



# Havering

L O N D O N   B O R O U G H

## OVERVIEW & SCRUTINY BOARD AGENDA

<b>7.00 pm</b>	<b>Wednesday 9 November 2016</b>	<b>Havering Town Hall, Main Road, Romford</b>
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Members 16: Quorum 5

### COUNCILLORS:

#### **Conservative ( 7 )**

John Crowder  
Steven Kelly  
Robby Misir  
Dilip Patel  
Viddy Persaud (Vice-Chair)  
Linda Trew  
Michael White

#### **Residents' ( 3 )**

Barbara Matthews  
Ray Morgon  
Barry Mugglestone

#### **East Havering Residents' ( 2 )**

Gillian Ford (Chairman)  
Linda Hawthorn

#### **UKIP ( 2 )**

Ian de Wulverton  
Lawrence Webb

#### **IRG ( 1 )**

Graham Williamson

#### **Labour 1**

Keith Darvill

**For information about the meeting please contact:**  
**Richard Cursons 01708 432430**  
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### **Protocol for members of the public wishing to report on meetings of the London Borough of Havering**

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

Reporting means:-

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

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

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

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

### **OVERVIEW AND SCRUTINY BOARD**

Under the Localism Act 2011 (s. 9F) each local authority is required by law to establish an overview and scrutiny function to support and scrutinise the Council's executive arrangements.

The Overview and Scrutiny Board acts as a vehicle by which the effectiveness of scrutiny is monitored and where work undertaken by themed sub-committees can be coordinated to avoid duplication and to ensure that areas of priority are being reviewed. The Board also scrutinises general management matters relating to the Council and further details are given in the terms of reference below. The Overview and Scrutiny Board has oversight of performance information submitted to the Council's executive and also leads on scrutiny of the Council budget and associated information. All requisitions or 'call-ins' of executive decisions are dealt with by the Board.

The Board is politically balanced and includes among its membership the Chairmen of the six themed Overview and Scrutiny Sub-Committees.

#### **Terms of Reference:**

The areas scrutinised by the Board are:

- Strategy and commissioning
- Partnerships with Business
- Customer access
- E-government and ICT
- Finance (although each committee is responsible for budget processes that affect its area of oversight)
- Human resources
- Asset Management
- Property resources
- Facilities Management
- Communications
- Democratic Services
- Social inclusion
- Councillor Call for Action

## **AGENDA ITEMS**

### **1 CHAIRMAN'S ANNOUNCEMENTS**

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

### **2 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS**

(if any) - receive.

### **3 DISCLOSURE OF INTERESTS**

Members are invited to disclose any interest in any of the items on the agenda at this point of the meeting.

*Members may still disclose any interest in an item at any time prior to the consideration of the matter.*

### **4 MINUTES (Pages 1 - 38)**

To approve as a correct record the minutes of the meetings of the Board held on 26 July and 3 August 2016 (attached) and to authorise the Chairman to sign them.

### **5 WAIVER OF CALL-INS - EXPLANATION**

An update will be given at the meeting on the reasons why exemptions from call-in were requested for some recent Executive Decisions.

### **6 CORPORATE PERFORMANCE INDICATORS - QUARTER 2 2016/17 (Pages 39 - 62)**

Report attached.

### **7 URGENT BUSINESS**

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

**Andrew Beesley**  
**Head of Democratic Services**

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**MINUTES OF A MEETING OF THE  
OVERVIEW & SCRUTINY BOARD  
Havering Town Hall, Main Road, Romford  
26 July 2016 (6.00 - 8.30 pm)**

**Present:**

**COUNCILLORS**

<b>Conservative Group</b>	Steven Kelly, Robby Misir, Dilip Patel, Viddy Persaud (Vice-Chair), +Carol Smith, Linda Trew and Michael White
<b>Residents' Group</b>	Barbara Matthews and Ray Morgon
<b>East Havering Residents' Group'</b>	Gillian Ford (Chairman) and Linda Hawthorn
<b>UKIP Group</b>	Ian de Wulverton and +John Glanville
<b>Independent Residents' Group</b>	+David Durant
<b>Labour</b>	Keith Darvill

Apologies were received for the absence of Councillors John Crowder, Barry Mugglestone, Lawrence Webb and Graham Williamson.

+Substitute members: Councillor Carol Smith (for John Crowder), Councillor John Glanville (for Lawrence Webb) and Councillor David Durant (for Graham Williamson).

All decisions were taken with no votes against.

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

**2 REQUISITION OF A CABINET DECISION - AWARD OF THE SPORT AND LEISURE MANAGEMENT CONTRACT**

Prior to the start of the meeting Members considered a motion to defer consideration of the item as some Members had not received the officer's response to the requisitioner's questions. The motion to defer consideration of the item was lost by 6 votes to 8.

Councillors Ray Morgon and Keith Darvill addressed the Board and gave the reasons for the call-in of the Cabinet decision.

Members were given a copy of the answers to the questions that had been put forward by the requisitioner's. A copy of which is appended to these minutes.

The Council's Health & Wellbeing Manager advised that the tender had been through different paths. Firstly there had been initial expressions of interest from contractors which had taken the form of a pre-qualification questionnaire, followed by an invitation to tender. The invitation to tender allowed tenderers to tell the Council how they would run the leisure centres, how they would develop sports and leisure facilities for the community and the opportunity for them to explain how much money they would be willing to invest and how much money they were willing to give the Council. A business plan had to be submitted by the tenderer as part of the Council's evaluation model, which had to be passed for their continuation in the process.

The evaluation had been scored 50% on price and 50% on quality. All of the documents that had been provided by the contractors during the tendering process became legal documents and if the successful contractor wished to make amendments to what had been submitted then they would have to enter into discussions with the Council.

Officers advised that investigations had been carried out into the two contractors to see current centres that they ran and how they were performing. These investigations had been taken a step further by carrying out mystery visits to four of the contractor's sites.

In response to a question, officers confirmed that the Best and Final Offer (BAFO) was the price that the tenderers were offering and that was the base on which the contract was awarded. The contract was awarded through a competitive tendering process which could not be re-negotiated once the BAFO had been submitted. The contract would also include all the service level specifications required by the Council.

In response to a question regarding variations to the contract price and how Members would be notified prior to entering into the contract, the Cabinet Member for Culture and Community Engagement advised that if there was any variation to the monies that the Council was to receive then all Group Leaders would be informed.

Members questioned why the Council had to choose one of the two BAFOs that had been received and not seek further offers from other contractors. In response officers advised that the Cabinet had had a third option which was not accept one of the offers, but that would have left the Council with no operator to run its leisure centres come 1 October this year.

Officers confirmed that the services to be provided by the contractors were included in the specification that backed up the tenders. The leisure centres would provide the same services as they did now. The centres were very popular with over a million visits each year. The number of visits would

increase over time due to the opening of the new Romford Leisure Centre and the Broxhill Centre. As part of the tender process the contractors had to submit a sports development plan covering the first 18 months of the contract, as to how they were going to develop specific sports and how they planned to work with communities and clubs developing sports in the community. The contractors had also had to submit a Community Health and Wellbeing Plan which talked about the health benefits of physical activity. These plans would also have to be submitted on an annual basis and signed off by the Council. It was agreed that it would be useful for the relevant Overview & Scrutiny sub-committee to receive notification of the services to be provided by the successful contractor. Members advised that there had been a suggestion in the Cabinet report that the contract be reviewed by the sub-committee after the first year of operation and furthermore.

Officers advised that performance monitoring would continue throughout the length of the contract and quarterly meetings with the contractor would take place that would include the Lead Member. The annual performance report would also be made available to Members.

Officers confirmed that there were protected clubs within the contract for example the Learning Disability Society that swam at Chafford Sports Complex. There were also aquatics plans and an ice development plan for the new Romford Leisure Centre. Officers confirmed that free swimming and badminton for the over 50s, was funded by Social Services, and free under 8s swimming were part of the services to be offered.

Officers advised that the whole purpose of the contract was to provide an upgrade to the existing facilities for residents, to provide a sustainable model for the future that was effectively self-funding through the business plan revenue generated.

Officers confirmed that now the Chafford School was no longer under the control of the Council's Education Authority, discussions were on-going with the Academy Trust. The Council would require the sports complex land be leased back to the Council for the period of the next contract, at a peppercorn rent, maximising potential by providing community use, with the school paying an appropriate amount for the use of the facilities.

In response to a question relating to answers given to questions 4 and 5. Officers confirmed that the capital spend on the various sports facilities in the last ten years had been funded from the 3.1m "lifecycle" capital allocation approved prior to the start of the leisure contract which was funded by the Council.

In response to a question regarding the communities using the facilities and how they would measure the services provided, officers confirmed that the current contractor had customer forums that allowed customers to talk about any concerns that they had. There was also a National Benchmarking Survey that was undertaken by users of the centres which fed back into an

improvement plan. Mystery shops were also undertaken as part of the Quest assessment.

In response to a question relating to how the Council could enforce efficiencies, officers advised that there was a contractual obligation on the contractor to pay the Council the monies stipulated. The monthly meetings with the contractors would continue along with quarterly monitoring meetings. The preferred contractor was backed by a parent company which gave some stability to the contractor and the parent company would guarantee the service provision and payment of monies. If the monies were not paid then the Council would have legal recourse through the contract to seek resolution. .

In response to a question regarding the contractor's pricing plan, officers advised that other than some "controlled prices" the contractor was not obliged to seek the Council's agreement on any increase or decrease in prices, although the contractor had indicated in their tender submission that as a matter of courtesy they would show their proposed pricing structure to the Council as a matter of best practice. The Council could not dictate prices to the contractor as this would have affected the contract price and the ability to invest in the contract. The prices the contractor had been charging previously had held very steady in comparison to the private sector and were very favourable. The contractor also offered concessionary prices for key target groups and under the contract would have to offer favourable prices to the previously mentioned aquatics and ice clubs. The contractor had to remain competitive to achieve the footfall which achieved the revenue position.

Members questioned the income generation as the current contractor had effectively been subsidised by the Council and that if the contractor was looking at ways of making savings then this could be achieved by the contractor either reducing staffing costs, increasing footfall or raising prices or indeed a combination of all three options. In response officers highlighted the importance of the new facilities that were part of the new contract particularly the new Romford Leisure Centre which had been designed to make it a very sustainable facility to generate the revenue to support an increase in revenue to the Council. Mention was also made of the new Broxhill Centre and the enlarged Central Park Leisure Centre which would have an enlarged gym as there had previously been problems with a higher than average attrition rate as gym members were having to wait longer times to be able to use the equipment as the gym had been a victim of its own success.

In response to a question regarding the Council's previous experience of contract procurement and the twenty year length of the contract, officers advised that the business plans had been very thorough and that a whole raft of analysis of the plans had taken place and each one had been vigorously scrutinised just to get them to first base in the process.



In response to Members' concerns that they had been unable to scrutinise each of the business plans officers responded by commenting that because each of the business plans had been between 60 to 70 pages then the headlines of the plans had been provided for Members. It was noted that Members had concerns on the summary of the business plans and felt that more information could have been provided by officers to allow Members to "drill down" on the detail more effectively. Officers also confirmed that the assumptions on footfall had been part of the business plans.

In response to a question on whether the contractor would own or lease the sports equipment, officers confirmed that the contractor would be leasing the sports equipment as this allowed for easier updating/upgrading of the equipment which allowed for driven income generation.

In response to a question regarding the year by year cost of the proposed Council borrowing and loan pay back, officers clarified that the borrowing was being done by the Council and gave an explanation of the pay back details.

Officers provided Members with a summary of the financial analysis of the BAFO bids received which showed how the price score had been established. Officers also clarified various points to do with proposed investments, revenue costs to the Council and payments by the contractor to the Council.

In response to a question regarding the loan details officers confirmed that the Council was able to borrow the money at a preferential rate, better than a commercial organisation, from the Public Works Loan Board.

Several Members commented that the recent National Benchmarking Surveys for both the Hornchurch Sports Centre and Central Park Leisure Centre had shown weaknesses in cleanliness of changing rooms and in general which was something personally experienced by Members. Despite promises to continue to improve the cleanliness of the centres Members felt the current contractor was still falling some way short of providing an acceptable level of cleanliness and asked officers for clarification of how the contractor has evidenced how it would tackle the problem. Officers commented that the issue had been continuous throughout the existing contract which the Council had had to address on a number of occasions. In their support, the current contractor had tried to address the issue by employing full time cleaners. This was an area that would be closely monitored by officers in the new contract. Officers also commented that they would continue to work closely with the contractor and at the same time were not defending the contractor in this instance as there were still issues with the cleanliness of the leisure centres. Officers also confirmed that the reason that the National Benchmarking Surveys and Quest were carried out was due to them being totally independent.

Officers confirmed that as part of the contract, subject to the planning permission, a brand new Hornchurch Sports Centre was being built which would have a totally new feel and be maintained to the highest levels.

In response to a question regarding the current cleaning arrangements, officers confirmed that the current contractor, in certain areas, did have hourly sign off sheets following cleaning and that the contractors employed their own cleaners and did not sub-contract the work out.

Members also made mention of the Brentwood Centre's user group and suggested that perhaps a user group was something that officers could look at introducing into the new contract.

Members agreed that going forward the contract should include strict service level agreements (SLAs) and penalty clauses regarding the cleanliness of the leisure centres to enforce the contractor to clean to the highest level. Officers undertook to take back Member concerns to the contractor, during the procurement process and to investigate the possibility of inserting penalty clauses around the SLAs into the contract. Officers confirmed that the existing contract did not have penalty clauses inserted.

Member's suggested that it be delegated to the Cabinet Member to ensure that SLAs and penalty clauses around cleanliness of the centres be incorporated in the new contract. Members also wished to see a comparison of what was in the existing contract and what was in the new contract as Members had concerns over the delivery of the cleanliness of the centres.

The Chief Operating Officer advised that they had received the message loud and clear regarding the cleanliness of the centres and that as a separate issue discussions would be had with the Head of Cultural and Community Access to more robustly address the current issues within the existing current contract. Secondly officers would make sure that robust performance measures regarding cleanliness were contained within the new contract and if it was possible to insert penalty clauses; but at present it was impossible to confirm from a legal perspective whether these could be written into the contract but every effort would be made to reflect Member's concerns. Officers would ensure the cleanliness of the centres receive far higher scrutiny at the monthly and quarterly monitoring between officers and the contractor and take the point about the user groups. The totality of the award of the contract and the cleanliness and quality of the facilities was absolutely critical, alongside the return on investment and value that was received from enhanced, sustainable, new facilities.

Once legal investigations had been made, officers would feedback to the Lead Member to disseminate to Group Leaders.

Members received clarification of the evaluation scoring of both tenderer A and B which had included both a price and quality evaluation, evaluation of contract risk, method statement around the aquatic and ice development plans, a method statement regarding Community Health and Wellbeing, a

method statement on Health and Safety, a method statement on Safeguarding and mystery visits.

The Chief Operating Officer confirmed that the re-launch of the new contract would show the enhanced offer to residents going forward and would also acknowledge health, social inclusion, working with vulnerable residents which were critical to the health and wellbeing of the borough. The wider offer also took into account the addition of approximately 10,000 new homes that were due to be built in the borough in the next five or six years.

*At this point the Cabinet Member for Culture and Community Engagement left the room whilst the Board voted on the decision as to uphold or dismiss the call-in of the Cabinet decision taken on 12 July 2016.*

The call-in was dismissed and the original decision taken by Cabinet on 12 July 2016 stood as previously agreed.

The vote for the decision as to whether to uphold or dismiss the call-in was carried by 12 votes to 0 with 3 abstentions.

Councillors Smith, Kelly, Misir, Patel, Persaud, Trew, M. White, Ford, Hawthorn, de Wulverton, Glanville and Durant voted for the dismissal

Councillors Darvill, Matthews & Morgon abstained from voting.

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**Chairman**

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## Overview and Scrutiny Board – 26 July 2016

### Requisition of a Cabinet decision regarding the Award of the Sport and Leisure Management Contract

#### 1 . Clarity needed on how the final agreed contract and price will be conveyed to members.

Officers will confidentially advise the Leaders of each group the final agreed contract and price.

#### 2. Clarity needed on how the final contract agreed in relation to Chafford Sports Centre will be conveyed to members.

Officers will confidentially advise the Leaders of each group the final contract in relation to Chafford Sports Complex.

#### 3. Clarity needed on how the potential conversion of the sports hall at Hornchurch Sports centre will be conveyed to members.

Cabinet agreed at their meeting on Tuesday 12 July 2016 that if there is a business case for retaining the existing Hornchurch Sports Centre Sports Hall, a further report would be presented to a future Cabinet meeting.

