gender.

The survey found that people from older age groups and people with disabilities are particularly low compared to the London and National average. Swimming was the sport that residents said they most wanted to do. It is therefore essential that wider participation rates in physical activity are understood in order to plan increases in use of leisure facilities.

How the Contractor will meet the requirements

The Contract includes a Quality and Performance Monitoring Document. Within this are the stipulations that the Contractor has to adhere to. Stipulations relevant to this document are listed below. Should the Contractor fail to achieve the said Contract Standards or if there is a Material Breach the Council will have the right to invoke the default procedure or termination procedure.

- The Contractor shall share the annual NBS Reports for each site with the Council – these will provide detail in relation to the all of the Access, Financial and Utilisation indicators for each facility.
- The Contractor shall have a minimum of 70% of its NBS Access, Financial and Utilisation indicators sitting within the third and top quartiles at each facility.
- The Contractor shall submit a report at the end of each year of the contract (after 18 months in the first instance, covering the period 1/10/16 to 31/3/18), within two months of the end of each contract year, detailing the service improvements that will be made to address the issues highlighted in QUEST and NBS reports.
- The Contractor shall proactively encourage the take up and use of the Leisure Card, including information about Leisure Card users (Age, ethnicity, postcode, disability etc.) on an annual basis as part of the annual contract report.
- The Contractor shall ensure involvement in an appropriate apprenticeship scheme to encourage young people into the sport and recreation industry. At least two apprentices to be taken on in each year of the contract.
- The Contractor shall provide an annual ‘open day’ event for the local community at each facility.
- The Contractor shall organise an annual disability sport event at one of the facilities. Numbers attending to be reported.
- The Contractor shall organise an annual International Women’s Day event at one of the facilities. Numbers attending to be reported.
- The Contractor shall provide a detailed summary of its sports development activities undertaken across the contract.
- The Contractor shall report on attendances, both quarterly and annually, broken down by:
 - Main facility areas;
 - Main activities;
 - Age (adult / junior)Where it is possible to do so, in the view of the Council, by age (beyond adult / junior), gender, ethnicity and ability / disability.

As part of the Community Health and Wellbeing Method Statement required at the ITT stage, the Contractor has committed to:

- Deliver an increase in participation and user satisfaction ratings for the facilities on an annual basis and recognise the Council’s requirement to increase participation from specific target groups such as young people, 50+, ethnic minorities and those with disabilities in order to improve the health in these groups.
- Work in partnership with the Council to develop and deliver innovative marketing and promotion plans targeting hard to reach groups
- Introduce a pricing structure which reduces barriers to participation. Pricing will promote the principles of equality of access, sustainability and encourage usage.
- Access funding opportunities to provide specialist activities to people on low

incomes and those from deprived backgrounds.

- Deliver specialist sessions for people with disabilities and forge working relationships with NGBs, EFDS and London Sport
- Measure participation levels through a set of key performance indicators.
- Deliver programmes targeted at under-represented groups related to Sport and Physical Activity; adults and the elderly, women and girls, those with disabilities or a long term illness, children and young people.

The Contractor also provided Equality and Diversity Policies and details of Equality and Diversity Training at PQQ stage, which met the Council's requirements.

The below boxes illustrate the issues considered as part of the tendering process that were highlighted to tenderers and that will also be addressed by the winning bidder.

Age: Consider the full range of age groups	
<i>Please tick (✓) the relevant box:</i>	
Positive	✓
Neutral	
Negative	

Overall impact:

The new contract will need to ensure that the programming takes into account the older population in Havering which is forecast to grow further in the future. At the same time, the increase in 5-10 year olds will also need to be taken into account and more activities should be targeted at this age group.

The Pricing Structure should also reflect the age demographic and it would be beneficial to retain activities such as free 50+ swimming.

In terms of current performance data, both Central Park Leisure Centre and Hornchurch Sport Centre are showing poor performance for visits from 14-25 year olds. This will need to be monitored and addressed as part of the new contract.

Evidence:

NBS Data - Central Park Leisure Centre and Hornchurch Leisure Centre – please see Appendix 1 and Appendix 2.

