



Havering

L O N D O N B O R O U G H

OVERVIEW & SCRUTINY BOARD AGENDA

7.00 pm	Wednesday 3 May 2017	Havering Town Hall, Main Road, Romford
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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:
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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 - 10)

To approve as a correct record the minutes of the meeting of the Board held on 1 February 2017 and to authorise the Chairman to sign them.

5 UPDATE ON SICKNESS ABSENCE (Pages 11 - 14)

Report attached.

6 PROPOSED CORPORATE PERFORMANCE INDICATORS AND TARGETS FOR 2017/18 (Pages 15 - 40)

Report attached.

7 MARKET TRANSFORMATION PROGRAMME UPDATE (Pages 41 - 46)

Report attached.

8 OVERVIEW AND SCRUTINY SUB COMMITTEE/TOPIC GROUP UPDATES (Pages 47 - 64)

Report attached.

9 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

**MINUTES OF A MEETING OF THE
OVERVIEW & SCRUTINY BOARD
Havering Town Hall, Main Road, Romford
1 February 2017 (7.00 - 9.35 pm)**

Present:

COUNCILLORS

Conservative Group Steven Kelly, Robby Misir, Dilip Patel, Viddy Persaud (Vice-Chair) and Linda Trew

Residents' Group Barbara Matthews, Ray Morgon and Barry Mugglestone

East Havering Residents' Group' Gillian Ford (Chairman) and Linda Hawthorn

UKIP Group Ian de Wulverton, Patricia Rumble and Lawrence Webb

Independent Residents' Group Michael Deon Burton and Graham Williamson

Labour

An apology was received for the absence of Councillor Keith Darvill.

All decisions were taken with no votes against.

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

14 MINUTES

The minutes of the meeting held on 9 November 2016 were agreed as a correct record and signed by the Chairman.

15 THE COUNCIL'S FINANCIAL STRATEGY 2017-18

The report updated Members on the Local Government Financial Settlement which had been announced in December 2016.

The report summarised the key elements of the Autumn Budget Statement, the implications for the corporate budget and the proposed financial strategy for the coming year. The report also included the latest in year financial monitor and the latest proposals for the capital programme.

Section four of the report detailed Havering's financial strategy which included provision for the reduction in Revenue Support Grant (RSG) over the next three years based upon the four year financial settlement applicable from 2016/17 and those reductions are re-confirmed and will reduce from £20.89m in 2016/17 to £1.376m in 2019/20. The impact of the settlement on Business Rates and New Homes Bonus were still being evaluated although it was not expected to have a material impact on the 2017/18 forecast position as reflected in the Medium Term Financial Strategy (MTFS) model. A full analysis would be included in the February Council Tax setting report.

Local authorities would now be able to increase the Social Care Precept by up to 3% per annum in 2017/18 and 2018/19. The additional 1% compared to the increase allowed in 2016/17 would require the authority to set out how the money was being spent on improvements in adult social care. The total increase allowed for over the three-year period to 2019/20 was limited to 6%.

Section eight of the report detailed the Council's financial strategy for the three year period commencing 2017/18.

Section nine of the report detailed a background to the current Capital Programme.

An indicative block programme of £4.9m for 2017/18 had been approved by Cabinet in October 2016 which represented a continuation of the strategy adopted in recent years.

The report also summarised the Council's financial position which showed that the Council would need to raise income or make additional savings of approximately £13m in order to balance its financial strategy over the next three years. Of this sum £3.8m had to be found as part of the budget setting process for 2017/18.

During the debate Members sought and received clarification relating to several aspects of the report and its impact on the Council's service provision.

In relation to the future collection of Business Rates Members asked that consideration be given to investigating the use of alternative premises for small/start up businesses to help attract/keep these businesses within the borough.

Officers confirmed that the possible introduction of a commercial vehicle tariff was a 2018/19 possible saving that would require prior consultation with stakeholders. Current figures suggested that nearly 12,000 commercial vehicles were regularly parked either on the streets or drives of the borough. The problem had been exacerbated with the main utility companies reducing their depot capacities where historically vehicles had been parked. To address the problem and to encourage companies to use their own

facilities it was proposed to introduce a £500 annual permit charge for commercial vehicles that parked on the highway outside of work time. Companies that would be targeted with the possible tariff would be those that employed over 1,000 employees. It was also noted that although other local authorities were considering introducing similar schemes no such scheme existed and therefore there were risks associated with the deliverability.

Several Members commented that there were many un-liveried vehicles that also used the highway to park on and it was suggested that maybe the tariff could be levied against the gross vehicle weight rating of vehicles therefor not discriminating against certain employers.

Members also commented that the Council should be seen to keeping its own house in order by levying the charge against its own employees who took Council vehicles home and parked on the highway.

Officers responded by agreeing that all viable options would be explored and that the Cabinet report only asked for agreement to take the proposal forward for consultation.

Members also felt it was important going forward that developers wishing to build in the borough took more responsibility for including parking provision within developments and not rely on the Council approving schemes that were parking free.

Members also agreed that the introduction of a new Local Plan would assist in achieving this aim. Officers confirmed that a new Local Plan was currently being drafted and would be put before Members for their consideration in the near future.

Members also requested that the proposed swimming pool at the new Hornchurch Leisure Centre be a full size 50m competition pool which would attract additional users and provide revenue opportunities going forward.

16 ICT PROVISION

Members received a presentation from the Council's Director of Technology and Innovation on the ICT service provision within the borough.

The presentation highlighted the service's visions and objectives and Members noted that the prime focus for the service was to improve its core infrastructure so it could support the Council's ambitions to improve service delivery for residents.

The presentation also detailed corporate ICT functions and gave a breakdown of the service's budgets and equipment used.