#### 4. Clarity on capital spent on the various sports facilities in the last ten years by SLM and on what the monies were spent.

<b>HORNCHURCH SPORTCENTRE</b>		
<b>ITEM OF EXPENDITURE</b>	<b>YEAR COMPLETED 1 – 10 (Year 1 – 2006/07)</b>	<b>COST £</b>
Refurbished fitness suite	1	859,169
AHU	2	132,000
Kitchen Cooker Hood	2	9,874
Refurbished Squash Corridor	2	27,877
Squash Courts – plaster /sand floor	3	6,105
Installation of new Boilers	3	43,868
External Works – rendering, painting, cladding, new windows	3	245,003
Brickwork, removal of concrete beam, new sub-base	3	27,940
Roof Repairs	3	8,698
Emergency Lighting	4	41,996
Anti-graffiti Paint	4	6,325
External Bollards	4	5,665
DDA Reception Door	4	6,545

Fire Doors	4	9,680
CCTV	4	6,419
New unisex changing village	4	311,791
Sportshall floor – sand and re-seal	5	35,000
BMS	5	40,000
Pool Hall lighting – energy saving	6	40,000
Floor coverings	4	20,000
Roof	5	18,354
Building Alarms	4	6,237
Booster Pumps	5	9,229
Boiler – small pool	6	7,672
AHU in sportshall	6	13,750
Sportshall lighting – energy saving	6	24,625
Pool Ceiling repair	6	10,000
Squash courts glass doors	6	5,841
Boilers	7	7,896
First Floor toilets, foyer toilets, sportshall doors	7	92,345
Handrails	7	8,580
Air conditioning units	8	51,184
Fitness suite ceiling	8	7,238
Pressurisation Unit	8	5,649
Studio Floor	8	17,591
Pumps	9	17,271
Pool Roof	9	147,480
New wiring/Distribution Boards	9	62,500
Pool Pumps	9	20,286
Chemical Dosing System	10	9,955
		<b>2,427,638</b>

<b>CENTRAL PARK LEISURE CENTRE</b>		
<b>ITEM OF EXPENDITURE</b>	<b>YEAR COMPLETED</b>	<b>COST £</b>
Replacement Fitness suite floor	2	37,895
New Reception Barrier	3	9,504
New Showers – dry side	4	7,535
Sportshall floor	4	14,716
Laterals and replace pool filter media. Also ‘under drain’ sets.	5	21,560
Powder coating to rails	6	7,776
AHU – fitness suite	6	11,642
Pump and BMS switching	7	5,855
Steam Room/Heath Suite	7	11,314
Showers – wet side	7	15,741
Gas Isolation valve	7	5,727
Shower re-tiling + new cubicles	8	16,280

Installation of a Bulk Hypo tank	8	5,916
Air Conditioning	8	18,026
CCTV	9	16,649
Fire Alarm System	9	23,980
Variable Speed Drives	9	13,629
Re-surface of the MUGA	9	11,000
Energy Efficient Lighting – pool and s/hall	9	46,541
Installation of new fire doors	9	19,524
Replacement Pool Pumps	9	21,538
Car Park re-lining	10	3,500
		<b>345,848</b>

<b>CHAFFORD SPORTS COMPLEX</b>		
<b>ITEM OF EXPENDITURE</b>	<b>YEAR COMPLETED</b>	<b>COST £</b>
External wall repairs	1	6,738
Replacement pool pipe work into the balance tank	1	4,710
New hot water system, replacement of showers in the changing rooms	1	32,648
Replacement of AHU	1	47,500
New boilers in plant room	2	20,620
Replacement Heat Exchanger	3	7,453
New Fire Alarm	3	5,549
Pool Fire door, new pathway, new windows	4	19,966
New Health Suite Floor	4	6,298
New Swimming Pool Filter Media	4	32,937
New showers in the wet changing area	5	15,384
New Building Intruder Alarm	5	5,638
New AHU	5	6,776
Emergency Lighting	5	8,525
Installation of pool surround grating	5	5,622
New fire doors in the sportshall	7	8,564
CCTV	7	9,928
Changing Room bench seating	7	5,176
External security lighting	7	5,200
Sand and re-seal of Sportshall floor	8	11,074
New pipework and booster pump	9	23,278
Repairs to Sportshall Roof	9	6,163
Cladding, new down pipes, brickwork	9	15,972
New Boiler	9	5,678
Installation of Pool ventilation	9	5,050
Changing Room Ventilation	10	3,734

		326,181
<b>5. Confirmation that all capital works to be carried out by SLM over the past ten years were carried out.</b>		
<p>Yes, all the capital works to be carried out by SLM over the past ten years were carried out.</p> <p>Under the existing leisure management contract SLM are asked to submit a Business Case to the Council for each capital project they wish to undertake. Each Business Case is assessed on its merits and approved or otherwise by the Council. All of the above capital works agreed between the Council and SLM over the 10 years of the contract have been completed, and have been funded from the £3.1m 'Lifecycle' capital allocation approved prior to the start of the leisure contract. In addition to these capital works SLM have funded further improvements within the centres e.g. creation of additional office space, changing room lighting at Hornchurch SC, new pool ceiling at Chafford SC. SLM have annual service and maintenance contracts in place across all three of the sites which feed into their annual Planned Preventative Maintenance programme (PPM). The Council reviews SLM's service contracts periodically.</p>		
<b>6. Clarification needed on the consequences should the contractor not meet their income and expenditure target.</b>		
<p>Tenderer A is contractually bound by their Best and Final Offer (BAFO) and the risk on income and expenditure relating to their operation lies with them.</p> <p>If income targets are not being met we would want to talk with the Contractor about their marketing, investments and potentially pricing. We would also want to discuss possible efficiencies.</p>		
<b>7. Clarification needed on the contractor's proposed pricing plan.</b>		
<p>Under the existing leisure management contract SLM are required to submit their proposed prices for the following year in November of the previous year. SLM submitted the 2016/17 prices in November 2015. It will be a contract requirement that these prices will not be reviewed by Tenderer A until April 1st 2017.</p> <p>Within the Contract, the Council has identified a number of 'controlled prices' whereby the contractor cannot exceed the prices the Council has set. Examples include:</p> <ul style="list-style-type: none"> <li>- Adult and junior aquatics lessons</li> <li>- Junior swimming</li> <li>- Swimming Pool hire by Havering's swimming clubs</li> <li>- Ice Skating/Hockey lessons</li> </ul> <p>Other than these 'controlled prices' the contractor is not required to seek the Council's agreement in advance to any increase or reduction in prices. Over the last 10 years SLM have always been aware of the local competition when setting their prices in order to remain competitive. They have demonstrated this approach with swimming lessons and gym memberships in particular. Setting a price</p>		



too high would be detrimental to their business as members would leave and join a Fitness First or other private fitness club. A number of local private pools e.g. Abbs Cross School offer a 'learn to swim' programme which SLM need to be aware of. Many of SLM's prices have shown very little increase at all over the last 10 years.

**8. Confirmation needed of what was included in the successful contractors business plan.**

TENDERER A's Business Plan covers the following:

Section 1. The Viability of Income Projections

- 1.1 Total Income Comparisons by Facility
- 1.2 Local Competition and an Understanding of the Market Size, Growth and Share
- 1.3 Marketing Proposals
- 1.4 Pricing Proposals
- 1.5 Programming Proposals for Swimming, Fitness and Other Activities
- 1.6 Investment Proposals that Involve a Change/Improvement of Activity Area
- 1.7 Industry and Operator's Own Comparable Facility Income Benchmarking

Section 2. The Viability of Expenditure Projections

- 2.1 Staff Costs
- 2.2 Maintenance Costs
- 2.3 Delivery of the Councils Required Investment Programme at Hornchurch
- 2.4 Energy Costs
- 2.5 Budgeting for Energy costs
- 2.6 Energy Procurement
- 2.7 Taking Responsibility for Environmental Management
- 2.8 Site Surveys and Management Plans
- 2.9 Delivering Successful Energy Conservation
- 2.10 Managing Energy Cost at 'New' Sites
- 2.11 Recycling and Waste Minimisation
- 2.12 Green Transport Plans
- 2.13 Reporting Arrangements for Energy Consumption
- 2.14 Central Support Costs
- 2.15 Equipment Costs
- 2.16 NNDR
- 2.17 Marketing Costs
- 2.18 Quality Assurance
- 2.19 TUPE

Section 3. Viability of Investment Proposals

- 3.1 Core Bid - Hornchurch Refurbishment Proposals
- 3.2 Investment Proposals
- 3.3 Revenue Benefits Linked to Capital Investment
- 3.4 Timetable for Delivering Investments is Realistic
- 3.5 Capital Proposals (Supporting Documents)
- 3.6 Planning Implications

Supporting information on:

- Demographic reports
- Marketing
- Pricing
- staff structures
- case studies

9. Confirmation needed of the contractors quality evaluation results.

Evaluation Scoring coversheet - TENDERER A			
	Weighting	Minimum % score	TENDERER A Score
<b>1. Business Plan Viability</b> (Qualification Evaluation)	<b>Pass or Fail</b>	<b>If the Business Plan scores a 'fail' the bid will be rejected.</b>	<b>Pass</b>
<b>2. Price</b> (Commercial Evaluation)	<b>50%</b>		<b>50%</b>
<b>3. Quality</b> (Technical Evaluation)	<b>50%</b>	<b>25%</b>	<b>28.5%</b>
3.1. <b>Contract Risk</b>	10%	5%	8%
3.2 <b>Method Statement</b> - Sports Development (including how the Ice Development Plan and Swimming Development Plan will be delivered)	15%	7.5%	10.0%
3.3 <b>Method Statement</b> - Community Health and Wellbeing	10%	5%	5.4%
3.4 <b>Method Statement</b> - Health and Safety	5%	2.5%	2.5%
3.5 <b>Method Statement</b> - Safeguarding	5%	2.5%	4%
3.6 <b>Mystery visits</b>	5%	2.5%	3.6%
<b>Total (Price, Quality)</b>	<b>100%</b>		<b>88.5%</b>

Evaluation Scoring – Sports Development Method Statement (15%)			
TENDERER A			
	Weighting	Bidder Score (Maximum score is 5)	Score x weightings
How the tenderer will respond to and deliver the objectives in the Ice Development Plan and Swimming Development Plan	5%	4	20 (25)
How the tenderer would support wider development of sport and physical activities, including specific sports, in Havering and a plan for Sports Development in the borough	5%	3	15 (25)
How the tenderer will engage with governing bodies and clubs and plans for achieving good working relationships with stakeholders, partners and clubs.	3%	3	9 (15)
Where and when Sports Development projects/activities will be held.	2%	3	6 (10)
<b>Total</b>	<b>15%</b>	<b>15/25</b>	<b>50/75</b>
<b>Bidder Score</b>			<b>10.0%</b>

Evaluation Scoring – Community Health and Wellbeing (10%)			
TENDERER A			
	Weighting	Bidder Score (Maximum score is 5)	Score x weightings
How the tenderer will ensure that all sections of the community participate (or have the opportunity to participate) in Havering and how the tenderer will ensure that the user profile broadly matches the demographic profile of the catchment area in which the centres are based and how the tenderer will use community participation and demographic data. How the tenderer will respond to demographic change over the lifetime of the contract.	3	2	6 (15)
How the tenderer would increase attendances and the number of users of Leisure Centres in Havering	2	3	6 (10)
How the tenderer will promote healthy living in Havering and specifically target health outcomes specific to Havering.	3	3	9 (15)
What marketing materials will be used and what the communication strategy will be. Marketing materials reflective of local demographics (e.g. ethnic mix, disability)	2	3	6 (10)
<b>Total</b>	<b>15%</b>	<b>15/25</b>	<b>27/50 (54%)</b>
<b>Bidder Score</b>			<b>5.4%</b>

Evaluation Scoring – Safeguarding Method Statement (5%)			
TENDERER A			
	Weighting	Bidder Score (Maximum score is 5)	Score x weightings
In response to the scenario: 1.Your immediate key actions 2.Your key actions overall	5%	4	20 (25)
<b>Total</b>	<b>5%</b>	<b>4/5</b>	<b>20/25 (80%)</b>
<b>Bidder Score</b>			<b>4%</b>

Evaluation Scoring – Health and Safety Method Statement (5%)			
TENDERER A			
	Weighting	Bidder Score (Maximum score is 5)	Score x weightings
In response to the scenario: 1.Your immediate key actions 2.Your key actions overall	5%	2.5	12.5 (25)
<b>Total</b>	<b>5%</b>	<b>2.5/5</b>	<b>12.5/25 (50%)</b>
<b>Bidder Score</b>			<b>2.5%</b>

Evaluation Scoring –Contract Risk (5%)			
TENDERER A			
	Weighting	Bidder Score (Maximum score is 5)	Score x weightings
Changes to the contract. Any changes that result in risk being transferred to the Council ( <i>e.g. law, liability</i> )	5%	3	15 (25)
Other contract risks. Bidders are asked to highlight the key risks they envisage. For example, delivery of the Investment Programme and the degree to which proposals are likely to receive planning permission.	5%	5	25 (25)
<b>Total</b>	<b>10%</b>	<b>8/10</b>	<b>40/50 (80%)</b>
<b>Bidder Score</b>			<b>80%</b>

## Mystery Visits (5%)

The following Leisure Centres were visited and given the below scores:

Centre	TENDERER A
<b>TENDERER A</b>	
Ongar Leisure Centre (MC)	28
Basildon Sporting Village (MC)	38
Westminster Lodge Leisure Centre (RL)	44
Harrow Leisure Centre (RL)	43
<b>TOTAL</b>	<b>153</b>
<b>Scoring Method</b>	
<b>Evaluation Score</b>	<b>3.6%</b>

## Scoring Method

All bidders were awarded a score as a percentage of their score against the maximum score they could have achieved e.g. the maximum marks available were 210, a bidder who scored 105 marks = 50% score against the maximum available = 2.5% evaluation score.



**10. Confirmation needed of the full year by year cost of the proposed council borrowing and loan pay back.**

The 'year by year' cost of the proposed Council borrowing and loan pay back for Tenderer A over the life of the contract are shown below:

<b>Core Bid – 10 Years</b>		
<b>Year</b>	<b>Capital Loan £</b>	<b>Loan Pay Back Cost £</b>
2017/18	2.586m	235k
2018/19	4.196m	778k
2019/20	0	778k
2020/21	385k	807k
2021/22	151k	819k
2022/23	366k	843k
2023/24	50k	506k
2024/25	116k	532k
2025/26	0	532k
2026/27	190k	545k
<b>Mandatory Variant Bid – 20 Years</b>		
<b>Year</b>	<b>Capital Loan £</b>	<b>Loan Pay Back Cost £</b>
2017/18	7.1m	460k
2018/19	12m	1.314m
2019/20	6m	1.751m
2020/21	161k	1.763m
2021/22	151k	1.775m
2022/23	169k	1.755m
2023/24	50k	1.491m
2024/25	116k	1.373m
2025/26	0	1.373m
2026/27	329k	1.418m
2027/28	4k	1.381m
2028/29	0	1.381m
2029/30	150k	1.366m
2030/31	259k	1.408m
2031/32	0	1.377m
2032/33	836k	1.470m
2033/34	225k	1.528m
2034/35	400k	1.558m
2035/36	0	1.525m
2036/37	0	1.525m

**11. Clarification needed on the financial analysis on both exempt reports.**

The financial analysis charts show the total amount of income receivable from the Tender who each outlined in the Tender templates they completed how much income they would pay the Council for being awarded the Leisure management contract over either 10years or 20years. These payments are then divided over the number of years of the contract to calculate an average annual payment. The average annual cost of the Council capital investment interest and depreciation /MRP are then subtracted from the annual average payments receivable from each Tender. Other deductions are also shown in the financial analysis as well as adding back the existing council budget of £494,230 less the MTFS savings of £400,000 required. Column L shows the additional income receivable by the Council after all deductions for each submitted Tender.

**12. Confirmation needed on how the council's quality and performance will be regularly reported to members.**

Officers will meet with the Contractor quarterly to discuss performance. The Lead Member traditionally attends these quarterly meetings also.

Officers also produce an annual report on the contract, including performance, that will be made available to Members once the report has been signed off by the Lead Member.

**13. Confirmation needed of the contractor's most recent NBS and Quest report.**

An overview of the existing contractor's NBS and Quest reports are shown below:

Central Park Leisure Centre  
NBS

The most recent National Benchmarking Service (NBS) Survey was carried out over 9 days in October 2015 i.e. Saturday 3rd Oct to Sunday 11th October.