Attendance for those aged 14-25 is in the bottom quartile for both Central Park Leisure Centre and Hornchurch Sport Centre. Attendance for 26-64 year olds is in the top quartile for Central Park Leisure Centre and in the 2nd quartile for Hornchurch Sport Centre. In regards to those aged 65+, performance is in the top quartile for Hornchurch Sport Centre and in the 2nd quartile for Central Park Leisure Centre.

Local Demographic DataPopulation Data

The 2013 age profile of Havering:

2013	Number	Percentage of population (%)
All persons	242,080	100.0
0-4 years	14,808	6.1
5-10 years	16,867	7.0
11-17 years	20,445	8.5
18-24 years	21,048	8.7
25-64 years	124,097	51.3
65-84 years	38,306	15.8
85+ years	6,509	2.7

Average ages of the population

	2001 Census	2011 Census
Havering	39.8	40.4
London	36.0	35.6
England	39.3	38.6

Projected increases in populations 2013-2023

Age Group	Projected percentage change between 2013 to 2023 (%)
0-4 years	+11%
5-10 years	+22%
11-17 years	+12%
18-24 years	-9%
25-64 years	+13%
65-84 years	+8%
85+ years	+34%

We can expect that there will be a huge increase in the 85+ and the 11-17 years old age groups during the life span of the new leisure contract.

Issues to be considered for sports facilities

The leisure contract should consider the likely age groups that will use leisure facilities and take into consideration of projected increases.

Havering is the comparatively oldest borough in London and has seen an increase in the average age since 2001. The older age groups in Havering are much more likely to have a disability than adults of a working age (see disability characteristic for data). Therefore, facilities should meet the Inclusive Fitness Initiative and activities should be offered to support people with specialist health conditions that older people are more likely to obtain, such as cardiac and stroke rehab.

The age group that will significantly increase by 2023 is the 5-10 years group. Changing facilities should be incorporated for parents and children, such as changing cubicles for privacy.

Issues to be considered for wider sport and physical activity participation

Adults (16+) Participation in Sport (at least once a week)

2012/13	England	London	Havering
16-25 years old	55.2%	53.1%	52.3%
26-34 years old	44.6%	44.9%	*
35-44 years old	42.4%	39.7%	*
45-54 years old	35.5%	35.8%	37.2%
55 -64	26.9%	29.4%	38.2%
65 and over	17.2%	18.0%	*

(*Data unavailable, question not asked or insufficient sample size.)

From the Sport England Survey it is clear that participation in sport is comparatively lower for older age groups (35 years old and above), although it is worth noting that Havering has a much higher percentage of those aged 55-64 participating in Sport than in London and England. As older age groups are comparatively high in Havering, it is essential participation schemes consider participation and access for these age groups.

For example, schemes such as free 50+ swimming would be beneficial to increase participation.

Consideration will also be needed for the levels of childhood obesity in the projected increase of the 5-10 years group. At present, 1 in 5 reception aged children are obese and 35% of year 6 children are obese. Public health measures should be incorporated into any participation scheme and encourage these children in a safe and friendly environment.

Sources used:

- 2013 Mid-year population estimates, Office of National Statistics
- 2001 and 2011 Census, Office of National Statistics
- Greater London Authority 2013 Projections: Strategic Housing Land Availability/Capped Household Size Models
- Active Peoples Survey 2014/15, Sport England

Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions

<i>Please tick (✓) the relevant box:</i>		Overall impact: Leisure Centres should be IFI (Inclusive Fitness Initiative) accredited or working towards this. (Parking spaces, ramps, doors, height of reception desk, gate v turnstile, induction loop, colour contrast, signage, larger cubicles in changing rooms, accessible toilets, hoist etc.) Classes and activities provided should be inclusive and also include disability sports. The programming of these activities should also not be solely during the working day – avoid the assumption that disabled people don’t work. Staff should receive training so that they can recognise not just physical disabilities but learning disabilities also, and what provision there might need to be for this group – e.g. communication, attitude etc. Policies might also need to be adaptable to suit needs – e.g. not all disabled young people will need a carer? Changing facilities should be provided for those with disabilities including provision for carers as well. The pricing policy might also need to be considered – for example we might want to consider free entry for carers. Looking at current performance data, the numbers of disabled customers accessing leisure centres will need to be closely monitored, particularly at Central Park Leisure Centre where current performance in this area is poor.
Positive	<input checked="" type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	