Members noted that the service dealt with the strategic management of ICT including change and development, information governance & corporate systems, IT infrastructure support, programme management & business improvement and print services.

During a brief debate Members were advised plans were in place to develop a strategic ICT document and that corporate priorities determined future ICT priorities.

All parties felt it was important going forward that Member engagement was encouraged when trialling new software and improvements were carried out to the ICT provision.

Members noted that the Council's Director of Technology and Innovation already met regularly with several Members to discuss ICT provision.

Officers advised that Members had been involved in the re-design of the Council's website however Members take up on briefing sessions had been poorly attended.

Several Members commented that they had had problems with accessing software through their iPads which often needed passwords re-set and sometimes required a visit to the town hall to seek assistance.

Officers undertook to review the process and would seek to introduce procedures to make the process more streamlined.

The Council's Director of Technology and Innovation asked that if Members had specific queries relating to IT access that they contact their Group Leaders who would pass on any queries for resolving. Arrangements would also be made for drop-in sessions to be held when Members could bring their IT issues to the attention of officers.

Members were reminded that some IT access issues existed because of parameters placed on the Council because of the need to follow PSN (Public Services Network) guidelines.

In response to a question relating to the number of mobile phones that the Council supported, officers advised that in line with the Council's hot-desking policy more staff worked out in the field supporting residents and therefore due to health and safety measures needed to be contactable by mobile phone.

Members asked if an up to date telephone directory could be made available online to assist Members with contacting officers with queries relating to council services.

**17 OVERVIEW AND SCRUTINY SUB COMMITTEE/TOPIC GROUP
UPDATES**

Health Overview & Scrutiny Sub-Committee

The Vice-Chairman gave an update on the work of the Sub-Committee.

The Sub-Committee had been scrutinising the work of BHRUT and how it was dealing with the extra pressures of winter weather places. The Trust's Chief Operating Officer had advised that Queen's Hospital had been at its peak in the first week of January and that a redirection process had been put in place to send patients presenting at A&E, where appropriate, to other suitable facilities such as walk-in centres or local pharmacies.

BHRUT had also presented on the number of health tourists that were seen by the Trust (approximately 500 a year). Trust officers had explained how they attempted to recover treatment costs from patients but this was often a complex task. Members had asked to see an example of the paperwork that patients were asked to complete in order to clarify what information patients were required to give.

The work covered by the Joint Strategic Needs Assessment had also been scrutinised. This included plans to produce borough level health profiles on a range of areas including mental health, smoking levels and the production of a new pharmaceutical needs assessment.

The Director of Adult Services had updated the Sub-Committee on the latest position regarding the establishment of an Integrated Care partnership for Outer North East London which included the development of three health facilities in Havering. It was hoped that these would work to provide more efficient and focussed services at a local level. The Sub-Committee had also confirmed the position regarding the payment of care home charges for residents whilst they were in hospital. Members had been advised that full charges were paid by the Council for the first twenty eight days whilst a resident was away from the home which then dropped to 60% of the charge after a four week period.

The joint topic group and Healthwatch Havering had met with representatives of NELFT and NHS Improvement in order to gain their perspectives on the issue of delays to treatments. Work was now underway to draw out the key themes from the evidence sessions in order to be able to report back to BHRUT officers for their response.

Members were advised that as part of the forty four Sustainability and Transformation Plans agreed between councils and the NHS there was a possible threat of the loss of some local pharmacy provision within the borough. The Vice Chairman of the Sub-Committee undertook to investigate and provide a response at the next meeting of the Board.

Crime & Disorder Overview & Scrutiny Sub-Committee

The Chairman advised that the Sub-Committee had received an update on the work of the National Probation Service. Members had been advised that the service had just received the first set of re-offending rates data covering the National Probation Service, Community Rehabilitation Company and Youth Offending Service.

The average re-offending rate across London was 25%, for Havering the figure was 20.7% across all age ranges, with the exception of the 35-39 age group. Havering had out-performed the London average.

11% of female offenders in Havering had re-offended compared to 18% across London. For male offenders the figures were Havering 22%, London 27%.

Whilst the figures were good it was of concern that 48.5% of those who were released from custody re-offended and this figure had remained steady across the years.

Detective Superintendent John Ross, the point of contact for Havering Police, Had spoken with Members about the changes which had come into effect in January 2017.

The tri-borough pathfinder had commenced with Chief Superintendent Jason Gwillim taking the role of senior officer across the three boroughs, Havering, Barking & Dagenham and Redbridge. Chief Superintendent Gwillim would be supported by a senior leadership team of four, each with a defined role. DS Ross was charged with Protecting Vulnerable People, there were other units for Neighbourhoods, Response and Investigation.

In response to a question relating to the future provision of probation services once the Victoria Road centre had been closed, the Chairman undertook to investigate further and report back to the Board.

Environment Overview & Scrutiny Sub-Committee

The Chairman advised that the Sub-Committee had reviewed the latest set of corporate performance indicators and had also received a presentation about enforcement, concerning fly-tipping and dog-fouling, amongst other enforcement issues, It had been decided to establish an enforcement topic group, to go into more depth on these subjects, in particular the major fly-tipping, which was an issue in several areas of the borough at present. It was agreed that it might be beneficial for a member of the Crime & Disorder Sub-Committee to attend the topic group meetings.

Individuals Overview & Scrutiny Sub-Committee

The Chairman advised that the Sub-Committee had investigated Havering's Dementia Strategy.

Given the age profile of Havering's population, it was important to have a local dementia strategy and this would be aligned with Havering's overarching Health and Wellbeing Strategy. The dementia strategy had been based on a number of principles including listening to people living with dementia and their carers about tackling the stigma associated with dementia and enabling people to make informed choices.