The report used survey data from 328 visitors to the centre, financial/management data provided by the centre's management, and estimated catchment population data from the National Census. It identified performance across four sets of indicators: access (usage by specific market segments); efficiency; utilisation; and customer satisfaction with services at the centre.

1. The main strengths and weaknesses at this centre are shown below.

Strengths - NS-SEC 6&7; discount card holders; unemployed; finance; staff; value for money of activities; car park attribute; availability of activities

Weaknesses - Ethnic minorities; cleanliness; ease of booking; food and drink

2. Access performance is mixed but fairly strong. Two groups which might be seen as important to social inclusion perform in their top quartiles (NS-SEC 6&7 and the unemployed). However, one which is deemed relevant to social inclusion is in the bottom quartile (ethnic minorities).

3. Efficiency performance is very strong relative to the benchmarks, with nine of

the 14 indicators performing at, or above, their 75% benchmark levels; and a remarkable cost recovery score of 130%.

4. The main utilisation indicator, for market penetration, performs in the third quartile - this is above average performance relative to industry norms.

5. The overall customer satisfaction scores for visit (4.73) and overall swimming experience (4.49) are well above the relevant industry averages (4.38 and 4.17 respectively).

Satisfaction and importance scores reported by customers show the following relative strengths and weaknesses.

#### Primary strengths

- Standard of coaching/instruction
- Value for money of activities
- Availability of car parking on site

#### Primary weaknesses

- Cleanliness of changing areas
- Cleanliness of activity spaces

#### Secondary strengths

- Helpfulness of other staff
- Activity available at convenient times

#### Secondary weaknesses

- Ease of booking
- Value for money of food/drink

Quest Plus Assessment carried out in April 2016: RESULT - GOOD

#### Strengths:

- Management have made excellent use of spread sheets and the business planning process to set a series of measures across all areas of service delivery.
- There is a commitment to an on-going programme of training for the team to help ensure the standards set out in TEAMS were being communicated.
- The planned and reactive maintenance systems were well planned, implemented, monitored and reviewed.
- External assessment was used as a tool to validate the processes in areas such as environmental and health and safety management.
- Excellent financial, sales and usage results had been experienced in the previous financial year, with facilities such as the gym and learn to swim programme almost at saturation point.

- Involving appropriate personnel in the budget planning process helped to ensure ownership, including across targets that had subsequently been stretched.

#### Areas for Improvement

- The Everyone Active website may prove a useful tool to promote some of the excellent community initiatives taking place. Appropriate imagery may also wish to be considered.
- Understanding why potential customers do not currently visit the Centre may help to develop appropriate intervention measures.
- It was encouraging that cleaning had been recognised as a focus and strategies implemented, although survey and MV results would suggest some area for improvement.
- It might be of value to extend the programme of mystery visiting to include a measure of operational performance, including an assessment of cleaning standards.
- Personnel files may benefit from a review to ensure management are confident they contain all the appropriate information, including training and induction detail.

#### Hornchurch Sportcentre

##### NBS

The most recent National Benchmarking Service (NBS) Survey was carried out over 9 days in October 2015 i.e. Saturday 3rd Oct to Sunday 11th October.

The report used survey data from 357 visitors to the centre, financial/management data provided by the centre's management, and estimated catchment population data from the National Census. It identifies performance across four sets of indicators: access (usage by specific market segments); efficiency; utilisation; and customer satisfaction with services at the centre.

1. The main strengths, weaknesses and factors to watch out for at this centre are shown below.

Strengths Discount card holders; central establishment charges indicator; casual use; staff; activity range; value for money of activities

Ones to watch Food and drink; car park attribute; cleanliness of changing areas; equipment quality

Weaknesses Access; energy efficiency rating; cleanliness of activity spaces

2. Access performance is mixed but rather weak. Three groups which might be seen as important to social inclusion perform below their 25% benchmarks (ethnic minorities, the unemployed, and disadvantaged card holders). None of the groups deemed important for social inclusion purposes achieve scores at or above their 75% benchmark levels.

3. Efficiency performance is above average relative to the benchmarks, with ten of the 14 indicators performing in or above their third quartiles; and a cost recovery score of 109% - which is third quartile performance.

4. The main utilisation indicator, for market penetration, performs in the third quartile - this is above average performance.

5. The overall customer satisfaction scores for visit (4.68) and overall swimming experience (4.67) are well above the relevant industry averages (4.38 and 4.17 respectively).

Satisfaction and importance scores reported by customers show the following relative strengths and weaknesses.

Primary strengths

- Standard of coaching/instruction
- Value for money of activities

Primary weaknesses

- Cleanliness of changing areas
- Cleanliness of activity spaces
- Quality of equipment

Secondary strengths

- Helpfulness of other staff
- The range of activities available
- Helpfulness of reception staff

Secondary weaknesses

- Value for money of food/drink
- Availability of car parking on site

Quest Plus Assessment carried out in October 2013      RESULT - GOOD

Quest Directional Review Assessment carried out in Sept 2014

(Hornchurch SC due to be assessed again in Aug/Sept 2016)

Strengths:

- Busy centre (with over 600,000 visits in 13/14 recorded) with an extensive programme of activities underpinned by a strong brand and pleasant location.
- The facility has above industry average levels of customer satisfaction
- Swim school and fitness membership base levels have increased year on year reflecting real strengths in these areas.
- Good use is being made of existing space to maximise throughput.

- Introduction of Swim School Direct Debit is making a real difference.
- Improved planning focus around the 8 key business objectives with greater involvement and engagement of centre staff in the process.
- Strong experienced staff teams in place - with positive endorsement reflected in NBS scores

Areas for Improvement:

- Cleanliness performance appears to be a problem area which may require a fundamental and /or radical review of existing practice given the pressure on changing facilities from high levels of throughput.
- Telephone systems remain a weakness although this is about to be addressed through the development of a call centre (coupled with additional staffing hours).
- Front of house appears to still be under pressure and improvements to technology, support systems and payment systems may be needed.
- Management should look to improve staff communication throughout the site.
- Fix more precise measures and targets going forward across finance, quality, customer satisfaction and staff engagement to help drive and communicate improvement.
- Presentational standards are of mixed quality throughout the site while re-decoration of tired looking areas is an area to consider.

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## **MINUTES OF A MEETING OF THE OVERVIEW & SCRUTINY BOARD Havering Town Hall, Main Road, Romford 3 August 2016 (7.00 - 10.00 pm)**

**Present:**

### **COUNCILLORS**

<b>Conservative Group</b>	Steven Kelly, Robby Misir, Viddy Persaud (Vice-Chair), Linda Trew and Michael White
<b>Residents' Group</b>	Barbara Matthews and Ray Morgon
<b>East Havering Residents' Group'</b>	Gillian Ford (Chairman) and Linda Hawthorn
<b>UKIP Group</b>	+Patricia Rumble and Lawrence Webb
<b>Independent Residents' Group</b>	Graham Williamson
<b>Labour</b>	Keith Darvill

Apologies were received for the absence of Councillors John Crowder, Dilip Patel, Barry Mugglestone and Ian de Wulverton.

+Substitute members: Councillor Patricia Rumble (for Ian de Wulverton).

All decisions were taken with no votes against.

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

### **3 MINUTES**

The minutes of the meetings held on 9 March, 26 April and 24 May 2016 were agreed as correct records and signed by the Chairman.

### **4 WAIVER OF CALL-INS**

The Chairman gave an update on recent executive decisions that had been exempt from call-in and waived through under delegated powers.

A list of the waived call-ins is appended to this set of minutes.

## **5 SICKNESS ABSENCE - UPDATE**

The Council's Operational HR Manager gave Members an update on the position regarding sickness absence within the Council.

Members noted that over the last year sickness levels had raised by 3% against a London average of 5% however this had been seen in a small number of services and not across the Council as a whole.

In the period between January 2015 and March 2016 forty nine members of staff had been dismissed, retired or left the organisation as a result of sickness absence.

Members were advised that the Council was undertaking a six month pilot of a Day One absence service in partnership with its occupational health provider Medigold in three areas of the council: Streetcare, Catering and the Parks service.

If an employee had an unplanned absence and they were not able to attend work, they would ring into a team of trained advisers who would be able to provide direct medical advice and support to assist them in returning to work as soon as possible.

Other organisations had seen a direct benefit to their employees from using the service. For instance an employee had been diagnosed as suffering from a heart attack when they telephoned into the service and they were able to get direct advice and support and were taken immediately to hospital for treatment.

With other clients, Medigold had seen a 22.9% reduction in the number of days lost to absence through using the Day One absence service.

The Council had negotiated the cost of the service down to £3.17 per employee per month which for the Streetcare service would be an annual cost of £8254, absence currently costs the council approximately £2m in lost work days.

Trade union colleagues had been fully consulted and engaged during the development of the scheme.

The pilot would be closely monitored to ensure that the service was working well and that savings were being achieved.

During the debate Members discussed the cost of the new sickness reporting scheme and questioned whether it offered value for money.

Members also questioned whether the return on investment/cost benefit analysis had been investigated thoroughly and highlighted concerns as to whether managers were carrying out their roles to the levels expected.



Officers responded by commenting that it was still the responsibility of managers to monitor sickness absence and deal with it in the appropriate way.

Members also expressed some concerns that staff may be harassed when they were genuinely ill.

Officers were asked to feedback to the Board as a number of concerns had been raised.

Members **noted** the update.

## 6 **ANNUAL CORPORATE PERFORMANCE REPORT 2015/16**

The report before Members provided an overview of the Council's performance for each of the strategic goals (Clean, Safe and Proud). The report highlighted areas of strong performance and potential areas for improvement.

Also attached to the report (as Appendix 2) was a Demand Pressure Dashboard that illustrated the growing demands on Council services and the context that the performance levels set out in the report have been achieved within.

Whilst the PIs currently included in the Corporate Performance report provided both Members and officers with vital performance information that could be used to improve services, there were few PIs that focused 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 was currently seeking views from an external consultant to gain expert advice on how the Council could gauge residents' satisfaction in the most meaningful way.

In response to a question relating to the financial cost of employing a consultant, officers advised that a consultant had yet to be engaged.

Members also commented that there could be better engagement with the relevant Overview & Scrutiny Sub-Committees, an example of which had been the sheltered housing review which had taken place without any scrutiny.

During consideration of the report Members highlighted several areas of concern which included:

- Consideration of more relevant areas of work by the individual Overview & Scrutiny Sub-Committees.
- The possibility of developing a more robust new model of scrutiny.
- Collection of more data regarding how businesses felt about the Council.
- The need for information contained within the performance report to be shared by officers to the Sub-Committees and their topic groups.
- The need for previously agreed performance indicators to be included in the performance report e.g levels of corporate debt.
- Performance indicators that did not fall within the remit of the Sub-Committees to be reported to the Board and officers to attend meetings of the Board to discuss those indicators e.g collection of Council Tax and Business Rates, processing of benefit claims, payment of suppliers within 30 days, completion of complaints and Member enquiries within target timescale, and percentage of customers satisfied with the contact centre and online transactions.

Members also suggested that in future the report show the RAG ratings in three separate sections so that all the Red indicators were grouped together with the same applying to the amber and green.

It was noted that the graph depicting customer contact by channel, illustrated that the Council was failing in its policy of channel shift and Members questioned what steps were being taken to address the issue and what the budgetary impacts of such actions were.

Members reported that there had been positive feedback for the recent presentation on the new corporate performance management system.

1. It was **RESOLVED** that Cabinet **reviewed** the levels of performance set out in Appendix 1 and the corrective action that was being taken, and
2. **Noted** the content of the Demand Pressures Dashboard attached as Appendix 2.

## **7 REVIEW AND REFRESH OF THE VOLUNTARY SECTOR STRATEGY**

The Council's Head of Policy and Performance presented a report which detailed the end of Year 1 review of the Voluntary Sector Strategy and action plan. It had been agreed by Cabinet in June 2015 that the strategy and action plan would be reviewed by the Overview and Scrutiny Board on an annual basis. The report set out the main achievements to date and those actions where further work was still needed.

The report set out the key achievements in delivering the Voluntary Sector Strategy and Action Plan 2015/16 and the joint working arrangements between the Council and the sector.

Members noted that the revised Havering Compact had been launched in November 2015 and that the Havering Compact Steering Group had also been established to continue to work with partners across Havering to address future training needs and develop partnership working.

The establishment of a Special Purpose Vehicle (SPV) (a consortium with a robust governance structure) was being explored with participation from a number of agencies.

The next step regarding the proposed initiative was final sign off from the Tapestry Board Meeting in August to establish a subsidiary to run the SPV.

The report also outlined steps being taken to improve communications, access to information, commissioning processes and market positioning.

The report also set out the voluntary sector infrastructure support which would be provided by additional staff resources were had been built into the internal Community Development Team.

Appended to the report was the refresh of the Voluntary Sector Strategy and Action Plan 2016/17.

The report concluded by setting out the financial savings that would be achieved by reducing the Council's spending within the voluntary and community sector.

During discussions Members commented on the number of times the Compact had been reviewed and re-launched. Officers confirmed that this had featured heavily as a priority in the feedback from the sector in response to the consultation on the original strategy and that this was being led by the sector itself, as was its prerogative.

Members also commented that the Council should be helping the sector to centralise its procurement, access support services etc. Officers advised that this support had been offered to the sector as part of the delivery of the year 1 action plan but that there had been no appetite from the sector to take up the assistance.

The Council needed to be much clearer on what it wanted to achieve and how it would measure its progress against this e.g. how many volunteers does the Council need to attract, across all services.

Members expressed concern about the amount of paperwork required to access the £1,000 grant available to "Friends of Parks" groups. Officers advised that one of the objectives of developing a new process for grant monitoring within the Voluntary and Community Sector (VCS) was to ensure that this was proportional, as well as to ensure that the Council was securing best value from these arrangements.

Members also had concerns that volunteers' attendance was not monitored. It was recognised that volunteering was not a compulsory activity, but that this meant volunteers could be unreliable and as such the Council couldn't really be sure what value they were adding. With this in mind, some Members urged caution in putting volunteers into critical roles.

Members felt that the level of detail contained within the report was insufficient, especially around use of volunteers in libraries. It requested that a report go to a future meeting of the Towns and Communities OSC, and then regularly thereafter, detailing not just how many volunteers had been recruited, but how many were actively and regularly volunteering, what roles they were fulfilling and how many hours they had contributed.

In response to a question relating to whether a list of all relevant VCS groups commissioned by the Council could be provided to each O&S Committee. Officers advised that there was little point in doing this until the VCS review had been concluded and the £1.1m savings identified, as the groups commissioned now would not necessarily be the same groups commissioned going forward.

It was **RESOLVED** that the Board:

1. **Noted** progress made to date in delivering the Voluntary Sector Strategy and action plan, and
2. **Endorsed** the refreshed Voluntary Sector Strategy and action plan for 2016/17

## 8 **WASTE MINIMISATION TOPIC GROUP REPORT**

The report before Members contained the findings and recommendations that had emerged after the Topic Group scrutinised the subject selected by the Sub-Committee in June 2015.

The report had recommended that Cabinet noted the report of the topic group, agreed to the launch of the "low-cost" advertising and information campaign and to authorise officers to seek external funding to assist with the advertising and information campaign.

However Members commented that the report in its current form was not seen to go far enough. Members felt that some of the "harder hitting" ideas that had been put forward by the topic group had not been included in the report. It was accepted that the report before the Board was the one signed off by the topic group and stated that the officers who had attended the topic group were in favour of the ideas put forward by Members, but they had subsequently been retracted from the report as more senior officers had stated that there was insufficient funding for them. Members commented that this was for Cabinet, rather than any officers, to determine.

It was **RESOLVED** that the report be withdrawn and the topic group would reconsider its position on it before recommendations went forward to Cabinet.

## **9 OVERVIEW & SCRUTINY SUB-COMMITTEE/TOPIC GROUP UPDATES**

### **Health O&S Sub-Committee**

The Chairman advised that a new programme of work had been drawn up which was focussed more on outcomes for the Council. The Sub-Committee would be concentrating on the work of Accountable Care Organisation (ACO). The new work would look to add value to the processes of the Council. The Sub-Committee would also look to see how the Clinical Commissioning Group (CCG) was performing or not if the case.

### **Environment O&S Sub-Committee**

The Chairman advised that the Sub-Committee had received a presentation on the changes to the Environment Service.

Enforcement and Safety had been combined, moving operational enforcement in to one area under the Head of Regulatory Services. Community Safety would commission enforcement based on intelligence.

The second area of change was the combining of the Highways and Parking Team in to one team with a new interim Manager. Parks, Open Spaces, Highway maintenance and StreetCare were being brought together in one team whilst Culture and Leisure would fall under the remit of the Chief Operating Officer.