Evidence:

NBS Data - Central Park Leisure Centre and Hornchurch Leisure Centre – please see Appendix 1 and Appendix 2

Performance is the in bottom quartile in terms of visits from disabled customers, both under 64 and over 64 for Central Park Leisure Centre. Performance is better at Hornchurch Sport Centre with disabled customers under 64 in the 3rd quartile, and those aged over 64 in the 2nd quartile.

Local Demographic Data

- 31,400 (21%) working age (16-64) people living in Havering have a disability or long term illness/health condition

- 22,320 (52%) of older people (65+ years old) have a disability or long term illness/ health condition

Issues to be considered for sports facilities

Leisure Centres should meet the standard of the IFI Inclusive Fitness Initiative accredited or working towards this. (Parking spaces, ramps, doors, height of reception desk, gate v turnstile, induction loop, colour contrast, signage, larger cubicles in changing rooms, accessible toilets, hoist etc.). Consultation with disability groups, both within the community and the wider sports sector, as well as service users, would be beneficial to ensure major redesign of leisure facilities.

Staff will need to be made aware of the provision of British Sign Language translation services for deaf and hard of hearing residents.

Issues to be considered for wider sport and physical activity participation

Adults (16+) with a limiting illness or disability participating in Sport (at least once a week)

	England	London	Havering
Limiting illness or disability	17.2%	19.3%	*

(*Data unavailable, question not asked or insufficient sample size.)

Whilst there is no data available for Havering, London has a higher rate of adults with a disability or limiting illness participating in Sport at least once a week, than in England.

The NBS data found that in Central Park Leisure Centre, the participation of disabled people was in the bottom quartile when compared to national performance. Hornchurch Leisure Centre was in the 2nd and 3rd quartile. Therefore, a more localised approach to tackling barriers to participation will need to be undertaken. Individual locations should monitor usage on a regular basis.

All provision of sport should attempt to be as inclusive as possible. Sports Coach UK has a number of advice resources for ensuring that people with physical, mental and learning disabilities can participate in non-disabled sporting classes and activities

Provision should also be included for different disability sports, such as Boccia or Wheelchair Basketball. Provision of disability only classes in a range of sports can also be provided if this increase the physical activity for those individuals.

The programming of any disability sports should also not be solely during the working day – avoid the assumption that disabled people don't work.

Sources used:

2012/13 Annual Population Survey, Office of National Statistics

2011 Census, Office of National Statistics

NBS Data

Active Peoples Survey 2014/15, Sport England

Sex/gender: Consider both men and women			
<i>Please tick (✓) the relevant box:</i>			
Positive	✓		
Neutral			
Negative			
Overall impact:			
The provision of changing facilities will need to be considered – shared changing available for any permutation, e.g. mother and son, father and daughter.			
The contractor will also need to consider whether female only sessions are included as part of the programme.			
Evidence:			
NBS Data - Central Park Leisure Centre and Hornchurch Leisure Centre – please see Appendix 1 and Appendix 2			
Performance for the number of female customers is in the 3 rd quartile for both Leisure Centres.			
<u>Local Demographic Data</u>			
52% of Havering’s population is women and girls and 48% of the population is men and boys.			
<u>Issues to be considered for sports facilities</u>			
Gender related issues regarding the changing facilities will need to be considered, for example, changing cubicles for mother and sons or fathers and daughters, or general privacy for parents with children.			
<u>Issues to be considered for wider sport and physical activity participation</u>			
Adults (16+) Participation in Sport (at least once a week)			
2012/13	England	London	Havering
Men	40.7%	43.8%	43.0%
Women	31.2%	32.4%	32.0%
The Active People survey shows that the participation in Sport at least once a week is higher than England for men and Women, but lower than London.			
Both Central Park and Hornchurch Leisure Centres perform well compared to national benchmarking statistics, but there is still an inequality in participation between male and females.			
There are many reasons for this national trend. Some include personal barriers, like body image and self-confidence issues.			
Research by the Women’s Sport and Fitness Foundation (WSFF) have found that most sport facilities prioritise men’s sport sessions in booking facilities. It is therefore essential that women and girls have equal access in booking facilities, especially for holding team sports, such as football.			
Care and consideration is needed in the images used in marketing materials. In addition,			

women only sessions should be held in isolation away from men and mixed sex sessions, e.g. do not share a women's keep fit session in a hall with men's football sessions. Women and girl only sessions should be staffed by women.