The current service provision in Havering included memory clinics provided by NELFT and a dementia advisory service provided by Tapestry. Neurology and mental health liaison services were available at BHRUT and GPs were also able to make initial diagnoses of memory problems. Blood tests were conducted as part of an overall assessment of dementia in order to exclude urinary tract infections which could exhibit similar symptoms. A CT scan could also be used to look for changes in the brain that were indicative of dementia.

Officers would confirm the timescales for treatment for dementia following a GP referral although the target period from GP referral to treatment at a memory clinic was 12 weeks. Officers would also confirm what treatments were currently offered at the memory clinics.

There was a need to have more joined up working between health and social care with for example telecare commissioned by the Council to support people with dementia to remain in their own homes where this was possible. Officers had advised that it was important for people with dementia not to enter hospital as this was the worst place for their condition.

Officers had also advised of the work the Dementia Action Alliance had undertaken in local schools. Havering CCG was now very active in ensuring GPs were aware of dementia and the GP diagnosis rate had now improved.

Members were advised that there had previously been plans to use St Bernard's Day Centre in Harold Wood as a possible facility to provide dementia care in the borough although the centre had now been unused for approximately four years.

Towns & Communities Overview & Scrutiny Sub-Committee

The Chairman advised that the Green Belt topic group was all but concluded.

The Sub-Committee had been receiving regular updates on the Romford Market Regeneration. It was agreed that the regeneration of the market be a future agenda item for the Board to receive an update on the progress of the works.

A topic group was planned to look at housing repairs and whether the Council was getting value for money on responsive repairs.

Children & Learning Overview & Scrutiny Sub-Committee

The Chairman advised that officers had provided an update on the key issues regarding journey times for the provision of transport for children and young people with Special Education Needs and Disabilities. The update had addressed issues raised with the time young people were spending on board transport and provided details on the current levels of spend, increasing pressures and actions underway to vary the offer and meet demand.

Officers had advised that having reviewed all the data they had agreed that an additional bus be added to transport young people to Corbets Tey School after half-term, this would help reduce the length of journeys and tackle the issue of young people arriving at school late. This would be an additional expense on the budget adding £23k this year and £46k in a full year.

HMCI had published its Annual Report of education, early years and skills for 2015/16 on 1 December 2016. Each Regional Director had published a report covering performance in their geographical patch.

. As a result of officer discussions with the Regional Schools Commissioner, an independently chaired Improvement Board had been established to oversee the agreed improvement strategy to tackle under-performance in the secondary sector. Dame Joan McVittie had been appointed Chair and the first meeting was held on 20 January, with good attendance from Head Teachers and Chairs of Governors across the secondary sector with all 18 secondary schools being represented.

A draft action plan had just been received and was yet to be considered by officers. The Council had a key role to play to use its influence and provide support. The Regional Commissioner had indicated that funds would be available to fund school improvement and when further details were available a bid would be submitted.

The Chair of the Children's Overview & Scrutiny Sub-Committee had requested the Regional Schools Commissioner be invited to a future meeting and for standing item updates on improvement action plan implementation.

Officers had submitted a report detailing the recommendations contained in the Children's Social Care and Local Safeguarding Children Board (LSCB) – Ofsted SIF report and the Council's engagement on the action plan. Ofsted had awarded the Council an overall 'Requires Improvement to be good' grading to the Children's Social Care and LSCB services, making 13 recommendations.

The 'Experiences and progress of care leavers' strand had received an 'inadequate' grading, as a result of which Ofsted would make a return visit towards the end of March 2017.

Debt Recovery Topic Group

Councillor Williamson advised that the topic group had met with senior officers and the new task force shortly before Christmas.

Officers had provided the group with detailed breakdowns of the monies owed to the Council and how they planned to recover the sums owed.

Going forward the group would continue to meet with officers and the task force and look at new initiatives to encourage residents to pay their Council Tax, including any arrears.

The topic group would continue to report its work to the Board and suggested that the Chief executive be invited to future meetings of the Board to explain the rationale behinds the Council's debt recovery processes and that an annual report on debt recovery could be produced for the public.

Procurement Topic Group

Councillor advised that the group had met with the Council's Head of Procurement and had received documentation detailing the procurement process. Members noted that there were a couple of areas that the group wished to challenge in more detail, in particular contract monitoring. A second meeting was planned for the near future.