Members noted that there would be a topic group set up to look at air pollution/quality in the future.

### **Individuals O&S Sub-Committee**

The Chairman advised the Sub-Committee had received a presentation on the Healthwatch annual report for 21015/16.

The Sub-Committee had also received a presentation on the services provided by Family Mosaic in Havering.

The Chairman also advised that there was an overlap of some subjects with other Sub-Committees and that in future the Sub-Committee's workplan would reflect the need for scrutiny in specific areas around Individuals.

### **Towns & Communities O&S Sub-Committee**

The Vice-Chairman advised that the two topic groups looking at Anti-Social behaviour and the Green Belt were still on-going.

There had been presentations on the Friends of the Parks and library volunteers and discussions on the proposed re-development of Romford Market.

### **Crime & Disorder O&S Sub-Committee**

An update was given by Councillor Williamson.

A new Detective Chief Inspector, Alan Moore, had been appointed in charge of CID.

Police priorities in the borough were domestic abuse and sex offenders and their management. The latest satisfaction survey carried out by the police showed an 88% level of satisfaction within the borough.

There had been a fall in the number of robberies that were committed in the borough which had fallen in line with the MOPAC 7 target.

The Sub-Committee had also been briefed on the Havering Repeat Victim Strategy which aimed to prevent repeat victims of scamming.

There was also to be a joint topic group with the Environment and Towns and Communities OSCs to look at illegal incursions.

### **Children & Learning O&S Sub-Committee**

The Chairman advised that the educational attainment topic group would be meeting again in September and would be looking at school expansions, the Pupil Referral Unit re-configuration, apprenticeships and complaint/compliments that arose regarding Children services.

The Corporate Parenting Panel was now receiving reports of Child Sexual Exploitation cases and missing children and monitored how they re-integrated into society.

### **Debt Recovery Topic Group**

Councillor Williamson advised that the topic group was continuing to look at all Council debt.

Members had been given an update on the collection rates for Council Tax and Business rates for 2015/16. The target collection rate of 97% had again been achieved.

The topic group was also concerned that the old existing debt had again increased to 19.7million.

Cabinet had agreed to implement the topic group's recommendations in its interim report which would see the employment of four dedicated officers to tackle existing debts.

Business rates debt had decreased from £4.9million to £2.4million but there were some concerns that this had come about due to the writing off of debts and a report had been requested detailing how the debt had been reduced.

Councillor Morgon had been invited on to the topic group and was continuing to work with the other Members.

### **Other Business**

It was agreed that a topic group be set up to look at procurement within the Council.

Councillors Kelly, White, Morgon and Hawthorn volunteered to be members of the topic group.

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**Chairman**

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Waiver Date	Notice of Non-Key Executive Decision	Cabinet Member Report Officer
29.4.16	Establishment of a Council led Housing Company to deliver Market Rent and Market Sale Homes – Approval of; i. The London Borough of Havering’s Business Case ii. First Business plan for the Company, Mercury Land Holdings Limited.	Cabinet: Councillor Ron Ower  Officer: Tom Dobrashian
29.4.16	Establishment of a Council led Housing Company to deliver Market Rent and Market Sale Homes – Approval of; i. State Aid Complaint Loans to Mercury Land Holdings Limited ii. Agree Heads of Terms on the Loan Agreement to Mercury Land Holdings Limited	Cabinet: Councillor Ron Ower  Officer: Tom Dobrashian
4.5.16	Loan to Mercury Land Holdings Limited for the acquisition of Cathedral Court, Wideford Drive, Romford, RM7 0GU	Cabinet: Councillor Ron Ower  Officer: Tony Huff
26.5.16	The acquisition of property 23 Briar Road Harold Hill leasehold flat for vacant possession to enable site assembly for the proposed Briar Road development scheme and grant of a shared ownership lease of 40 Halisham Road Romford und the Council’s Home swap scheme	Cabinet: Councillor Damian White  Officer: Mike Gappy
26.5.16	The acquisition of property 35 Briar Road leasehold flat for vacant possession to enable site assembly for the proposed Briar Road development scheme.	Cabinet: Councillor Damian White  Officer: Mike Gappy
6.7.16	Implementation of the Expansion Proposals for Phase 3 whether to proceed	Cabinet: Councillor Robert Benham  Officer: Pooneeta Mahadeo
29.7.16	Decision to support revision to the GLA High Street Fund project, The Retailery	Cabinet: Councillor Osman Dervish  Officer: Sarah Moss
16.8.16	Managed service for temporary agency resources contract MSTAR2	Cabinet: Councillor Osman Dervish

		Officer: David Pridmore
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**Waiver of Call in  
Overview & Scrutiny Board**



## Overview and Scrutiny Board

<b>Subject Heading:</b>	Quarter 2 Corporate Performance Report (2016/17)
<b>SLT Lead:</b>	Sarah Homer, Interim Chief Operating Officer
<b>Report Author and contact details:</b>	Pippa Brent-Isherwood, Assistant Director of Policy, Performance and Community <a href="mailto:phillipa.brent-isherwood@havering.gov.uk">phillipa.brent-isherwood@havering.gov.uk</a> 01708 431950
<b>Policy context:</b>	The report sets out Quarter 2 performance against each of the strategic goals (Clean, Safe and Proud)
<b>Financial summary:</b>	There are no direct financial implications arising from this report. It is expected that the delivery of targets will be achieved within existing resources.
<b>Is this a Key Decision?</b>	No
<b>Is this a Strategic Decision?</b>	No
<b>When should this matter be reviewed?</b>	The Corporate Performance Report will be brought to the Overview and Scrutiny Board at the end of Quarter 2 and Quarter 4.

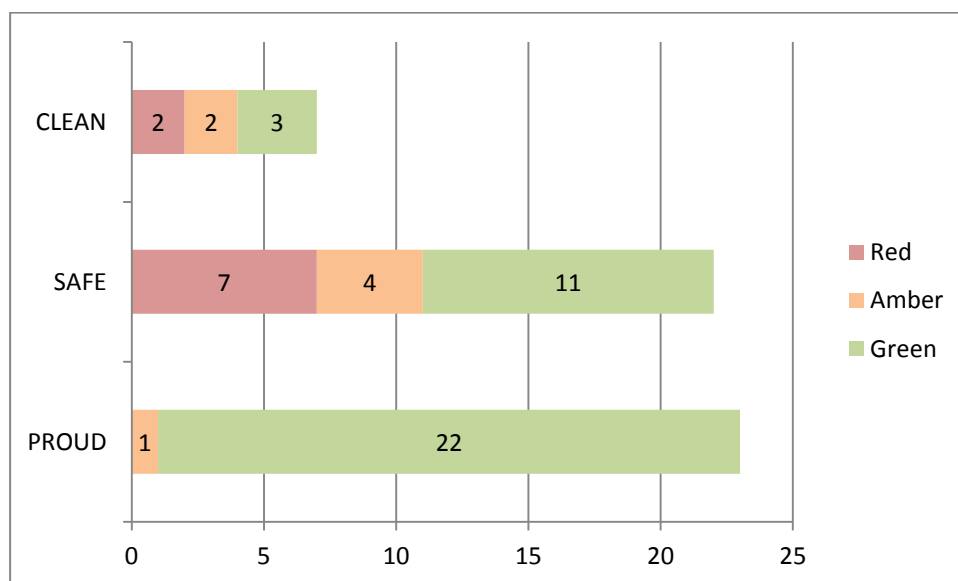
## The subject matter of this report deals with the following Council Objectives

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]

<b>SUMMARY</b>
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1. 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.
2. 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 quarterly target and where performance is *not improving*
  - **Amber** = more than the '**target tolerance**' off the quarterly target and where performance has *improved or been maintained*.
  - **Green** = on or within the '**target tolerance**' of the quarterly target
3. Where performance is more than the '**target tolerance**' off the quarterly target and the RAG rating is '**Red**', '**Corrective Action**' is included in the report. This highlights what action the Council will take to address poor performance.
4. Also included in the report are Direction of Travel (DoT) columns, which compare:
  - Short-term performance – with the previous quarter (Quarter 1 2016/17)
  - Long-term performance – with the same time the previous year (Quarter 2 2015/16)
5. A green arrow (↑) means performance is better and a red arrow (↓) means performance is worse. An amber arrow (→) means that performance has remained the same.
6. In total, 59 Corporate Performance Indicators have been included in the Quarter 2 2016/17 report. Of the 59 indicators, 52 have been given a RAG status.

## Quarter 2 RAG Summary



8. In summary:

- **36 (69%)** have a RAG status of **Green**.
- **16 (31%)** have a RAG status of **Red** or **Amber**.

This overall position remains static when compared with the end of Quarter 1.

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.

## Change to reporting arrangements

9. As approved by the Cabinet through the Quarter 2 2015/16 Corporate Performance Report, for 2016/17 onwards the quarterly and annual Corporate Performance Reports are being considered first by the individual overview and scrutiny sub-committees, then the Overview and Scrutiny Board (bi-annually only) and finally the Cabinet. This allows the Overview and Scrutiny Board to maintain oversight of the value the individual committees are adding in monitoring and influencing performance and also allows the Cabinet reports to reflect any actions the overview and scrutiny committees may be taking to improve performance in highlighted areas. Work was undertaken with Committee Services when setting the annual corporate calendar to ensure that the Overview and Scrutiny Board and the Cabinet receive the reports within the same timescale as last year, but with the added benefit that the individual scrutiny committees 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 has therefore been shortened.

### **Future Performance Indicators – an outcome focused approach**

10. 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, they are currently not 'outcomes focused'. They provide information about activities and actions, but not what impact these have on local residents and local communities.
11. During 2016/17 the approach to Corporate Performance Indicators and what is measured is being reviewed so that the indicators that are included for 2017/18 are more outcomes focused and therefore are more meaningful to both the organisation and Members.
12. This approach will also ensure that performance outturns contribute towards determining the Council's direction of travel and key policies and strategies.

### **RECOMMENDATIONS**

That Members of the Overview and Scrutiny Board:

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

### **REPORT DETAIL**

### **HAVERING WILL BE CLEAN AND WE WILL CARE FOR THE ENVIRONMENT**

1. The Council's progress in making Havering a clean borough has been mixed, with 43% (3 of 7) of indicators given a RAG rating meeting target or being within target tolerance.
- 1.1 Highlights:**
- (PI 2) 11 of the Council's parks and open spaces now have Green Flag status following the annual inspection by environmental charity Keep Britain Tidy. This is an improvement on last year's figure of 9. The new parks with Green Flag status are Central Park and Rise Park.
  - (PI 6) To date there have been 291 volunteers that have taken part in community clean ups this year, therefore surpassing the annual target of 256. During Quarter 2 there were 18 community clean ups that took place and overall 179 volunteers took part. These included Sanders School Year 7 pupils who

partook in 4 clean-ups across 4 locations as well as various other groups that took part in regular clean-ups within parks across the borough.

- (PI 8) The percentage of planning appeals allowed against refusal of planning permission was below target (where lower is better), better than last quarter and better than this time last year.

## **1.2 Improvements required:**

- (PI 1) The number of days taken to remove 'streetcare' fly tips is above target at 1.8 days. Work is continuing to improve data capture and data quality issues to ensure the figure is accurate as possible. In the longer term, the introduction of in-cab technology (due to be in place by the end of the year) will alleviate issues surrounding data capture and data quality. However, it should be noted that once in-cab technology is in place, the number of flytips recorded will increase significantly. Quarter 2 has also seen an increase in the number of large fly tips in rural areas of the borough. The Council is working with partners to tackle this issue.
- (PIs 3, 4 and 5) Various activities are taking place to process planning applications in the required times. These include promotion of the pre-application advice offer, a quick turn-round of the validation process when an application is received, neighbour notifications, officer visit/reports and better timing of the committee date. For major planning applications, better pre-planning is also taking place. Separately, consultation has now closed on restructure proposals which would facilitate the outsourcing of the initial part of the planning application process. This would include the registration, validation and consultation stages for "minor" and "other" categories of planning application. Staff will continue to have sight of all plans during the main processing, analysis and decision making stages. When implemented, this will streamline the initial part of the planning process and will improve overall performance.
- (PI 7) The provisional levy waste tonnage for April to August 2016 suggests that this PI will be above target (where lower is better) and this will have financial implications for the Council. There are ongoing campaigns, events and initiatives to reduce waste tonnages such as the Love Food Hate Waste Cookery Workshops, the Recycle Week Roadshow (12<sup>th</sup> to 18<sup>th</sup> September), Restart Parties, the launch of the online free Composting Doctor Service as well as the Green Points scheme.

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

2. The Council's performance on ensuring Havering is a safe borough has been mixed for Quarter 2, with 50% (11 of 22) indicators given a RAG rating meeting target or being within target tolerance.

## **2.1 Highlights:**

- (PI 20) The percentage of looked after children who ceased to be looked after as a result of permanency (Adoption and Special Guardianship Order) is above target, at 20.3% against a target of 16%. 4 children have been adopted and 9 children have been granted a Special Guardianship Order so far this year.
- (PI 21) The rate of permanent admissions to residential and nursing care homes for individuals aged between 18-64 years is currently on target. To date there have only been 6 admissions into long term care, while at the same stage last year there had been 10.
- (PI 24) The percentage of adults in contact with secondary mental health services living independently is significantly above target and better than both last quarter and this time last year. To date this year there have been 515 service users in this cohort living independently, while at the same stage last year there had been 417.
- (PI 26) The number of adults with learning disabilities who live in their own home or with their family continues to improve and is currently on target. As at the end of Quarter 2 there were 160 service users recorded as living in settled accommodation, while at the same stage last year there were 147.
- (PIs 30, 31 and 32) Self-Directed Support (SDS) and personalisation continue to be at the heart of the service offer within Adult Social Care (ASC). Currently 100% of carers are receiving their support self-direction, all of whom receive a direct payment. In addition, 84.6% of service users are receiving their support via self-direction, above the target of 83%.

## **2.2 Improvements required:**

- (PI 9) The number of service users aged 65+ who have been permanently admitted into residential or nursing care is higher than the Quarter 2 target and worse than this time last year. To date there have been 158 new admissions into long stay placements compared to 133 at the same stage last year. The average age of new service users being admitted into long term care has continues to be in the mid-eighties. There continues to be pressure for placements in the borough and work within the service continues to ensure that admissions are timely and appropriate and that all other community based services have been exhausted before long term placements are made.
- (PI 10) The total number of Total Notifiable Offences (TNO) recorded this financial year to date is 8,720, an increase of 10.1% from 7,922 at the same stage last year. London wide there has been an increase of 6.3%. The changes made in how police forces record and classify violent crimes has contributed to a 'manufactured' rise in violent crime figures nationally, but equally greater integrity in recording. Given these changes in recording, performance figures will not improve this financial year. However, the Office for National Statistics (ONS) is exploring measuring TNO through a weighted severity score rather than



counting each incident, based on harm and risk. More details on this are anticipated to be released in 2017.

- (PI 11) The total number of in-house foster carers has fallen further from this year's target, from 81 last quarter down to 73 this quarter. The Fostering Service is addressing this matter via an extensive marketing and recruitment campaign. The focus specifically relates to the recruitment of carers for 11-15 year olds and it is projected that 18 new foster carers will be approved by the year-end. This will bring the outturn on target so long as no further foster carers are de-registered before the end of the financial year.
- (PI 12) At the end of Quarter 2, 55.9% of our eligible looked after children (LAC) aged under 16 years had been in the same placement for at least 2 years, below the 70% target. However the year-end target is anticipated to be achieved when we take into account the number of children / young people who will reach their 16th birthday during the year and the current placements that we currently believe will remain unchanged during the year.
- (PI 13) The total number of Anti-Social Behaviour reports this financial year to date is 3,488, an increase of 30.3% from the 2,677 reports that had been received at this point last year. London wide there has been an increase of 11.8%.

There are a small number of specific problems which are having an adverse effect on performance in this area, most notably the appearance of traveller sites. There were in excess of 500 calls generated by the arrival of travellers and caravans at 9 locations throughout Havering between April and September 2016, contributing to 15% of all ASB incident calls. A number of options are being put forward to address this, including the establishment of a joint OSC topic group and cross-border working with geographical neighbours.

Another persistent problem complained of repeatedly, although much lower in volume, is vehicle nuisance and drifting around the Business Improvement District in Rainham, which has precipitated 65 ASB calls during the financial year to date.