Sources used:

NBS data
 2011 Census, Office of National Statistics
 Active Peoples Survey 2014/15, Sport England
 Women's Sport and Fitness Foundation website <http://www.wsff.org.uk/resources/how-women-experience-sport-and-fitness/barriers-to-sports-participation-for-wom>
 Accessed 19 September 2014

Ethnicity/race: Consider the impact on different ethnic groups and nationalities

Please tick (✓) the relevant box:

Positive

Neutral

Negative

Overall impact:

Whilst Havering remains one of the most ethnically homogenous boroughs in London and is less diverse than England as a whole, the population is becoming more diverse. In light of this, the Contractor will be required to consider the ethnic profile of the borough when considering programming and communication (signage, publicity materials) requirements and review this on a regular basis.

Again staff will also need to be trained to ensure they create the right culture in the Leisure Centres and can respond appropriately to any discrimination that might occur.

In terms of current performance data the Leisure Centre's in Havering do not score highly for the number of visits from Black, Asian and other ethnic groups. However, when looking at this data the boroughs ethnic profile does need to be considered in comparison to other boroughs.

Evidence:

NBS Data - Central Park Leisure Centre and Hornchurch Leisure Centre – please see Appendix 1 and Appendix 2

Performance for the number of visits from Black, Asian and other ethnic groups is in the bottom quartile for Hornchurch Sport Centre and the 3rd quartile for Central Park Leisure Centre.

Local Demographic Data

2014 (Projection)	Number	Percentage of Population(%)
All ethnicities	246,269	100.00
White	211,126	85.7
Black Caribbean	3,335	1.4

Black African	9,485	3.9
Black Other	4,524	1.8
Indian	5,813	2.4
Pakistani	1,820	0.7
Bangladeshi	1,205	0.5
Chinese	1,662	0.7
Other Asian	4,467	1.8
Other	2,833	1.2
BAME	35,144	14.3

Between the 2001 and 2011 Census, Havering had the biggest increase of BAME groups out of all the London Boroughs. The last census saw 17% of the population define themselves as BAME, which is the lowest in London.

According to the 2011 Census, Havering has the highest percentage (95.4%) of residents aged 3+ who have English as a main language and 4.57% do not speak English as a main language.

The top five languages (after English) are:

- Lithuanian (980, 0.4%)
- Polish (829, 0.4%)
- Punjabi (595, 0.3 %)
- Bengali - with Sylheti and Chatgaya (490, 0.2%)
- Tagalog/Filipino (430, 0.2%)

Issues to be considered for sports facilities

There are no major physical barriers for different BAME communities. However, catering provision should offer a wide range of options, such as vegetarian options in order to be more inclusive. This will also be inclusive for all communities in Havering.

The leisure provider will need to have access to the Language Shop in cases when they have to translate material, but this is likely to be low as there will not be the need to communicate sensitive or legal information.

Issues to be considered for wider sport and physical activity participation

Adults (16+) Participation in Sport (at least once a week) White British

	England	London	Havering
White British	35.5%	39.4%	35.7%

There is no Active Peoples survey data on other ethnic minority groups' participation in sport in Havering other than White British, due to a too small sample size in the survey. However the data above shows that the number of residents who are White British participating in Sport at least once a week in Havering is higher than the figure for England, although lower than the figure for London.

The number of ethnic minority groups' using the centres was in the 2nd quartile for Hornchurch Leisure Centre and the 3rd quartile for Central Park. More work is therefore needed to increase these groups in using the facilities.

Although Havering has a relatively small BAME population, the provider will need to ensure that staff are trained to ensure they create the right culture in the Leisure Centres and can respond appropriately to any discrimination that might occur.