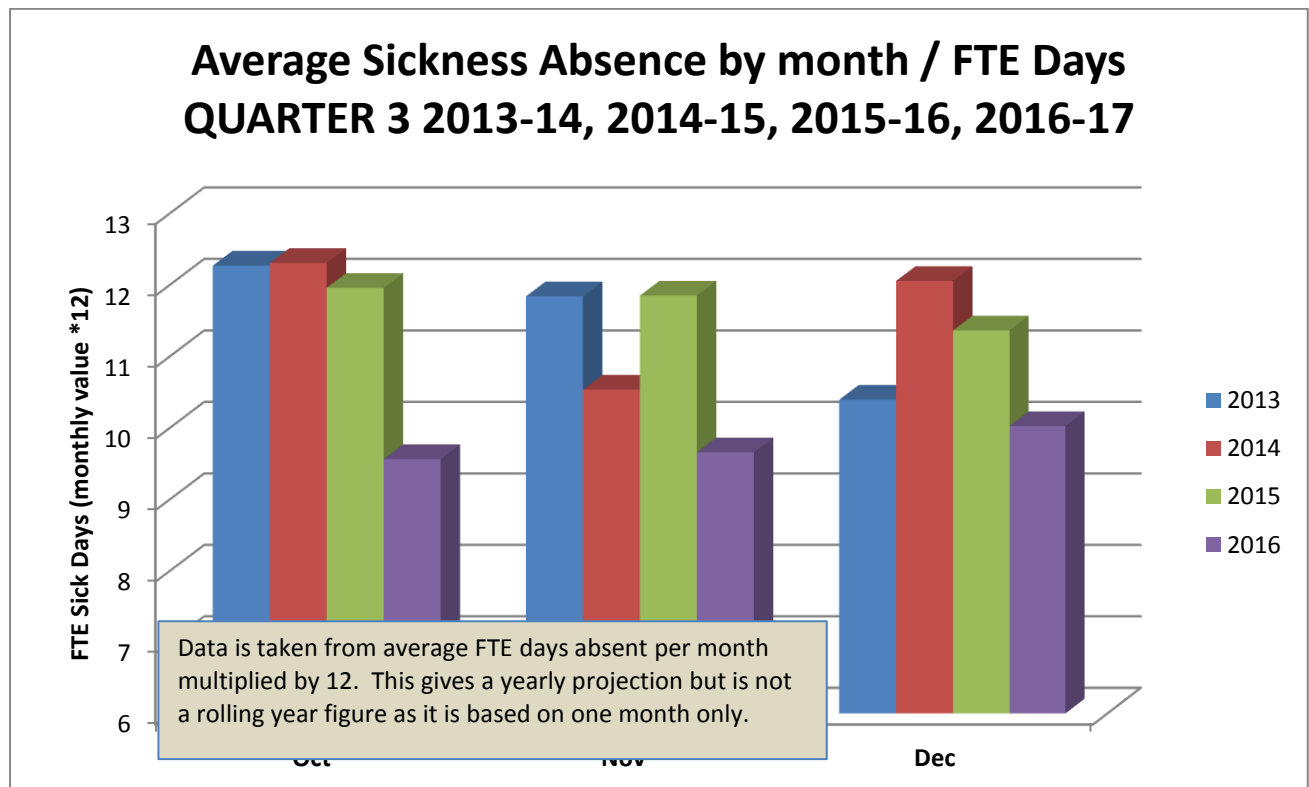
Chairman

BRIEFING NOTE

Workplace Wellbeing update - April 2017

This briefing note outlines progress made to manage absence in Havering and the achievements made following the individual meetings that Councillor White has had with Directors and the Chief Executive.

The graph below shows that the impact, a great deal of which is due to the additional HR support to managers, funded by SLT for a temporary period:



Direct additional HR support to managers began in 2016 and the consequent impact can clearly be seen.

The current number of fte sick days per employee is 9.8 days, the lowest it has been for two years.

Sickness continues to be managed robustly. In 2016, 28 people left the council in 2016 due to their sickness absence levels. In 2017 so far we have had 8 dismissals (3 in January, 3 in February and 1 each in March and April)

The Day One Absence Pilot implemented in October 2016 in Streetcare and Catering (both areas with high absence levels) appears to have been a success.

Absence levels have dropped in both areas:

For the Streetcare pilot teams:

- In the period October to January 2015/16 the average number of days absence per employee was **14.2**. For October to January 2016/17 it is **9.6 (a 32% decrease)**

For the catering pilot teams:

- In the period October to January 2015/16 the average number of days absence per employee was **13.1**. For October to January 2016/17 it is **10.8 (a 17% decrease)**

Next Steps:

Although significant work has been undertaken, focus needs to be maintained by managers to ensure absence levels continue to decrease which will include:

- **Workplace Wellbeing Forum** - a strategic focus will be maintained through the group chaired by Councillor Wendy Brice-Thompson with input from key partners including HR, Public Health, Health and Safety and trade union colleagues;
- **Extending the Day One absence Pilot** - the pilot will be extended across additional areas that have high sickness areas;
- **Workshops/Sickness Cases** – HR continue to hold workshops for managers to discuss difficult cases e.g. staff that have been on long term sickness for stress or cancer, identifying short term sickness absence patterns, so that this increased knowledge can help them support and manage other sickness cases.
- **Implementation of MedigoldOne** – The council's occupational health provider has developed a new online referral process for managers to speed up OH referrals and improve access to services. This will be launched in May 2017.
- **Workplace Wellbeing Days** – There have been targeted Work place Wellbeing days on 22 and 23 March for the street Cleansing team in the Neighbourhood Directorate. There will also be a Workplace Well Being Day for the whole of Havering on 23 May 2017. These days promote the importance of good health and wellbeing to staff across the Council.
- **Review of the sickness procedure**

a review of the policy is being undertaken to ensure it is as streamlined as possible. The Trade Unions have been informed this is being undertaken and will be consulted with them in line with normal consultation processes.

Conclusion

Havering still has some way to go to reach the target of 8.5 days absence per employee however whilst national data is showing other organisations absence

levels have increased, Havering has achieved a reduction in absence levels through both improved management and HR intervention.

The two additional resources in the HR team will continue to work with managers to ensure timely management action is taken and that innovative projects such as extending the Day One Absence pilot are taken forward, cases are managed in a proactive manner and monthly wellbeing initiatives are promoted across the council.

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Overview and Scrutiny Board

Subject Heading:

Proposed Corporate Performance Indicators and Targets for 2017/18

SLT Lead:

Sarah Homer, Interim Chief Operating Officer

Report Author and contact details:

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Policy context:

Performance indicators are a key part of the corporate business planning and performance management frameworks, helping the Council to monitor its performance against the Corporate Plan and individual service plans. This report sets out for review and comment by the Overview and Scrutiny Board the proposed Corporate Performance Indicators (CPIs) that will be reported in the Quarterly and Annual Corporate Performance Reports and the proposed targets for 2017/18.