- (PI 14) As at the end of September, of the 59 children involved in Care Proceedings, 39 (66%) had been in place for less than 26 weeks against a target of 80%. To address this, care proceedings are tracked weekly with oversight by the Group Manager and Head of Service. Staffing has stabilised within the Intervention and Support Service and performance is expected to improve before the end of the financial year.
- (PI 15) The percentage of children who wait less than 14 months between entering care and moving in with their adopting family is worse than target but better than last year's outturn, performance last quarter and this time last year. Of the 4 children that have had their adoption orders granted this period and the 6 currently placed with their adoptive families awaiting orders, 5 (50%) waited less than 14 months between starting to be looked after and moving in with their adoptive families.

- (PI 16) The number of new in-house foster carers is well below target but slightly better than last quarter. The Fostering Team has confirmed that there are currently 11 families being assessed in the next few months. Overall this could mean that this year's target of 20 may be hard to achieve although the campaign to recruit new carers is continuing.
- (PI 17) The percentage of looked after children who leave care at 18 and remain living with their foster carers (Staying Put) is worse than target but better than last quarter. This PI relates to a very small cohort of children. So far this year there have been three young people turn 18 who were living with a foster carer with one of these remaining with the carer in a 'Staying Put' arrangement.
- (PI 23) Whilst the percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years is above target, performance has improved since last quarter. At the end of September there have been 20 (out of 140) new CP Plans relating to children who have previously been on a CP plan during the past 2 years, with 6 of these starting during September, the highest number since May. Havering's performance in this area is now much more comparable with its statistical neighbours.
- (PI 29) Direct payments as a percentage of self-directed support for adult social care service users is below target for Quarter 2 and is worse than both last quarter and the same point last year. In line with the national picture, Adult Services continue to face challenges in increasing the take up of direct payments for older people and considering Havering's significant older population this explains the scale of the challenge the service has. Commissioning Services continue to lead on a number of initiatives to increase the take up of Direct Payments including the introduction of a payment card and the development of the Personal Assistant market.

## **OUR RESIDENTS WILL BE PROUD TO LIVE IN HAVERING**

3. The Council's performance on ensuring Havering's residents are proud to live in the borough has been positive, with 96% (22 of 23) indicators given a RAG rating meeting target or being within target tolerance.

### **3.1 Highlights:**

- (PI 36) There were only 96 properties at non-decent standard out of 8,774 at the end of Quarter 2. We are above target for this PI and performing better than both last quarter and this time last year.
- (PI 37) The percentage of estate inspections achieving the target score is above target. The introduction of 'Commontime' mobile device software in October 2016 will provide will be a more accurate picture of any elements which are failing and causing disrepair on the Housing estates areas going forwards.
- (PI 38) There are 65 units under construction for Mercury Land Holdings at the end of Q2, which is on target. These are located at the Old Church Hospital Site

in Romford, and a further 44 units will be commenced in Q4 at 75 North Street in Hornchurch.

- (PI 39) The number of physical library visitors is above target this quarter. During the school summer holidays, children are encouraged to read six books during the 'Summer Reading Challenge'. This creates an expected seasonal increase in the number of library users during Quarter 2. Performance is 17% lower than the same period last year, despite a 32% reduction in library opening hours.
- (PI 40) The Quarter 2 'average void to re-let times' performance outturn is currently exceeding the annual target of 14 days by 14% (1.9 days). This is because of the continuing success of the 'whole process reviews' undertaken in 2015/16, and the review of policies and processes undertaken in 2016/17.
- (PI 41) The percentage of adults in contact with secondary mental health services in paid employment is better than target and is better than at the same stage last year. At present there are 41 service users in employment who are in contact with secondary mental health services. At the same stage last year there were 26.
- (PI 42) The percentage of young people leaving care who are in education, employment or training at age 18 to 21 is above target. Prospects is commissioned to work with schools to identify those at risk of not participating and provide early intervention to reduce the Not in Education, Employment or Training (NEET) levels locally. Care leavers are specifically targeted for support as part of this.
- (PIs 43 and 45) The percentage of Early Years providers judged Good or Outstanding by Ofsted is above target and better than this time last year. There were 71 inspections in this period, in which 16 Private, Voluntary or Independent providers (PVIs) improved to either Good or Better. 20 new providers had a first judgement of Good or better.
- (PI 46) The number of volunteers assisting in the running of Library Services continues to grow and has exceeded the target this quarter by 9%.
- (PI 47) The number of free early years education offers extended to disadvantaged 2 year olds is better than target and better than this time last year. By January 2017 we anticipate 841 two year olds to be in a funded childcare place.
- (PI 51) The percentage of suppliers paid within 30 days of receipt by the Transactional Team by invoice continues to improve and at the end of Q2 was above target.
- (PI 52) Customer Satisfaction with the contact centre continues to improve, with a satisfaction score of 89.91% at the end of Quarter 2 against a target of 85%.
- (PI 53) The number of online transactions has significantly increased compared to the same period last year.
- (PIs 56 and 57) Performance is on target for the speed of processing changes in circumstances of Housing Benefit / Council Tax Support Claimants due to increased automation. There are also plans in place to automate the process for

new Housing Benefit / Council Tax claims, which will improve performance for this indicator, which is currently above target but within target tolerance.

### 3.2 Improvements required:

- (PI 50) The sickness absence rate has improved compared to Quarter 1 but is worse than this time last year and worse than the target. A 24/7 Absence Line pilot scheme has been launched in October for Environment, Catering and Grounds Maintenance. Employees are required to call a dedicated telephone line instead of their line manager to register any sickness absence. They are then directed to a medical professional to receive further support and advice. If successful, this will be rolled out to the rest of the organisation in an effort to reduce sickness levels.

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

## REASONS AND OPTIONS

**Reasons for the decision:** To provide Overview and Scrutiny Board 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:

The Levy Waste Tonnage performance indicator (PI 7) has financial implications in that, as levy costs continue to rise year on year, without controls to restrict waste volumes, campaigning on its own will not be enough to mitigate the potential £10m rise in costs by 2027.

There are no other 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.

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 of these and other work

streams 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 and 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:

- Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)
- Number of total notifiable offences (TNO)
- Total number of in-house foster carers
- Percentage of looked after children (LAC) placements lasting at least 2 years
- Number of antisocial behaviour (ASB) incidents
- Percentage of care proceedings under 26 weeks
- Percentage of children who wait less than 14 months between entering care and moving in with their adopting family
- Number of new in-house foster carers
- Percentage of looked after children that leave care at 18 and remain living with their foster carers (Staying Put)
- Direct payments as a percentage of self-directed support for service users
- Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years

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 2016/17 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](https://www.havering.gov.uk/Pages/Category/Vision.aspx?utm_source=Home_Page&utm_medium=Footer_Image&utm_campaign=Vision)[https://www.havering.gov.uk/Pages/Category/Vision.aspx?utm\\_source=Home\\_Page&utm\\_medium=Footer\\_Image&utm\\_campaign=Vision](https://www.havering.gov.uk/Pages/Category/Vision.aspx?utm_source=Home_Page&utm_medium=Footer_Image&utm_campaign=Vision)

# Quarter 2 2016/17 Corporate Performance Report

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

Line.no	Indicator and Description	Value	2016/17 Annual Target	2016/17 Quarter 2 Target	Target Tolerance	2016/17 Quarter 2 Performance	Short Term DOT against 2016/17 (Q1)	Long Term DOT against 2015/16 (Q2)	Comments	Service	O&S Sub-Committee		
CLEAN: Supporting our community													
1	Avg. number of days taken to remove streetcare flytips (C)	Smaller is Better	1 day	1 day	±10%	1.8 days (RED)	↓	1.5 days	–	N/A - New indicator	<p>The performance for Q2 is above target (where lower is better) and has worsened compared to last quarter. Ongoing data quality issues continue to be a problem which will be alleviated by the introduction of “in-cab” technology. An order has now been placed to equip the street cleansing fleet with “in-cab” devices which will monitor performance and should speed up response times. This more accurate way of recording is likely to show a greater number of fly tips cleared as previously unreported flytips will now be recorded. There has also been an increase in demand on the service during the last quarter due to the increased number of large flytips in more rural areas of the borough which often contain contaminated waste that require a specialist team and therefore take a longer time to clear.</p> <p><b>Corrective Action:</b> Covert operations will be taking place to identify the perpetrators of large flytips, as well as partnership work with the Police, Environment Agency and Thurrock Council to tackle this issue. Rural roads are also checked by the enforcement team on a daily basis.</p>	Environment <i>Local performance indicator</i>	Environment
2	The number of parks with Green Flag Status	Bigger is Better	11	NA	±1%	11 (GREEN)	–	N/A	↑	9	<p>This is an annual indicator but has been included in the Q2 report as the annual Green Flag inspections were completed by environmental charity Keep Britain Tidy over the summer period. Havering was successful in gaining 11 Green Flags, an increase of 2 since last year. The parks with new Green Flag status are Central Park and Rise Park. A Green Flag flying is a sign to the public that the space boasts the highest possible standards, is beautifully maintained and has excellent facilities.</p>	Environment <i>Local performance indicator</i>	Environment
CLEAN: Using our influence													
3	Percentage of other applications processed within 8 weeks (Note –extension of time agreements not included)(C)	Bigger is Better	80%	80%	±10%	68% (344 of 508) (RED)	↓	78% (408 of 523)	↓	86% (759 of 886)	<p>During Q2, out of a total of 508 applications, 141 had Extension of Time Agreements, 134 of which were decided within the agreed time frame. This would give a revised percentage of 92% if EoT applications were taken into consideration for this PI.</p> <p><b>Corrective action:</b> Performance has been impacted this quarter due to an isolated issue regarding notification. It impacted the ability to determine a batch of householder planning applications within the usual 8 week period. This was managed with the use of Extension of Time agreements and is not envisaged to happen again so no further corrective action is being taken. Separately, consultation has now closed on restructure proposals which would facilitate the outsourcing of the initial part of the planning application process. When implemented, this will streamline the process and will improve overall performance.</p>	Regulatory Services <i>Reported to Department Communities &amp; Local Govt (DCLG)</i>	Towns & Communities

Line.no	Indicator and Description	Value	2016/17 Annual Target	2016/17 Quarter 2 Target	Target Tolerance	2016/17 Quarter 2 Performance	Short Term DOT against 2016/17 (Q1)		Long Term DOT against 2015/16 (Q2)		Comments	Service	O&S Sub-Committee
4	Percentage of major applications processed within 13 weeks (Note –extension of time agreements not included) (C)	Bigger is Better	65%	65%	±10%	33% (4 of 12) (AMBER)	↑	28.57% (2 of 7)	↓	35% (7 of 20)	During Q2, out of a total of 12 applications 5 had Extension of Time Agreements and 4 of these were decided within the agreed time frame. This would give a revised percentage of 67% if EoT applications were taken into consideration for this PI.  <b>Corrective action:</b> Better pre-planning of major applications to avoid revisions where possible. Quick turn-round of the validation process when applications received, neighbour notification, officer visit/report and committee target date better timed to allow optimum ability to keep major applications in time without needing an EoT. Separately, consultation has now closed on restructure proposals which would facilitate the outsourcing of the initial part of the planning application process. When implemented, this will streamline the process and will improve overall performance.	<b>Regulatory Services</b> <i>Reported to Department Communities &amp; Local Govt (DCLG)</i>	<b>Towns &amp; Communities</b>
5	Percentage of minor applications processed within 8 weeks (Note –extension of time agreements not included) (C)	Bigger is Better	65%	65%	±10%	55% (62 of 113) (AMBER)	↑	46.46% (46 of 99)	↓	60% (134 of 224)	During Q2, out of a total of 113 applications, 33 had Extension of Time Agreements, 31 which were decided within the agreed time frame. This would give a revised percentage of 82% if EoT applications were taken into consideration for this PI.  <b>Corrective action:</b> Various activities such as promotion of the pre-application advice offer, quick turn-round of the validation process when applications received, neighbour notification, officer visit/report and committee target date better timed to allow optimum ability to keep minor applications in time without needing an EoT. Separately, consultation has now closed on restructure proposals which would facilitate the outsourcing of the initial part of the planning application process. When implemented, this will streamline the process and will improve overall performance.	<b>Regulatory Services</b> <i>Reported to Department Communities &amp; Local Govt (DCLG)</i>	<b>Towns &amp; Communities</b>
6	Number of volunteers participating in community clean ups (C)	Bigger is Better	256	120	±10%	291 (GREEN)	↑	112	↑	110	The annual target for this PI has already been exceeded. In Q2 there were 18 community clean ups in which 179 volunteers that took part. These included Sanders School Year 7 pupils taking part in 4 clean-ups across 4 locations as well as various other groups partaking in regular clean-ups within different parks across the borough.	<b>Policy and Performance</b> <i>Local performance indicator</i>	<b>Towns &amp; Communities</b>
7	Levy Waste tonnage (C)	Smaller is Better	85,386 Tonnes	43,346 tonnes	±0%	36,921 tonnes (Apr-Aug16 : Q2 figure not yet available)	↓	22,598 tonnes	N/A	NEW	The full quarter 2 figure is not available until 6-8 weeks after period end, but a provisional figure until the end of August has been provided. The waste service continues to deliver various schemes, events and initiatives to encourage re-use, recycling and waste minimisation.	<b>Environment</b> <i>Reported to Department for Environment, Food and Rural Affairs (DEFRA)</i>	<b>Environment</b>
8	Percentage of appeals allowed against refusal of planning permission (C)	Smaller is Better	35%	35%	±10%	26% (9 of 34) (GREEN)	↑	32% (10 of 31)	↑	58% (19 of 33)	The percentage of appeals allowed against refusal of planning permission remains well below target (where lower is better). Performance has improved significantly since this time last year.	<b>Regulatory Services</b> <i>Reported to Department Communities &amp; Local Govt (DCLG)</i>	<b>Towns &amp; Communities</b>
SAFE: Supporting our community													
9	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+) (C)	Smaller is better	598.01	289.0	±10%	344.5 (RED)	↓	159.2	↓	291.8	Performance in this area is currently above target (where lower is better) and performance has got worse since Q1. To date there have been 158 admissions into long stay establishments. At the same stage last year there had been 133. The complexity of needs of service users is also increasing, and the higher level of activity going through the hospital is also impacting adversely on this indicator.  <b>Corrective Action:</b> 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 and that all other community based options have been exhausted before long term placements are made. The average age of council-supported permanent admissions of adults (aged 65+) to residential and nursing care is 85 years.	<b>Adult Social Care</b> <i>Reported to Department of Health (DH)</i>	<b>Individuals</b>



Line.no	Indicator and Description	Value	2016/17 Annual Target	2016/17 Quarter 2 Target	Target Tolerance	2016/17 Quarter 2 Performance	Short Term DOT against 2016/17 (Q1)	Long Term DOT against 2015/16 (Q2)	Comments	Service	O&S Sub-Committee		
10	Number of total notifiable offences (TNO) (C)	Smaller is Better	Awaiting targets from MOPAC	Awaiting Targets from MOPAC	±0%	4,194 (RED)	↑	4,526	↓	4,102	<p>The total number of TNO recorded this financial year to date is 8,720, an increase of 10.1% from 7,922 in the previous corresponding period. London wide there has been an increase of 6.3%. The sub-category of crime 'Violence against the Person' has contributed to four-fifths of the current increase, resulting from continued improvements in recording practices and better integrity of recorded crime data.</p> <p>Long term monthly trend data shows that the impact of recording changes was most notable from Apr-Jun 2015 (rising steeply through this quarter), whereas monthly performance levels have been less varied since Jul 2015. It would appear that, in terms of how crime is being recorded, the data is becoming more comparable and methodology changes are embedded.</p> <p><b>Corrective Action:</b> The changes made in how police forces record and classify violent crimes has contributed to a 'manufactured' rise in violent crime figures nationally, but equally greater integrity in recording. The changes followed recommendations made by Her Majesty's Inspectorate of Constabularies (HMIC), which raised concerns about the level of crimes being reported to police which were not recorded officially as crimes. On average, nationally, 20% of crimes reported to police which should have been recorded as crimes were not. Given these changes in recording, performance figures will not improve this financial year. However, the ONS is exploring measuring TNO through a weighted severity score rather than counting each incident, based on harm and risk. More details on this are anticipated to be released in 2017.</p>	<b>Policy and Performance</b> <i>Reported to Mayor's Office for Policing and Crime (MOPAC)</i>	<b>Crime &amp; Disorder</b>
11	Total number of in-house foster carers (S)	Bigger is Better	90	90	±10%	73 (RED)	↓	81	—	N/A	<p>This is a new PI this financial year. Numbers have dropped again this month, linked to timings of de-registrations and when carers should be removed from the Fostering register. At 73 carers we remain outside of the 10% target tolerance.</p> <p><b>Corrective Action:</b> The Fostering Service is addressing this matter via an extensive marketing and recruitment campaign. The focus specifically relates to the recruitment of carers for 11-15 year olds and it is projected that 18 new foster carers will be approved by the year end. This will bring the outturn on target so long as no further foster carers are de-registered before the end of the financial year.</p>	<b>Children's Services</b> <i>Local performance indicator</i>	<b>Children &amp; Learning</b>
12	Percentage of looked after children (LAC) placements lasting at least 2 years (S)	Bigger is Better	70%	70%	±10%	55.9% (RED)	↓	63%	↓	72.3%	<p>At the end of Q2, 55.9% of our eligible LAC aged under 16 years had been in the same placement for at least 2 years, which means that we are currently performing below our 2016/17 target of 70%. However if we take into account those children/young people who will reach their 16th birthday during the year, and those current placements that we assume will remain unchanged that come within the cohort our year end forecast is still currently on target at 71.2%.</p> <p><b>Corrective Action:</b> No corrective action is being taken at this stage as the year end target is still predicted to be achieved.</p>	<b>Children's Services</b> <i>Reported to Department for Education (DfE)</i>	<b>Children &amp; Learning</b>
13	Number of antisocial behaviour (ASB) incidents (C)	Smaller is Better	4,808	1,428	±10%	2,096 (RED)	↓	1,392	↓	1,468	<p>ASB incidents (2,096) are 47% above the target (1,428) for Q2.</p> <p>The total number of ASB reports this financial year to date is 3,488, an increase of 30.3% from 2,677 reports in the previous corresponding period. London wide there has been an increase of 11.8%.</p> <p>The largest contributor to the increase is multiple complaints regarding traveller communities occupying open spaces across the borough. This highly visible activity (which is counted as ASB under the categories of trespass and vehicle nuisance) generates significantly high call volumes (contributing to 15% of ASB calls in the current financial year to date, with over 500 calls relating to just 9 sites which were occupied between late June and September).</p> <p><b>Corrective Action:</b> Following the Havering Ccommunity Safety Partnership meeting on 19/10/2016 a number of options were put forward to reduce the volume of complaints relating to traveller communities occupying green spaces, including the establishment of a joint OSC topic group and cross-border working with geographical neighbours.</p>	<b>Policy and Performance</b> <i>Reported to Mayor's Office for Policing and Crime (MOPAC)</i>	<b>Crime &amp; Disorder</b>