Sources used:

2012 Round SHLAA ethnic group projection - final, Greater London Authority
 2001 and 2011 Census, Office of National Statistics
 NBS data
 Active Peoples Survey 2014/15, Sport England

Religion/faith: Consider people from different religions or beliefs including those with no religion or belief

Please tick (✓) the relevant box:

Overall impact:

Positive

Female only sessions (including women staff) will need to be considered as part of the Leisure Centre programming. The dress code for some activities will need to be amended for some groups to ensure they are inclusive.

Neutral

Negative

The catering arrangements within each facility will also need to take into account the needs and beliefs of different groups – e.g. vegetarian option.

Evidence:

Local Demographic Data

2011	Number	Percentage of Population(%)
All religions	237,232	100.0
Christian	155,597	65.6
Muslim	4,829	2.0
Hindu	2,963	1.2
Sikh	1,928	0.8
Jewish	1,159	0.5
Buddhist	760	0.3
Other religion	648	0.3
No religion	53,549	22.6
Religion not stated	15,799	6.7

Issues to be considered for sports facilities

There are no major physical barriers for people from different religions. However, catering provision should offer a wide range of options, such as vegetarian options in order to be more inclusive. This will also be inclusive for all communities in Havering.

Issues to be considered for wider sport and physical activity participation

There is little Active People Survey participation data based upon religion or faith and therefore we cannot know about the participation rates.

Some Muslim women and girls would benefit from single sex sport and physical activity classes and sessions. These will need to be made sure they are kept away from male sessions/classes and run by female staff. This would have benefits for non-Muslim women and girls in increasing their participation in sport.

Although Havering has a relatively small population from non-Christian religions, the provider will need to ensure that staff are trained to ensure they create the right culture in the Leisure Centres and can respond appropriately to any discrimination that might occur. This is set out in the Equality in Service Provision Policy.

Sources used:

2011 Census, Office of National Statistics

Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual

Please tick (✓) the relevant box:

Positive

Neutral

Negative

Overall impact:

Although we do not know the size of the lesbian, gay and bisexual community in Havering, research undertaken by Stonewall in 2013 found that 23% of gay and bisexual men experienced regular homophobia when they were at school during school sport. This has created a barrier in adulthood as only 1 in 20 gay and bisexual men participate in organised sport. It is therefore essential that that staff are trained to ensure they create the right culture in the Leisure Centres by tackling homophobia and can respond appropriately to any discrimination that might occur. This is set out in the Equality in Service Provision Policy.

Evidence:

Population Data

There is no sufficient information on sexual orientation at national or local level.

Issues to be considered for sports facilities

There are no perceived physical barriers for people with different sexual orientations.

Issues to be considered for wider sport and physical activity participation

There is little Active People Survey participation data based upon sexual orientation and therefore we cannot know about the participation rates.

Sources used:

'The School Report 2013', Stonewall

Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth	
<i>Please tick (✓) the relevant box:</i>	
Positive	✓
Neutral	
Negative	
<p>Overall impact:</p> <p>Whilst no data on gender reassignment is available, In the provision of single sex classes and non-competitive sport sessions, individuals should be allowed to participate in the gender identity they associate with as the perceived biological advantage some trans women may have is not relevant in recreational sport and physical activity.</p> <p>Staff will also need to be trained to ensure they create the right culture in the Leisure Centres and can respond appropriately to any discrimination that might occur.</p>	
<p>Evidence:</p> <p><u>Population Data</u> There is no sufficient information on gender identity at national or local level.</p> <p><u>Issues to be considered for sports facilities</u> Staff will need to be supportive for residents who are undergoing gender reassignment surgery or are transgender and allow them to use changing facilities the individual feels comfortable in using. The availability of changing cubicles for privacy may be beneficial for some transgender people, especially if they are in the transitional phase of gender reassignment. This would also benefit families, people who are undertaking caring responsibilities and any resident who would prefer to change in private.</p> <p><u>Issues to be considered for wider sport and physical activity participation</u> There is no Active People Survey data based upon gender identity available. Staff will need to be trained to ensure they create an inclusive environment in the Leisure Centre and can respond appropriately to any transphobic discrimination that might occur. This is set out in the Equality in Service Provision Policy.</p>	
<p>Sources used:</p> <p>Transsexual People in Sport: Guidance, Department of Culture, Media and Sport</p>	