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

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[X]
Connections making Havering	[X]

SUMMARY

The Council's new Vision for the borough, four strategic priorities and the supporting outcomes and delivery statements were approved as part of the Council's Budget 2017/18 at the Cabinet meeting on 8 February.

In line with this new Vision, a new set of Corporate Performance Indicators (PIs) has been developed which sets out how the Council will measure progress in delivering the strategic outcomes and delivery statements. These indicators were approved in principle by Cabinet on 12 April, subject to consideration of feedback from the

Overview and Scrutiny Board. The final set of corporate PIs for 2017/18 is due to be agreed by the Cabinet at its June meeting.

This report sets out (at **Appendix 1**) the draft new set of Corporate Performance Indicators and the proposed targets for 2017/18 for review by the Overview and Scrutiny Board prior to the finalisation of the individual Service Plans, which will go live in July 2017.

RECOMMENDATIONS

Members of the Overview and Scrutiny Board are invited to review and comment on the proposed Corporate Performance Indicators and targets for 2017/18, prior to the Cabinet agreeing the final set of corporate PIs in June and individual Cabinet Members signing off the associated service plans before they go live in July 2017.

REPORT DETAIL

Performance indicators are a key part of the corporate business planning and performance frameworks, helping the Council to monitor its performance against the Corporate Plan and individual Service Plans. Following the approval of the Council's new Vision, the Council's Senior Leadership Team (SLT), in liaison with Lead Members, developed a proposed new set of Corporate Performance Indicators and targets that will be used to monitor progress in delivering the key activities and projects set out in the Corporate Plan. Further indicators are agreed as part of the annual service planning process for regular reporting to Lead Members, key partnership boards (such as the Havering Community Safety Partnership), directorate management teams (DMTs) or service management teams (SMTs).

The Council's new Vision for the borough 'Havering – Making a Greater London' has four cross cutting strategic priorities:

- Communities making Havering
- Places making Havering
- Opportunities making Havering
- Connections making Havering

Underpinning each priority is a set of strategic outcomes and delivery statements that explain how each outcome will be achieved. The proposed new set of Corporate Performance Indicators has been designed to measure our success in implementing these delivery statements and the wider strategic outcomes.

The draft Corporate Performance Indicators for 2017/18 offer a more outcomes-focused set of indicators that measure the Council's progress in delivering its key transformation plans and strategies. The indicators include a mixture of both qualitative and quantitative measures as well as key milestones for major transformation

programmes. Members will also note the proposed inclusion of a number of engagement / perception measures, which will provide Members with direct feedback from residents and service users regarding their overall wellbeing; how they feel about living in their local area; how satisfied they are with Council services, and the outcomes that these services have helped them to achieve. As a result, there are more indicators that can only be measured annually than has been the case in previous years. However, where this is the case and where possible, quarterly corporate performance reports will include commentary and narrative on the actions being taken in pursuit of these objectives and targets.

The outcomes-focused nature of the new strategic outcomes, priorities and delivery statements and the increasingly co-dependent nature of public services means that many of the proposed performance indicators cannot be achieved by the Council acting alone. As many of the outcomes we wish to achieve for our residents require a “whole system” approach, the Council’s role going forward will increasingly be one of facilitator, enabler, influencer and effective partner rather than direct service provider. The schedule of performance indicators attached at **Appendix 1** therefore makes clear whether each indicator is within the direct control of the Council (a ‘Council PI’) or is a measure of the effectiveness of a variety of partners/organisations working together (a ‘Partnership PI’).

This more outcomes-focused approach represents a significant change in emphasis for the Council and as such remains a work in progress for some areas. Members will note the inclusion on the attached schedule of a number of “placeholder” indicators whose development is linked to ongoing commissioning processes, to be completed over the next couple of months. Where this is the case, Cabinet has agreed that authority is delegated to the responsible Cabinet Member to sign off the final performance indicators for these areas. Feedback from the Overview and Scrutiny Board will be shared with those Cabinet Members as part of this process.

The ongoing work in this area means that 2017/18 will be something of a transitional year. It is the Council’s intention that the Corporate Performance Indicator set will become even more outcome focused for 2018/19 and beyond, with the ground work being undertaken over the next financial year to put processes in place to collect more of this type of data and intelligence going forward. For example, whilst for the coming year it is proposed to track the number of volunteers supporting Council services, it is intended that, in future years, systems and processes will be in place to allow officers to track volunteer attrition rates, the number of hours’ work contributed by volunteers etc.

Many of the proposed corporate performance indicators for 2017/18 are already included in Corporate Performance Reports. Where this is the case, the Council has strong trend data on which to base its target setting. However, it should also be noted that, as many of the proposed Corporate Performance Indicators for 2017/18 are new to the organisation, the 2017/18 financial year will be a baselining year for many areas. As such, though best endeavours have been made by services to set suitable targets, some of these may need to be revisited as we progress through the year and the position becomes clearer.

Whilst the Corporate Performance Indicator set will look quite different going forward, Members are assured that many of the indicators included in the current corporate performance indicator set will still be monitored at service level. Various Boards and Committees will also continue to receive detailed reports regarding the performance of services in the areas within their remits. For example, the Corporate Parenting Panel

will continue to receive reports detailing the Council's performance in respect of children looked after by the local authority and its care leavers.

Quarterly performance reporting

Given that the proposed new Corporate Performance Indicators are closely aligned to transformation plans and strategies, they are less service specific and more cross-cutting across a number of service areas than the current set. As such, many of the new corporate PIs would not fit neatly into the remit of one of the Overview and Scrutiny Sub-Committees. In light of this, it has been agreed in principle that, from 2017/18, Corporate Performance Reports are only reported to the Overview and Scrutiny Board on a quarterly basis, followed by Cabinet, with the reports being made available simultaneously to all Members of the Overview and Scrutiny Sub-Committees. The planned reporting schedule is attached at **Appendix 2**. The Chairs of the Overview and Scrutiny Sub-Committees would still be able to request reports on performance against particular indicators as required and would still be able to commission more detailed analysis / investigation of areas within their remits that they consider warrant further consideration.