Line.no	Indicator and Description	Value	2016/17 Annual Target	2016/17 Quarter 2 Target	Target Tolerance	2016/17 Quarter 2 Performance	Short Term DOT against 2016/17 (Q1)		Long Term DOT against 2015/16 (Q2)		Comments	Service	O&S Sub-Committee
14	Percentage of care proceedings under 26 weeks (C)	Bigger is Better	80%	80%	±10%	66.1% (39 of 59) (RED)	N/A	N/A	N/A	N/A	A new manager has since been appointed and is addressing this issue. At the end of September of the 59 children involved in Care Proceedings, 39 (66%) had been in place for less than 26 weeks. The longest case has been in progress for 49 weeks and involves a family of 2 siblings with a current court status of "final hearing" with the hearing due in November.  <b>Corrective Action:</b> Care proceedings are tracked weekly with oversight by the Group Manager and Head of Service. Staffing has stabilised within the ISS team and performance is expected to improve.	Children's Services Reported to Department for Education (DfE)	Children & Learning
15	Percentage of children who wait less than 14 months between entering care and moving in with their adopting family (C)	Bigger is Better	75%	75%	±10%	50% (5 of 10) (AMBER)	↑	44% (4 of 9)	↑	22% (2 of 9)	Of the 4 children who have had their adoption orders granted this period and the 6 currently placed with their adoptive families awaiting orders, 5 (50%) waited less than 14 months between starting to be looked after and moving in with their adoptive families. This is an improvement on last year's outturn, but short of our 2016/17 target of 75%.	Children's Services Reported to Department for Education (DfE)	Children & Learning
16	Number of new in-house foster carers (C)	Bigger is Better	20	10	±10%	1 (AMBER)	↑	0	↓	10	So far this year we have had 1 new approval (during August). There are currently 11 families being assessed in the next few months. Overall this could mean that this year's target of 20 may be hard to achieve although the campaign to recruit new carers is continuing.	Children's Services Local performance indicator	Children & Learning
17	Percentage of looked after children that leave care at 18 and remain living with their foster carers (Staying Put)(C)	Bigger is Better	70%	70%	±10%	33.3% (AMBER)	↑	0%	–	N/A	This is a new PI for 2016/17 and the calculation is based on the number of young people that cease to be looked after on their 18th birthday who have a foster care placement and who remain living with that carer. So far this year there have been 3 young people turn 18 who were living with a foster carer with 1 of these remaining with the carer in a 'Staying Put' arrangement.	Children's Services Reported to Department for Education (DfE)	Children & Learning
Page 54	Rate of delayed transfers of care attributable to Adult Social Care (ASC) only per 100,000 population (C)	Smaller is better	1.5	1.5	±10%	0.9 (Q1) (GREEN)	↓	0.7 (Q4)	↓	0.5 (Q1 2015/16)	There is a 6 week time lag with this data, so the figure for Q1 has been provided. Performance in this area is worse than target for Q1 and is worse than Q4 2015/16 and worse than at the same stage last year.  Adult Services continue to focus efforts with the Joint Assessment Discharge (JAD) team to ensure timely discharges take place for all clients with a social care need. For Q1 there had been an average of 1.7 delays per month where the responsibility was Adult Services' across both the acute and non acute sectors. The vast majority of delays were in the non-acute sector (4 Non Acute; 1 Acute).	Adult Social Care Reported to Department of Health (DH)	Individuals
19	Repeat Domestic Violence cases going to the MARAC (C)	Smaller is Better	24.5% (in line with national average)	24.5% (in line with national average)	±5%	8.5% (6 out of 71) (GREEN)	↑	43.9% (25 out of 57)	↑	29.7% (19 out of 64)	No target has been set by MOPAC for repeat referrals, but the Council has set a local target to be in line with the national average (24.5%). There is also a target to increase the number of cases referred to the MARAC, which forms part of a funding bid to the Mayor's Office for Policing and Crime (with funding being dependent on successfully meeting the target).  The target for MARAC referrals is 250 for 2016-17.  An unusually high number of cases referred in Q1 had been repeat referrals over the previous 12 months, leading to the Q1 repeat rate being 43.9% (25 of 57). Just 6 of 71 referrals made in Q2 (8.5%) had been referred on a second occasion during the previous 12 months (from referral date). Cumulatively, the repeat referral rate for the financial year to date was 31.0%. This is higher than the national average of 24.5%, but within the recommended guidelines of 28-40% as set by Safe Lives. Havering is currently under-resourced in terms of Independent Domestic Violence Advocates (IDVAs) who manage MARAC cases. Issues with the pan-London service, which is commissioned and managed by MOPAC, have been raised at the highest levels by Havering and other Community Safety Partnerships across London which are experiencing similar staffing / capacity issues with the new service. The Council has received assurances that this will be fully resolved by the end of November.	Policy and Performance Reported to Mayor's Office for Policing and Crime (MOPAC)	Crime & Disorder
20	Percentage of looked after children who ceased to be looked after as a result of permanency (Adoption and Special Guardianship) (C)	Bigger is Better	16%	16%	±10%	20.3% (GREEN)	↑	9.7%	–	N/A	So far this year we have seen 4 children cease to be looked after due to the granting of an adoption order, and 9 children cease to be looked after due to the granting of a special guardianship order, which means that we are currently performing above our 2016/17 target of 16%.	Children's Services Reported to Department for Education (DfE)	Children & Learning

Line.no	Indicator and Description	Value	2016/17 Annual Target	2016/17 Quarter 2 Target	Target Tolerance	2016/17 Quarter 2 Performance		Short Term DOT against 2016/17 (Q1)		Long Term DOT against 2015/16 (Q2)	Comments	Service	O&S Sub-Committee
21	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64) (C)	Smaller is better	12	6	±10%	4 (GREEN)	↓	2	↑	6.8	The rate of permanent admissions for individuals aged between 18-64 years is currently on target. To date there have only been 6 admissions into long term care. At the same stage last year there had been 10. Services are continuing to manage a number of complex placements where clients can no longer be supported in the community. The services continue to be 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
22	Percentage of looked after children (LAC) placed in LBH foster care (S)	Bigger is Better	40%	40%	±5%	39.2% (GREEN)	↓	41.6%	↓	43%	This is a new PI and is based on the total of in-house and family and friend placements. In September the figure was 68 in-house and 25 family and friends placements and although figures have dropped slightly as the year has progressed (from 44% in April), we continue to be within target.	Children's Services Local performance indicator	Children & Learning
SAFE: Using our influence													
23	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years (C)	Smaller is Better	10%	10%	±10%	14.3% (20 of 140) (AMBER)	↑	15.9% (10 of 63)	↓	5.1% (12 of 235)	At the end of September there had been 20 (out of 140) new CP Plans relating to children who have previously been on a CP plan during the past 2 years, with 6 of these starting during September, the highest number since May. These 6 cases include a sibling group of 3. These new plans have resulted in a year to date total of 14.3%, outside of the target and an increase on 12.5% at the end of August but an improvement on the Q1 outturn.	Children's Services Local performance indicator	Children & Learning
24	Percentage of adults in contact with secondary mental health services living independently, with or without support (C)	Bigger is better	76%	76%	±10%	90.5% (GREEN)	↑	75.6%	↑	86.7%	This performance indicator is led by the North East London Foundation Trust (NELFT) and is currently exceeding target. To date this year there have been 515 service users with mental health difficulties living independently. At the same stage last year there had been 417.	Adult Social Care Reported to Department of Health (DH)	Individuals
25	Successful completion of drug treatment – opiates and non-opiates (S)	Bigger is Better	50%	50%	±3%	48.6% (GREEN)	↑	40.5%	–	N/A	Performance has improved since Q1 and is within target tolerance. There is no long term DOT available as a new provider (WDP Havering) was commissioned in Q3 2015/16. At the request of the Council, the provider is to continue with its remedial action plan until performance meets the annual target of 50%.	Public Health Reported to Department for Health (DH) (PHOF)	Health
26	Percentage of adults with learning disabilities who live in their own home or with their family (C)	Bigger is Better	63.5%	32%	±10%	32.1% (GREEN)	↑	20%	↑	29.2%	Performance is on target with 160 service users with a learning disability confirmed as being in settled accommodation. This is an improvement on the outturn at the same stage last year when there were 147.	Adult Social Care Reported to Department of Health (DH)	Individuals
27	Percentage of children and families reporting that Early Help services made an improvement to assessed needs (C)	Bigger is Better	80%	80%	±5%	N/A	–	N/A	–	N/A	No outturn is available for this indicator as it will be replaced with a new indicator from the outcomes star, a tool that practitioners are currently piloting which tracks customer progress before, during and after intervention.	Children's Services Local performance indicator	Children & Learning
28	Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement services	Bigger is Better	87%	N/A	±10%	N/A	–	N/A	–	N/A	The outturn for this indicator is not available until Quarter 4.	Adult Social Care Reported to Department of Health (DH)	Individuals
SAFE: Leading by example													
29	Direct payments as a percentage of self-directed support for service users (S)	Bigger is better	42%	42%	±10%	32.6% (RED)	↓	33.8%	↓	36.6%	Direct Payments (DPs) are one component of the self-directed support (SDS) offer. Adult Services are currently below target for this indicator and performance is worse than at the same point last year. There were 698 service users receiving a direct payment at the end of Quarter 2. At the same stage last year there were 738. However, in line with the national picture, Adult Services 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.  <b>Corrective Action:</b> Adult Services Commissioning are leading on a number of initiatives to increase the take up of Direct Payments including the introduction of a payment card and the development of the Personal Assistant market.	Adult Social Care Reported to Department of Health (DH)	Individuals
30	Percentage of carers using social care who receive self-directed support and those receiving direct payments (C)	Bigger is better	95%	95%	±10%	100% (GREEN)	→	100%	→	100%	Self-Directed Support (SDS) and personalisation continue to be at the heart of the service offer within Adult Services. This indicator monitors the services provided to carers via self direction. At present there are 93 carers who are receiving their services via self direction.	Adult Social Care Reported to Department of Health (DH)	Individuals
31	Percentage of carers using social care who are receiving direct payments as a proportion of self-directed support (C)	Bigger is better	95%	95%	±10%	100% (GREEN)	→	100%	→	100%	Direct Payments (DPs) are one component of the SDS offer. Currently there are 93 carers who are receiving their support via a Direct Payment.	Adult Social Care Reported to Department of Health (DH)	Individuals

Line.no	Indicator and Description	Value	2016/17 Annual Target	2016/17 Quarter 2 Target	Target Tolerance	2016/17 Quarter 2 Performance		Short Term DOT against 2016/17 (Q1)		Long Term DOT against 2015/16 (Q2)		Comments	Service	O&S Sub-Committee
32	Percentage of people using social care who receive self-directed support and those receiving direct payments (S)	Bigger is Better	83%	83%	±10%	84.6% (GREEN)	↓	85.9%	↑	67.8%		Self-Directed Support (SDS) and personalisation continue to be at the heart of the service offer within Adult Services. ASC continues to provide services via Self Directed Support and is on target for this indicator. There are currently 1,814 service users receiving their support via self direction. At the same stage last year there were 1,368 service users receiving their service via self direction.	Adult Social Care Reported to Department of Health (DH)	Individuals
PROUD: Supporting our community														
33	Number of potential start-up businesses accessing advice via the Business Start-up Programme (C)	Bigger is Better	100	50	±10%	45 (GREEN)	↑	15	↑	18		The number of potential start-up businesses accessing advice via the Business Start-up Programme is below target but within expected tolerance levels. Performance has increased compared to last quarter and is recovering from the gap in service provision at the beginning of the year whilst a new contractor was procured. Enterprise Nation started in May and is confident that performance will continue to improve throughout the year and meet the year-end target. The contractor will deliver workshops, coaching, one-to-one health checks, online webinars, masterclasses and podcasts to local businesses.	Economic Development Local performance indicator	Towns & Communities
34	Number of businesses accessing advice through regeneration initiatives (C)	Bigger is Better	600	300	±10%	287 (GREEN)	↑	270	↑	167		Whilst performance is below target, it is within the target tolerance. The numbers of businesses accessing advice is traditionally lower in the summer months and performance is expected to improve next quarter.	Economic Development Local performance indicator	Towns & Communities
35	Percentage of Housing repairs completed on time (including services contractors) (C)	Bigger is Better	96%	96%	±10%	89.7% (GREEN)	↑	89.4%	↓	92.0%		Performance is below target but remains within agreed tolerance levels. There has always been a historical seasonal drop in performance during the month of September for the repairs services and contractors. The maintenance services are aware of the continuing decreases in the current year to date performance from our contractors and are working with them to deliver the actions laid out in the Chartered Institute of Housing (CIH) deep dive review.	Housing Local performance indicator	Towns & Communities
Page 56	Percentage of homes that currently meet the decency standard (C)	Bigger is Better	98%	98%	±10%	98.8% (GREEN)	↑	98.2%	↑	97.2%		There are currently 8,774 homes which are at a decent standard and only 96 properties which are currently at a non-decent standard. It must be noted that the figures provided for Q2 do not include any property which has been listed for the regeneration programme.	Housing Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
	Estate inspections achieving target score (C)	Bigger is Better	95%	95%	±10%	97% (GREEN)	↑	96%	→	97%		Performance is above target for this indicator. Due to a change of directorship of the Estates service team (moving from Housing to Environment) the use of mobile devices previously used to produce this indicator was put on hold until the relevant training and resourcing issues had been resolved. From the beginning of October 2016 the Estates services team will be using the 'Commontime' mobile device software. Moving forwards this means that the information provided will be a more accurate picture of any elements which are failing and causing disrepair on the Housing estates areas.	Housing Local performance indicator	Towns & Communities
38	New housing units under construction for Mercury Land Holdings Limited (C)	Bigger is Better	100	65	±10%	65 (GREEN)	→	65	—	N/A		There are 65 units under construction for Mercury Land Holdings at the end of Q2. These are located at the Old church Hospital Site in Romford, and a further 44 units will be commenced in Q4 at 75 North Street in Hornchurch. The developments will all be private rented flatted accommodation, primarily 1 and 2 bedrooms with some 3 bed units as well.	Economic Development Local performance indicator	Towns & Communities
39	Number of physical library visits (C)	Bigger is Better	1,017,000	508,500	±10%	661,106 (GREEN)	↑	318,992	↓	795,820		Visitor figures peak during July and August due to children participating in the Summer Reading Challenge which encourages children to read 6 books during the 6 weeks summer holiday. Performance is 17% lower than the same period last year, despite a 32% reduction in library opening hours.	Culture & Customer Access Local performance indicator	Towns & Communities
PROUD: Using our influence														
40	Average void to re-let times (C)	Smaller is Better	14 Days	14 Days	±10%	12.07 days (GREEN)	↓	11.9 days	↑	17 days		The Q2 'average void to re-let times' performance outturn is currently exceeding the annual target of 14 days by 14% (1.9 days). This is because of the continuing success of the 'whole process reviews' undertaken in 2015/16, and the review of policies and processes in 2016/17.	Housing Local performance indicator	Towns & Communities
41	Percentage of adults in contact with secondary mental health services in paid employment (C)	Bigger is Better	5.4%	5.4%	±10%	7.2% (GREEN)	↑	6.4%	↑	5.4%		This performance indicator is led by the North East London Foundation Trust (NELFT). Performance is currently better than target in this area and is better than at the same stage last year. At present there are 41 service users in employment who are in contact with secondary mental health services. At the same stage last year there were 26.	Adult Social Care Reported to Department of Health (DH)	Individuals
42	Percentage of young people leaving care who are in education, employment or training at age 18 to 21 (C)	Bigger is Better	60%	60%	±10%	64% (67 of 105) (GREEN)	↑	63%	—	N/A		This is a new PI for 2016/17. In September there were 67 of our former relevant young people aged 18-21 years old in education, employment or training. This has dropped by 1.5% since August but remains above target. Prospects is commissioned to work with schools to identify those at risk of not participating and providing early intervention to reduce the Not in Education, Employment or Training (NEET) levels locally and Care Leavers are specifically targeted for support.	Children's Services Reported to Department for Education (DfE)	Children & Learning