Marriage/civil partnership: Consider people in a marriage or civil partnership	
<i>Please tick (✓) the relevant box:</i>	
Positive	✓
Neutral	
Negative	
<p>Overall impact:</p> <p>Whilst little data on marriage/civil partnership is available, facilities will need to be available in Leisure Centres for this group. The Council will be looking for the Contractor to include 'family' sessions in their programming (although this has not been specified at the ITT stage). The Contractor could also consider discounts for married couples or families – for example through discounted / joint memberships.</p>	

Evidence:		
<u>Local Demographic Data</u>		
	2011	Number
		Percentage of Population(%)
All persons	192,844	100.0
Single (never married or never registered a same-sex civil partnership)	63,549	33.0
Married	93,587	48.5
In a registered same-sex civil partnership	196	0.1
Separated (but still legally married or still legally in a same-sex civil partnership)	4,699	2.4
Divorced or formerly in a same-sex civil partnership which is now legally dissolved	15,492	8.0
Widowed or surviving partner from a same-sex civil partnership	15,321	7.9
<u>Issues to be considered for sports facilities</u>		
There are no perceived barriers for people who are married or civil partnership in the provision of leisure facilities. There may be barriers that are a result of the gender, age or sexual orientation characteristic.		
<u>Issues to be considered for wider sport and physical activity participation</u>		
Marriage or civil partnership status data is not collected as part of the Active People Survey. There are no perceived barriers to sport or physical activity participation for this characteristic that are not covered by the gender, age or sexual orientation characteristic.		
Sources used:		
2011 Census, Office of National Statistics		

Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave		
<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive	<input checked="" type="checkbox"/>	Whilst no data on pregnancy, maternity and paternity is available, facilities will need to be available in Leisure Centres for this group. This includes changing rooms, toilets, baby change units and appropriate breastfeeding areas.
Neutral	<input type="checkbox"/>	

Negative	<p>Research summarised in the Havering Children & Young People Chapter demonstrates that women who are obese during pregnancy are much more likely to die as a direct or indirect result of their obesity. In addition to this, babies born to obese women face increased risk of foetal death, stillbirth, congenital abnormality, shoulder dystocia, macrosomia and subsequent obesity. It is therefore essential that any participation programme incorporates activities specifically for pregnant women. A working relationship should be developed to increase referrals from local GPs to classes which help tackle obesity in pregnancy.</p> <p>The Council will also be looking for the contractor to include antenatal sessions, parent and baby sessions etc. in their programming.</p>
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<p>Evidence:</p> <p><u>Population Data</u> There is no sufficient information on pregnancy, maternity and paternity at national or local level. This is partly due to the changing nature of the characteristic.</p> <p><u>Issues to be considered for sports facilities</u> There needs to be facilities provided specifically for this group. This includes baby changing units, breastfeeding areas and changing cubicles which can be used for parents with young children.</p> <p><u>Issues to be considered for wider sport and physical activity participation</u> The Active People Survey does not record this characteristic because of the time limited nature.</p>

<p>Sources used:</p> <p>Havering Children & Young People 2013-14 JSNA Chapter</p>
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Socio-economic status: Consider those who are from low income or financially excluded backgrounds	
<i>Please tick (✓) the relevant box:</i>	
Positive	<input checked="" type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>
<p>Overall impact:</p> <p>Whilst economic activity in Havering mirrors England, it is important to ensure that all groups have access to Sport and Leisure facilities. The below has been included in the specification to encourage all groups to participate to sport and physical activity and ensure residents are not excluded because of socio-economic status.</p> <p>The Council has specified that individuals who are relatively disadvantaged or who are relatively low users of leisure centres compared to other groups in the population, have a reduction on the standard prices, fees and charges that is set to a maximum of 65% of the standard price, fee or charge for all categories of use. These groups include;</p>	

- Aged 16 years and over and in full time education
- Registered disabled (a carer accompanying a registered disabled person shall be admitted free of charge, providing they can reasonably demonstrate in the view of the Contractor that they are a carer of the registered disabled person)
- Aged 60 or over
- Individuals receiving job seeker/incapacity benefit
- Individuals on low income and receiving income support
- Looked after children and their siblings

The NBS data for indicators relevant to Socio- economic status illustrate a significant difference in performance across the two Leisure Centres. This highlights the variance in socio economic profile across the borough, but should be something monitored by the contractor to improve performance in the Hornchurch area.