Members will be aware that the service planning timetable has slipped by approximately three months this year, in order to allow the work on the new corporate vision, priorities and outcomes to be concluded first. It is intended that individual service plans (including the performance targets associated with each of the new Corporate Performance Indicators) will be fully signed off by Lead Members and the Senior Leadership Team (SLT) by mid-June 2017, in order that the new reporting framework can go live as of Quarter 2 of 2017/18.

Tolerances

In keeping with the Council's renewed focus on transparency, it is proposed that target tolerances will be removed from the corporate performance reports for 2017/18. This also automatically removes the RAG rating system. Performance against each of the agreed corporate indicators will be reported simply as either on target (or better) or outside of target. Robust target setting is therefore even more critical for the new financial year.

Members of the Overview and Scrutiny Board are asked to contribute to the service planning process by reviewing and commenting on the proposed Corporate Performance Indicators and the draft targets attached at **Appendix 1**.

Financial implications and risks:

There are no direct financial implications arising from this report. However, whilst it is expected that targets will be delivered within existing resources, officers regularly review the level and prioritisation of resources required to achieve the targets agreed.

Robust ongoing monitoring is undertaken as part the established financial and service management processes. Any issues that arise will be addressed and reported as appropriate.

Legal implications and risks:

There are no direct legal implications or risks arising from this report.

The corporate service planning process will need to take account of new and existing statutory duties and responsibilities that are imposed on the Council by the Government even if there are inadequate or no commensurate increases in Government funding to finance them. Failure to do so will put the Council at risk of legal challenge by affected residents or businesses.

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.

Human Resources implications and risks:

There are no direct HR implications or risks arising from this report. Any HR issues which occur as part of any change processes will be managed in accordance with both statutory requirements and the Council's Managing Organisational Change & Redundancy Policy and associated guidance.

Where indicators have been changed or added and targets stretched, support for staff will need to be considered in terms of training and possible policy changes.

Equalities implications and risks:

There are no direct equality implications arising from the report. The indicators stated in the document will help deliver better outcomes for communities across Havering.

BACKGROUND PAPERS

None

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Corporate PIs 2017/18

Outcome: Healthy and Active Lives					Target					
	Proposed Indicators	Lead Service & supporting services	Council PI / Partnership PI	Frequency	Q1	Q2	Q3	Q4	Annual	Rationale / notes
1	The number of people who die from preventable causes (like accidents and air quality – but not related to clinical care) per 100,000 population	Public Health <ul style="list-style-type: none"> Environment Adult Services Children's Survives 	Partnership PI	Annual (3-year rolling period)					Better than England	"Better than" is determined by comparing the local value to the national average and applying statistical testing (using 95% confidence intervals).
2	Rates of reoffending for those individual offenders completing drug and alcohol treatment referrals (measured through a follow up 6 months after completion)	Policy, Performance & Community <ul style="list-style-type: none"> Public Health 	Partnership PI	Annual					10% (Drugs) 35% (Alcohol)	2016/17 outturn was 14% for alcohol treatment referrals and 38% for drug treatment referrals. The increase in referrals from court means that the new targets should be achievable for 2017/18.
3	% people (aged 65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services (<i>revised in the next 2 – 4 months</i>)	Adult Social Care	Partnership PI	Annual (Q4 only)					87%	Slightly above London averages and remains sufficiently stretching for the service
Outcome: A good start for every child to reach their full potential					Target					
	Proposed Indicators	Lead Service &	Council PI /	Frequency	Q1	Q2	Q3	Q4	Annual	Rationale / notes

		supporting services	Partnership PI							
4	School readiness - % of children achieving a good or better level of development at age 5 (Early Years Foundation Stage Profile)	Children's Services <ul style="list-style-type: none"> Learning and Achievement 	Partnership PI	Annual (Dec/Jan)					73%	National figure is 69% and Havering's outturn was 71% (2015/16 academic year).
5	% of children in good or outstanding schools	Children's Services <ul style="list-style-type: none"> Learning and Achievement 	Partnership PI	Annual					83%	Targets are 90% (Primary) and 72% (Secondary). Currently Havering's outturn is 81% combined. The current national outturn is 87%.
6	Pupil progress in 8 subjects, from the end of primary school to the end of secondary school ("Progress 8" score)	Children's Services <ul style="list-style-type: none"> Learning and Achievement 	Partnership PI	Annual					-0.1	Last year's outturn was - 0.14. It is recognised across the sector that this PI is hard to predict.
7	% of children in care placed permanently (through a Special Guardianship Order, adoption or long term fostering)	Children's Services	Council PI	Quarterly	30%	33%	36%	40%	40%	The proportion of children in care achieving permanency through adoption / SGO / long term fostering was 30% for 2016/17 For the purposes of this PI, children are deemed to be in long term fostering if they have been in the same placement for longer than 18

										months. Work to review the LAC population and children requiring formal permanence through long term fostering will mean we should reach 40% by year end.
Outcome: Families and communities look after themselves and each other					Target					
	Proposed Indicators	Lead Service & supporting services	Council PI / Partnership PI	Frequency	Q1	Q2	Q3	Q4	Annual	Rationale / notes
8	Number of volunteers supporting Council services	Policy, Performance and Community <ul style="list-style-type: none"> • Culture and Customer Access • Housing • Children's Services • Environment 	Council PI	Quarterly	921	982	1032	1077	1077	This will be measured cumulatively. The PI includes volunteers in Culture and Customer Access, Housing, Children's Services, Policy and Performance and Environment. Some services are seeking to increase volunteer numbers whereas others want to maintain current numbers. A breakdown can be provided upon request.
9	Placeholder: Reported outcomes for residents delivered by the community and voluntary sector	Adult Services <ul style="list-style-type: none"> • Joint Commissionin 	Partnership PI	Annual					TBC	Placeholder PI – targets not yet set.