Line.no	Indicator and Description	Value	2016/17 Annual Target	2016/17 Quarter 2 Target	Target Tolerance	2016/17 Quarter 2 Performance	Short Term DOT against 2016/17 (Q1)		Long Term DOT against 2015/16 (Q2)		Comments	Service	O&S Sub-Committee
43	Percentage of Early Years providers judged Good or Outstanding by Ofsted (S)	Bigger is Better	80%	80%	±10%	83% (GREEN)	↑	81%	↑	80%	There were 71 inspections since last period, in which 16 Private, Voluntary or Independent providers (PVIs) improved to either Good or Better. 20 new providers had a first judgement of good or better. 4 PVIs had judgements of Requires Improvement or Inadequate. 7 PVIs were inspected while there were no children on roll so a judgement could not be given. The remaining inspections were PVIs with either the same grade or didn't affect the indicator.	Learning & Achievement <i>Reported to Department for Education (DfE)</i>	Children & Learning
44	Percentage of 16 to 19 year olds (school years 12-14) who are not in education, employment or training (NEET) (S)	Smaller is Better	4.0%	4.0%	±10%	3.3% (August 2016) (GREEN)	↓	3.0%	↑	3.4% (August 2015)	The 3.3% figure is from August 2016 as the Q2 (September) data is not yet available. There was a slight increase on previous month which was 3.2%. This is due to academic year end and learners transitioning to post-16 options after the summer. There is a slight decrease in the number of learners who are NEET compared to the August 2015 figure of 3.4%. This is as a result of increased awareness amongst young learners and parents about post-16 options, including the annual Raising the Participation Age (RPA) transitions event, apprenticeship week events and robust tracking and targeted information, advice and guidance (IAG) interventions via Prospects.	Learning & Achievement <i>Reported to Department for Education (DfE)</i>	Children & Learning
45	Percentage of schools judged to be Good or Outstanding (S)	Bigger is Better	80%	80%	±10%	75% (GREEN)	↑	74%	↑	71%	There were 5 inspections since last period, in which 2 primary schools improved from Requiring Improvement to Good. The remaining schools retained their Good judgement.	Learning & Achievement <i>Reported to Department for Education (DfE)</i>	Children & Learning
46	The number of volunteers assisting in the running of library services (S)	Bigger is Better	450	350	±10%	380 (GREEN)	↑	312	–	N/A	The number of volunteers assisting in the running of Library Services continues to increase. The quarterly target has been exceeded this quarter by 9% .	Culture & Customer Access <i>Local performance indicator</i>	Towns & Communities
Page 57 of 62	Number of free early years education offers extended to disadvantaged 2 year olds (C)	Bigger is Better	681	681	±10%	787 (August 2016) (GREEN)	↑	607 (January 2016)	↑	623 (August 2015)	The figure quoted represents the actual number of children taking up a place between April and August 2016. Performance is better than target and better than this time last year. A performance outturn is only available three times a year for this indicator, as figures are provided termly, therefore a figure for January 2016 has been provided in the short term DoT. By January 2017 we anticipate 841 two year olds to be in a funded childcare place.	Learning & Achievement <i>Local performance indicator</i>	Children & Learning
	Adults with Learning Disabilities in paid employment (S)	Bigger is Better	8.7%	N/A	±10%	Not available until Q3	–	N/A	–	N/A	This Indicator is not measured until Quarter 3	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
	49	Number of apprentices (aged 16-18) recruited in the borough (C)	Bigger is Better	720 (Aug 2016 to Jul 2017)	N/A	±10%	Data not available until late November 2016	–	N/A	–	560 (Aug14 to Apr15)	Data not available until late November 2016.	Learning & Achievement <i>Local performance indicator</i>
PROUD: Leading by example													
50	Sickness absence rate per annum per employee (days) (R)	Smaller is Better	8.5 days	8.5 days	±10%	10.2 days (AMBER)	↑	10.4 days	↓	10.1 days	Performance has improved compared to the Q1 figure of 10.4 days but is worse than this time last year and worse than the target. Managers continue to support staff during sickness absence. A 24/7 Absence Line pilot scheme has been launched in October for Environment, Catering and Grounds Maintenance. Employees are required to call a dedicated telephone line instead of their line manager to register any sickness absence. They are then directed to a medical professional to receive further support and advice. If successful, this will be rolled out to the rest of the organisation in an effort to reduce sickness levels.	Corporate Health <i>Local performance indicator</i>	
51	Percentage of suppliers paid within 30 days of receipt, by Transactional Team, by invoice (C)	Bigger is Better	95%	95%	±5%	97.2% (55,004 of 56,590) (GREEN)	↑	96.9% (28,265 of 29,183)	↑	96.1% (50,879 of 52,946)	The percentage of suppliers paid within 30 days of receipt by the Transactional Team by Invoice continues to improve and at the end of Q2 was 2.2% above target.	Corporate Health <i>Local performance indicator</i>	
52	Percentage of Customers Satisfied With the Contact Centre (C)	Bigger is Better	85%	85%	±10%	89.91% (2,103 of 2,339) (GREEN)	↑	88.49% (1,968 of 2,224)	↓	95.48% (10,477 of 10,974)	Customer Satisfaction is above target and better than last quarter.	Culture & Customer Access <i>Local performance indicator</i>	
53	Number of online transactions as a % of all transactions (C)	Bigger is Better	50%	50%	±5%	51.82% (35,089 of 67,709) (GREEN)	↑	51.49% (20,586 of 39,978)	↑	27.34% (13,612 of 49,780)	This is a new indicator included as part of the Corporate Performance Report for 2016/17. However it was collected at service level last year so a long term direction of travel have been provided. The number of customers using online methods continues to increase. This PI is above target and shows an improvement on last quarter and this time last year.	Culture & Customer Access <i>Local performance indicator</i>	

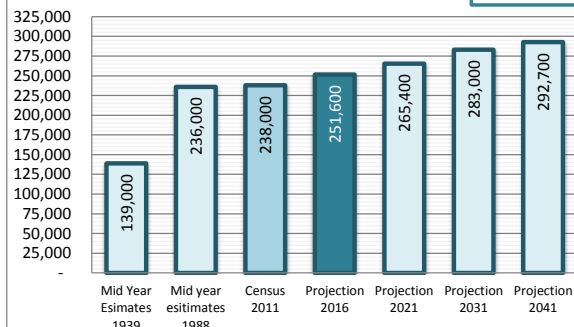
Line.no	Indicator and Description	Value	2016/17 Annual Target	2016/17 Quarter 2 Target	Target Tolerance	2016/17 Quarter 2 Performance	Short Term DOT against 2016/17 (Q1)		Long Term DOT against 2015/16 (Q2)		Comments	Service	O&S Sub-Committee
54	Percentage of Council Tax collected (C)	Bigger is Better	96.7% (£134.67m)	58.39% (£78.63m)	±1%	58.28% (£78.56m) (GREEN)	↑	30.93% (£41.66m)	↑	58% (£72.4m)	Performance is below target but within the target tolerance. The increase in properties coupled with a 2% rise in Council Tax is reflected in Q2 performance figure. Plans are in place however to improve performance and expedite collection which include prompt action on changes to council tax accounts and encouraging direct debit.	Exchequer & Transactional Services <i>Reported to Department Communities &amp; Local Govt (DCLG)</i>	
55	Percentage of National Non-Domestic Rates (NNDR) collected (C)	Bigger is Better	98.6%	58.68% (£45,698,387)	±1%	58.45% (£45,516,579) (GREEN)	↑	32.74% (£25,140,486)	↓	59.51%	Performance is below target but within the target tolerance. A drop in performance is partially due to Retail Relief ceasing with effect from April 2016.	Exchequer & Transactional Services <i>Reported to Department Communities &amp; Local Govt (DCLG)</i>	
56	Speed of processing new Housing Benefit/Council Tax Support claims (C)	Smaller is Better	20 days	20 days	±10%	21 days (GREEN)	↑	22 days	↑	22 days	Performance is below target but within the target tolerance. Performance has improved when compared to Q1 (22 days) and is expected to achieve the target in Q3.	Exchequer & Transactional Services <i>Reported to Department for Work and Pensions (DWP)</i>	
57	Speed of processing changes in circumstances of Housing Benefit/Council Tax Support claimants (C)	Smaller is Better	10 days	10 days	±10%	10 days (GREEN)	↓	8 days	↓	7 days	The processing of Changes in Circumstances is on track due increased automation. There are plans to make New Claim processing automated as well which will improve performance.	Exchequer & Transactional Services <i>Reported to Department for Work and Pensions (DWP)</i>	
58	Percentage of Corporate Complaints completed within 15 days (C)	Bigger is Better	95%	95%	±10%	Not yet available	—	99%	—	88%	These performance figures are not yet available. A verbal update will be provided at the Committee meeting.	Corporate Health <i>Local performance indicator</i>	
59	Percentage of Member/MP Enquiries completed within 15 days (C)	Bigger is Better	95%	95%	±10%	Not yet available	—	97%	—	89%	These performance figures are not yet available. A verbal update will be provided at the Committee meeting.	Corporate Health <i>Local performance indicator</i>	

## Appendix 2: Quarter 1 2016/17 Demand Pressure Dashboard

### POPULATION

DP 01: Havering Population Growth

Annual



Source: ONS population estimates; 2011 Census; GLA 2015 round capped SHLAA projections

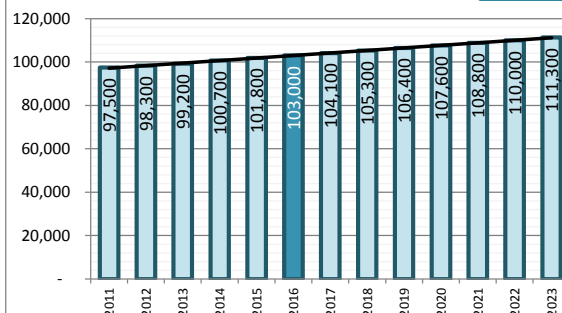
The ONS population estimates, the 2011 Census and GLA 2015 round capped SHLAA population projections show that Havering's population has seen the second largest proportional increase in London from 1939-2016 (81%). Hillingdon has the highest (88%) and Hounslow saw the third highest proportional increase in London (39%).

\* Figures rounded to nearest 100

### POPULATION

DP 02: Households - GLA Projections

Annual



Source: GLA round capped SHLAA Household Projections, 2015

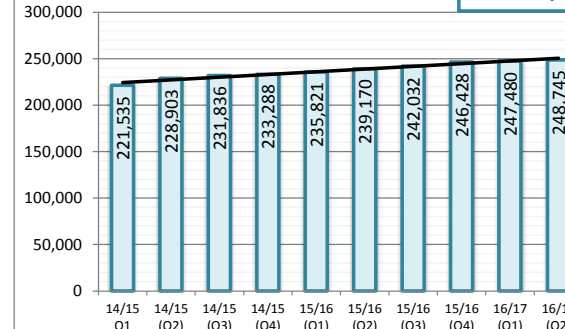
Using GLA estimates of the total number of households by borough, 1991-2041, the number of households in Havering has grown by 5,500 households (as at 2016) since 2011 and is projected to grow by a further 3,400 households by 2019.

\* Figures rounded to nearest 100

### POPULATION

DP 03: GP Registrations

Quarterly

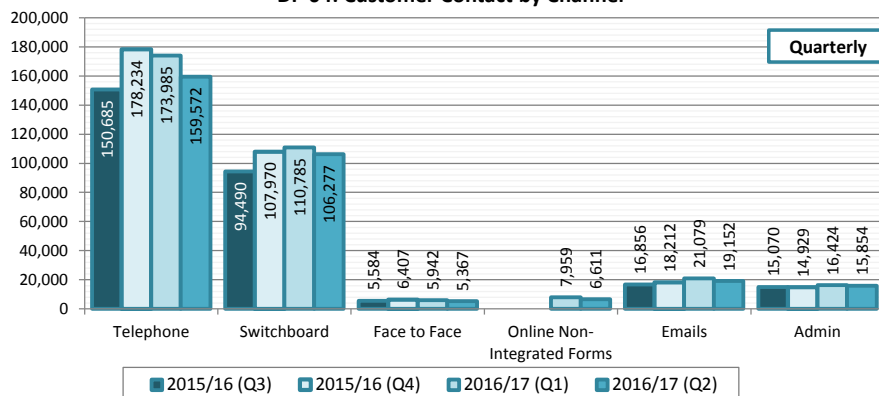


Quarter 2 data shows that Havering's GP registrations are continuing to increase each quarter, with 1,265 additional registrations between Q1 2016/17 and Q2 2016/17.

### CUSTOMER SERVICES

DP 04: Customer Contact by Channel

Quarterly

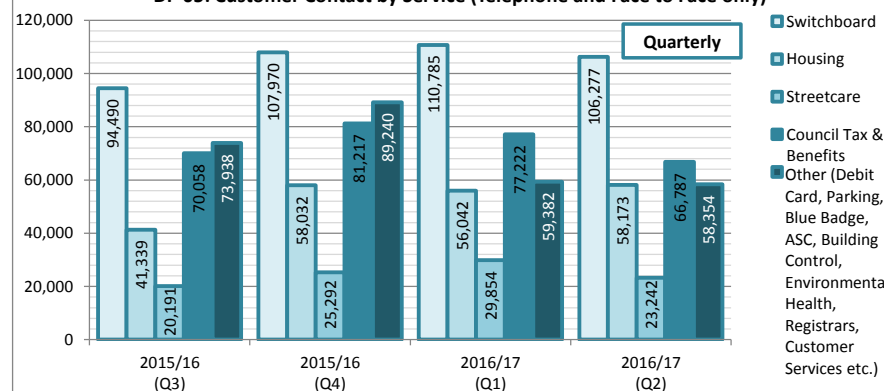


The planned introduction and promotion of further services being available online will assist in the reduction of telephone contact, which continues to be the preferred method of contact by customers. Email channels are being refined where applicable in order to transfer the most common queries into online structured web forms. Online non-integrated structured web forms are preferred to email channels but still create a demand on Customer Services as the form requires processing by an agent. Online integrated forms are not handled by an agent and are directly sent to the appropriate service area.