Evidence:

NBS Data - Central Park Leisure Centre and Hornchurch Leisure Centre – please see Appendix 1 and Appendix 2

Performance for visits from social classes 6 and 7 and visits from the unemployed are score extremely highly for Central Park Leisure Centre (100% and 97% respectively). Visits with a discount card for the disadvantaged is in the second quartile. At Hornchurch Sport Centre, visits from social classes 6 and 7 is in the 2nd quartile. However, visits from the unemployed and visits with a discount card for the disadvantaged is very low (both 7.7%).

Local Demographic Data

Multiple disadvantage was a new 2011 Census measure defined as the proportion of households who have one or more of the following deprivation characteristics (dimensions):

- No qualifications
- A long-term illness
- Unemployment
- Overcrowded housing

2011	Number	Percentage of population (%)
1 Dimension	33,711	34.68
2 Dimensions	20,248	20.83
3 Dimensions	4,272	4.4
4 Dimensions	401	0.41

Approximately 71% of Havering's 'working age' (16-74) population were classified as economically active in the 2011 Census. This is similar to the national and regional picture. Havering's economic activity closely mirrors England, bar a larger proportions of

economically inactive retired residents (due to Havering's comparatively older age profile). The impact of the recession on Havering residents appears to be consistent with the national situation at this time, in that it appears people may be working for longer and turning to part-time employment as an alternative to retirement

Issues to be considered for sports facilities

Changing cubicles should be incorporated in order so they can be used by carers. There are no other physical barriers for this characteristic.

Issues to be considered for wider sport and physical activity participation

The Active People survey did not have a large enough sample size to highlight sports participation for lower income groups.

Discounted pricing should be offered for those in low socio-economic groups. From the annual NBS benchmarking data, we can see that the NS-SEC 6&7 group is performing 'better' at both Central Park and Hornchurch Leisure Centres compared to the national average. However, the same data shows that disadvantaged card holders are in the bottom quartile at Central Park Leisure Centre and are only at the 2nd quartile at Hornchurch leisure centre. Therefore, more work needs to be done to improve this performance and greater monitoring is needed to understand this.

Deprivation may also create barriers for other characteristics, but these are dealt with under the other characteristics.

Sources used:

2011 Census, Office of National Statistics
National Benchmarking Service 2013

Action Plan

In this section you should list the specific actions that set out how you will address any negative equality impacts you have identified in this assessment.

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
Age, disability, gender, socio economic status, ethnicity/race	Low participation levels in sport and physical activity amongst some groups	Regular contract monitoring and review of Contractor initiatives/programmes to address areas of concern in Havering	The Contractor fulfills the obligations set out in contract documentation	Regular, ongoing	Guy Selfe, Health and Wellbeing Manager Rhys Lewis, Cultural Partnerships Coordinator.
All	Regular analysis of demographic change and demographic profiles to ensure facilities and programmes are appropriate for residents.	Reviewed through regular contract monitoring on a quarterly and annual basis. Please note the first annual report will not be until 18 months after the start of the contract given that the contract start date is in the middle of the financial year.	The Contractor fulfills the obligations set out in contract documentation and also ensures the future viability of it's business model, as well as increased attendance and participation rates	Regular, ongoing	Guy Selfe, Health and Wellbeing Manager Rhys Lewis, Cultural Partnerships Coordinator.

* You should include details of any future consultations you will undertake to mitigate negative impacts

** Monitoring: You should state how the negative impact will be monitored; how regularly it will be monitored; and who will be monitoring it (if this is different from the lead officer).

Review

The EIA will be reviewed on an annual basis by the Council's Health and Wellbeing Team. The data for the next review is May/June 2017.