	[linked to recommissioned services – in place by September 2017)	g Unit								
10	Carers receiving a needs assessment or review and a specific carer's service, or advice and information	Adult Services	Council PI	Annual					465	The outturn for 2016/17 is expected to be around 450 and increasing the target to make it sufficiently challenging.
Outcome: Supporting vulnerable residents in our communities					Target					
	Proposed Indicators	Lead Service & supporting services	Council PI / Partnership PI	Frequency	Q1	Q2	Q3	Q4	Annual	Rationale / notes
11	Percentage of families (or cases) that are assisted in finding their own housing solution/prevented from becoming homeless, of all families (or cases) that approach the council for help and assistance	Housing	Council PI	Quarterly	40%	40%	40%	40%	40%	40% is the target set to ensure that the Council meetings its statutory responsibilities under the new Homelessness Reduction Bill. However, the Council is still awaiting guidance from the government, so the target set is based on the Council's interpretation of details released to date.
12	The proportion of repeat victims of domestic abuse	Policy, Performance and Community <ul style="list-style-type: none"> Adult Services Children's 	Partnership PI	Quarterly	27%	27%	27%	27%	27%	The Mayor's Office for Policing and Crime (MOPAC) has set us a reduction target. We

		Services								are currently 19 th in London (1st is worst). Domestic abuse accounts for 13% of all our Total Notifiable Offences (TNOs). The current rate is 29.5%.
13	% of care leavers in both suitable education, employment or training and suitable accommodation	Children's Services <ul style="list-style-type: none"> Policy, Performance and Community 	Partnership PI	Quarterly	75%	75%	75%	75%	75%	Reflects performance in 2016/17 and work to continue to implement service developments.
14	Number of adults and older people who can choose how their support is provided to meet agreed health and social care outcome in the year (self-directed support)	Adult Services	Council PI	Quarterly	86%	86%	86%	86%	86%	Target set in line with current performance
15	The number of instances where an adult patient is ready leave hospital for home or move to a less acute stage of care but is prevented from doing so, per 100,000 population (delayed transfer of care)	Adult Services	Partnership PI	Quarterly	10.8	10.8	10.8	10.8	10.8	Following a change in definition in July 2016 (Continuing Health Care funding included etc.) the target has increased fairly significantly. Based on performance from Aug 2016 – Jan 2017 a target of 10.8 remains challenging for the service and particularly partners.
16	Placeholder : Residents reporting good outcomes from their community service (home care	Adult Services <ul style="list-style-type: none"> Joint 	Partnership PI	Quarterly	TBC	TBC	TBC	TBC	TBC	Placeholder PI – targets not yet set.

	service) (under development)	Commissioning Unit								
17	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)	Adult Services	Partnership PI	Quarterly	145	310	480	660	660	Unprecedented demand seen in 2016/17 so this remains a very challenging area to control. Targets exceeded in 2015/16 and will vastly exceed in 2016/17 hence new target increased from 598 to 660.
Outcome: A clean, safe environment for all					Target					
	Proposed Indicators	Lead Service & supporting services	Council PI / Partnership PI	Frequency	Q1	Q2	Q3	Q4	Annual	Rationale / notes
18	Reduce the level of waste per head of population presented to the East London Waste Authority	Environment <ul style="list-style-type: none"> Communications 	Partnership PI	Annual but narrative provided each quarter.					441.01 kg per head	Estimated baseline 2016/17 for this PI is 443.37 kg per head. (Last quarter's worth of waste data not yet available). The target represents a 0.5% reduction in waste per head.
19	Local plan progressed and successfully adopted in accordance with the timeframe set out in the Local Development Scheme	Development	Council PI	Annual but narrative provided each quarter.					Timescale achieved	
20	The number of burglary offences	Policy, Performance and Community	Partnership PI	Quarterly	506	400	444	462	1812	The Mayor's Office for Policing and Crime

										(MOPAC) has set a reduction target. We are currently 16th in London for Burglary. (1st is worst). Burglary accounts for 11.4% of all our Total Notifiable Offences (TNOs). The proposed target represents a 2% reduction, which would mean 37 less crimes.
21	The number of non-domestic violence with injury offences	Policy, Performance and Community <ul style="list-style-type: none"> Children's Services (Youth Offending Service) Culture and Customer Access (Youth Services) 	Partnership PI	Quarterly	349	321	326	315	1311	The Mayor's Office for Policing and Crime (MOPAC) has set a reduction target. We are 25th in London for non-DV violence with injury (1st is worst). Non Domestic Violence with Injury accounts for 7.4% of all our Total Notifiable Offences (TNOs). The proposed target represents a 1% reduction, which would mean 12 less crimes per year.
22	The number of anti-social behaviour (ASB) offences	Policy, Performance and Community <ul style="list-style-type: none"> Children's Services 	Partnership PI	Quarterly	1,440	2,165	1,366	1,129	6,100	There is an upward trend in received ASB calls since summer 2016 with Havering