### CUSTOMER SERVICES

DP 05: Customer Contact by Service (Telephone and Face to Face only)

Quarterly



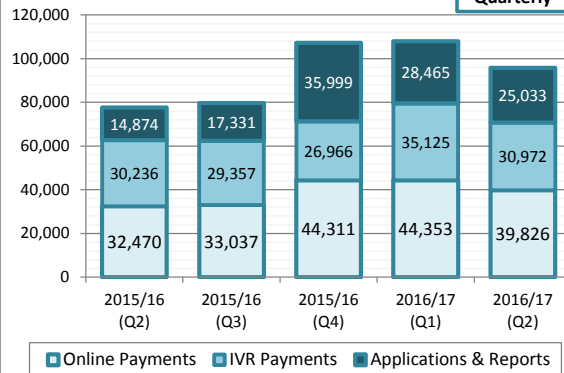
Council Tax, Benefits, StreetCare and Housing are the real pressures on service delivery due to demand levels and the complexity of enquiries. Services that are fully integrated with technology have been identified and work has begun to implement an online approach to move demand to the most cost effective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



## CUSTOMER SERVICES

DP 06: Online Transactions

Quarterly

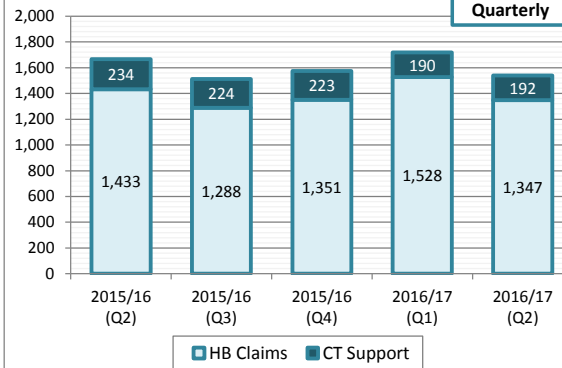


An 'online only' approach was implemented for many services in StreetCare, Registrars and Revenues during Q3 of 2015/16. The high volume of Green Waste renewals being completed via the web increased the number of online transactions further. A reduction in Q2 is due to the Green Waste renewals tapering off and the end of the

## HOUSING BENEFIT

DP 07: New Housing Benefit/Council Tax Claims

Quarterly

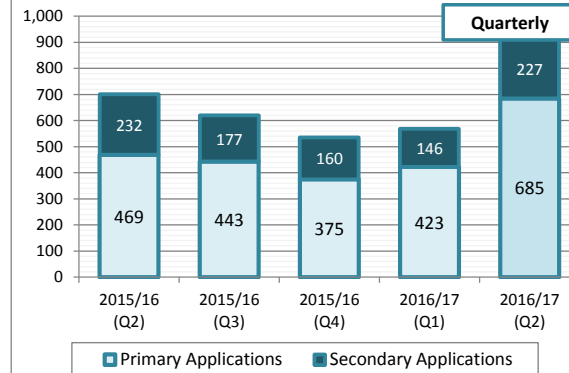


The total number of applications has decreased by 10% from Q1 2016/17 to Q2 2016/17. The Universal Credit (UC) rollout will not significantly affect numbers of claims during 2016/17 given that new customers will claim UC instead of Housing Benefit and UC is administered by the DWP.

## SCHOOL APPLICATIONS

DP 08: School Applications

Quarterly

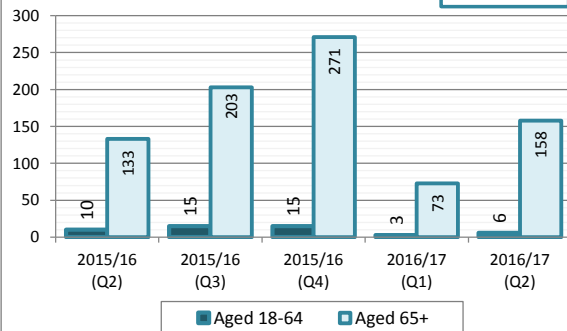


We have seen a significant increase (+30% in total) in both Primary and Secondary applications in Q2 when compared to Q2 last year, and the figures are even higher than the 2014/15 Q2 figures (682 for primary and 217 for secondary), which were unprecedented at that time

## ADULT SOCIAL CARE

DP 09: Permanent admissions to residential and nursing care homes

Cumulative

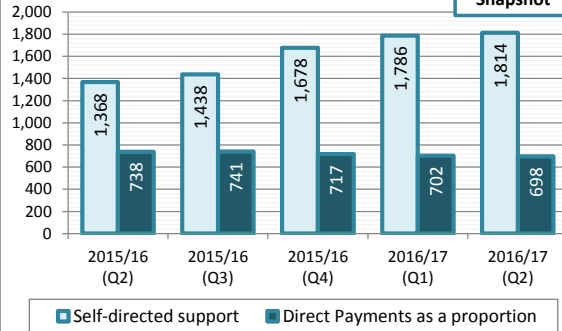


Demand for placements for residents aged 18-64 has decreased by 4 when compared to Q2 of 2015/16. Permanent admissions of those aged 65+ however have increased by 19% (133 compared to 158) from the previous year.

## ADULT SOCIAL CARE

DP 10: Self Directed Support and Direct Payments as a Proportion

Snapshot

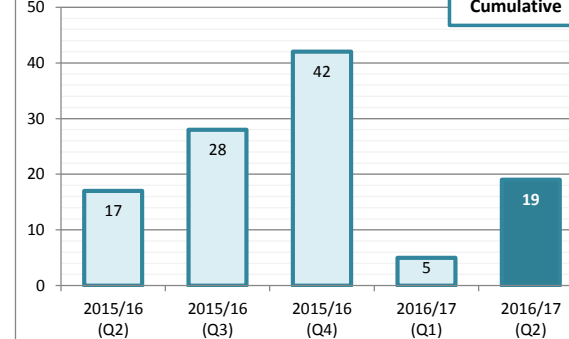


Take-up of self-directed support has increased slightly (by 2%) since Q1 of 2016/17 (from 1,786 to 1,814) and is 33% higher than at the same point the previous year (Q2 2015/16). However take up of direct payments has fallen slightly in Q2 from Q1 (1% reduction) and is also lower than in Q2 of 2015/16 (5% reduction).

## ADULT SOCIAL CARE

DP 11: Residents Requiring On-going Service After Reablement

Cumulative



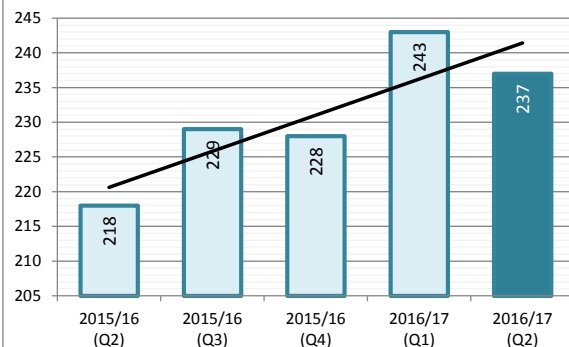
This is a local indicator and is reported cumulatively. Demand has increased from 17 to 19 when compared to Q2 of 2015/16.



## CHILDREN'S SERVICES

DP 12: Number of Looked After Children (LAC)

Snapshot

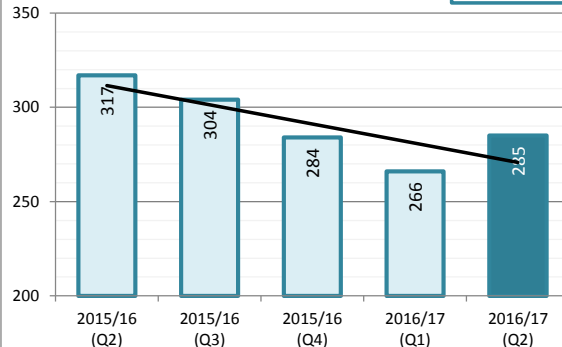


The number of looked after children (237) has increased significantly, up 19 (8.7%) on the same period of the previous year.

## CHILDREN'S SERVICES

DP 13: Number of Child Protection (CP) Plans

Snapshot

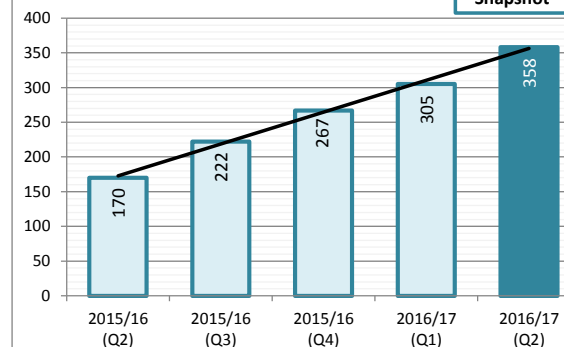


The number of CP cases (285) has reduced, down 32(10%) on the same period of the previous year. However, there has been an increase of 19 (7%) on the previous quarter.

## CHILDREN'S SERVICES

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

Snapshot

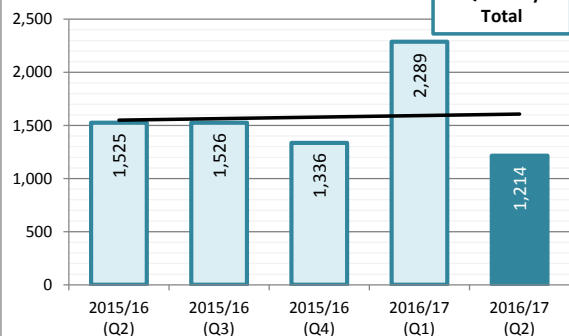


We have seen a continued increase in the number of CIN plans throughout the year, including as CP Plans step down. A 110.6% increase in activity is seen when comparing Q2 2016/17 to Q2 2015/16.

## CHILDREN'S SERVICES

DP 15: Number of Contacts received in Triage / MASH

Quarterly Total

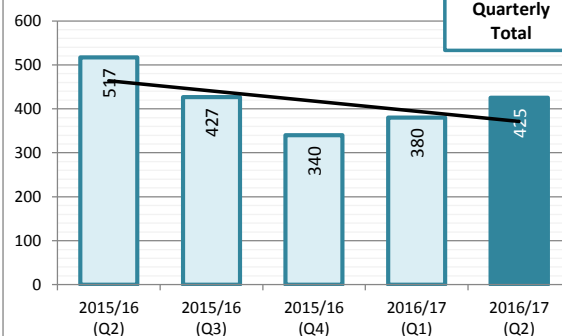


There were 1,214 contacts received in Triage / MASH in Q2 2016/17; a decrease of 1,075 (47%) on the previous quarter. This is an overall decrease of 311 (20%) on the same period last year (Q2 2015/16).

## CHILDREN'S SERVICES

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

Quarterly Total

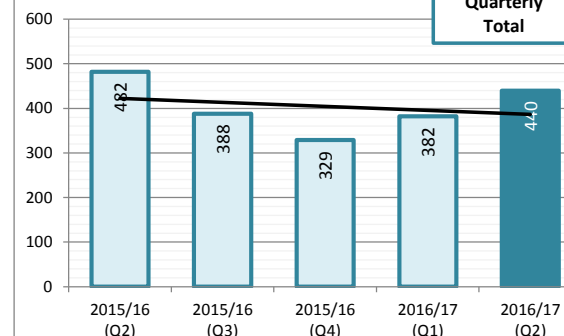


There were 425 contacts that became referrals in Q2 2016/17; an increase of 45 (11.8%) on the previous quarter. The figure has fallen in each quarter as more cases are progressed to Early Help (see DP18) as opposed to statutory interventions. A review of the MASH service in late Q3 has also helped to reduce this figure.

## CHILDREN'S SERVICES

DP 17: Number of referrals becoming assessments

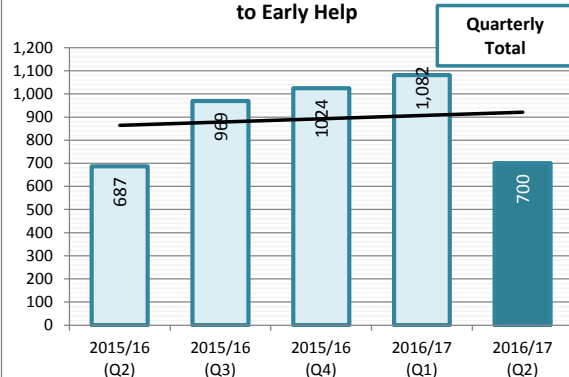
Quarterly Total



There were 440 referrals that became assessments in Q2 of 2016/17; an increase of 58 (15.2%) on the previous quarter but 9% below the level seen in the same quarter the previous year.

## CHILDREN'S SERVICES

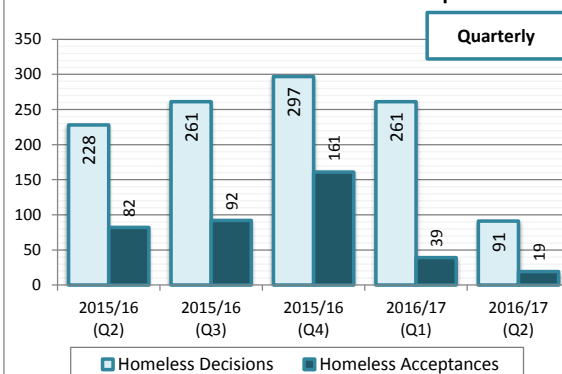
DP 18: Number of contacts referred to Early Help



There were 700 contacts referred to Early Help in Q2 2016/17; 382 less than the previous quarter but 13 more than the same period last year.

## HOMELESSNESS

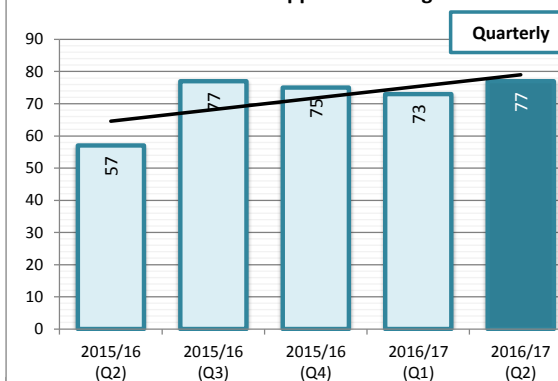
DP 19: Homeless Decisions and Acceptances



The number of Homeless decisions has dramatically dropped for Q2 2016/17, by 65% compared to Q1 2016/17. The number of acceptances has also reduced, by 51%.

## COMMUNITY SAFETY

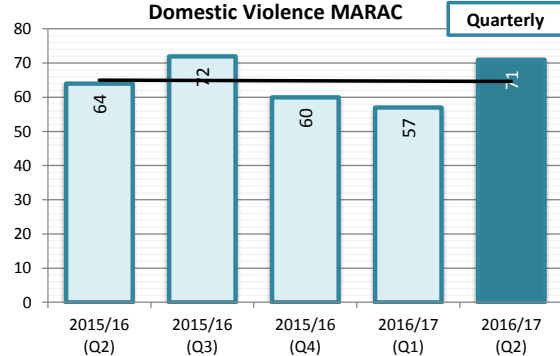
DP 20: Offenders supported through IOM



The number of offenders being managed through Integrated Offender Management is 77 at the end of Q2 2016/17. This is now almost at full capacity. The maximum number that can be supported in Havering is 80.

## COMMUNITY SAFETY

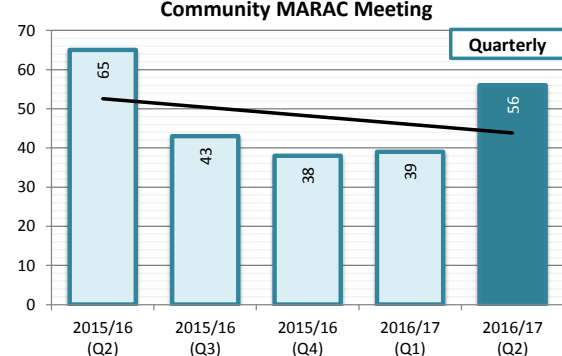
DP 21: Number of cases referred to the Domestic Violence MARAC



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 was exceeded again in 2015-16 with 250 cases. The target for 2016-17 is 250, with current

## COMMUNITY SAFETY

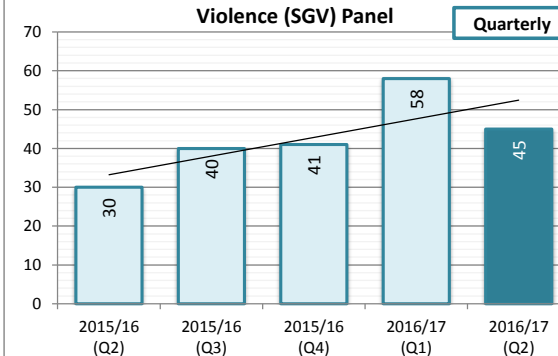
DP 22: Number of cases referred to the ASB &amp; Community MARAC Meeting



The ASB Panel and Community MARAC meetings were combined in January 2016 to reduce duplication of cases being represented at both panels. 2016-17 has seen an overall reduction from the previous year.

## COMMUNITY SAFETY

DP 23: Cases coming to the Serious Group Violence (SGV) Panel



The total number of clients being monitored for Serious Group Violence is currently 97, with 45 on the Met Police Trident Gangs Matrix. The number of clients requiring more intensive support through the SGV Panel in the most recent quarter was 45, an increase