		(Youth Offending Service) • Culture and Customer Access (Youth Services)								recording a 25.6% increase compared to the last financial year. The total number of ASB incidents for 2016/17 was 6,162. The proposed target represents a 1% reduction, which would be 62 less incidents.
23	Making Safeguarding Personal: % of cases where desired outcomes were expressed and these were either partially or fully met	Adult Services	Council PI	Quarterly	90%	90%	90%	90%	90%	In line with current performance for this first year. Not all desired outcomes can realistically be achieved.
Outcome: High-quality homes					Target					
	Proposed Indicators	Lead Service & supporting services	Council PI / Partnership PI	Frequency	Q1	Q2	Q3	Q4	Annual	Rationale / notes
24	Selection of a delivery partner for the 3500 homes to be built through the HRA regeneration programme by 2025	Housing	Council PI	Annual but narrative provided each quarter					Delivery partner selected	
25	% of council homes that meet the decent homes standard which ensures standards of fitness, structure, energy efficiency and facilities in council properties.	Housing	Council PI	Quarterly	98%	98%	98%	98%	98%	By government definition, 98% is the level at which an authority's stock can be defined as decent. Whilst the 2016/17 year end outturn was 99.21%, the target of 98% has been

										maintained to account for the number of void properties, properties where the Council is refused entry and the number of properties anticipated to become 'non decent' over the year.
Outcome: Award-winning parks and open spaces					Target					
	Proposed Indicators	Lead Service & supporting services	Council PI / Partnership PI	Frequency	Q1	Q2	Q3	Q4	Annual	Rationale / notes
26	Number of Green Flag Awards	Environment <ul style="list-style-type: none"> Policy, Performance and Community 	Council PI	Annual					13	The borough currently has 11 Green Flags, target to increase to 14 for 2018/19.
Outcome: A vibrant cultural and leisure destination					Target					
	Proposed Indicators	Lead Service & supporting services	Council PI / Partnership PI	Frequency	Q1	Q2	Q3	Q4	Annual	Rationale / notes
27	Commence construction of a new Market House in Romford, and deliver transformation support programme for 2017/18.	Development	Council PI	Annual					Construction of Market House commenced. Transformation support programme delivered.	
Outcome: First class business opportunities					Target					
	Proposed Indicators	Lead Service & supporting services	Council PI / Partnership	Frequency	Q1	Q2	Q3	Q4	Annual	Rationale / notes

			PI							
28	Total percentage of planning applications approved for new or extended commercial floorspace, providing at least or greater than 100sq of floorspace.	Development	Council PI	Annual					75%	Data is provided more frequently but there is a large time lag.
29	Number of jobs created and safeguarded through Economic Development London Riverside Programmes	Development <ul style="list-style-type: none"> Policy, Performance and Community 	Partnership PI	Quarterly			5	10	10	Related to the opening of the CEME Launchpad in Q1 2017/18. London Regeneration Fund (LRF) Agreement requires permanent job outcomes (min 26 weeks and 35hrs or more per week). Therefore, a 6 month lag in reporting and the majority of delivery will be reported in 2018/19. Total jobs created by 31/04/19: <u>39.6</u> Projected jobs created by 31/03/18: <u>10</u>
30	Number of investment enquiries to the Borough converted into a new business or expansion	Development <ul style="list-style-type: none"> Communications 	Council PI	Quarterly	0	5	5	5	15	Target based on 1-2 enquiries per month from Q2 onwards. A dedicated officer resource has been allocated, but this is the first year this PI

										has been measured so is being treated as a baseline year.
Outcome: High-quality skills and careers					Target					
	Proposed Indicators	Lead Service & supporting services	Council PI / Partnership PI	Frequency	Q1	Q2	Q3	Q4	Annual	Rationale / notes
31	% of 16-18 year olds who are known not to be in education, employment or training (including 'not knowns')	Children's Services <ul style="list-style-type: none"> Policy, Performance and Community 	Partnership PI	Annual					4.3%	Definition changed by Government mid-year to include 'not knowns'. 2016/17 target was 4.5%.
Outcome: Dynamic development and infrastructure					Target					
	Proposed Indicators	Lead Service & supporting services	Council PI / Partnership PI	Frequency	Q1	Q2	Q3	Q4	Annual	Rationale / notes
32	New Romford Leisure Development opened by Spring 2018	OneSource (Asset Management) <ul style="list-style-type: none"> Culture and Customer Access 	Partnership PI	Annual					Facility opened	
33	New Hornchurch Sports Centre planning application approved and contract let to build to the new centre	Culture and Customer Access	Partnership PI	Annual					Timescale achieved	
Outcome: A thriving local economy					Target					
	Proposed Indicators	Lead Service & supporting services	Council PI / Partnership PI	Frequency	Q1	Q2	Q3	Q4	Annual	Rationale / notes
34	Proportion of businesses showing employment growth (Source: ONS Business Register and Employment Survey)	Development	Partnership PI	Annual					78,780 (+1%)	Baseline is 78,000 and the trend is that we increase by approximately 1000

										per year. This is beyond our control, however it is a good overall indicator of business growth and we can provide a narrative around our business engagement and retail/town centre activities.
35	Developments approved with an obligation requiring skills and training plan (Over 1000 sq. m commercial/employment floor space or 150 dwellings)	Development <ul style="list-style-type: none"> Policy, Performance and Community 	Council PI	Quarterly	100% with at least 20% during construction and 20% end user phase (employment floor space only).					
36	Increase in number of company HQs in the Borough (may have to define as employing over a certain number of employees or company turnover).	Development <ul style="list-style-type: none"> Communications 	Partnership PI	Annual					1	The baseline is 25 and whilst the target is 1 for 2017/18, the ambition is for this to be a large business.
Outcome: A digitally-enabled borough					Target					
	Proposed Indicators	Lead Service & supporting services	Council PI / Partnership PI	Frequency	Q1	Q2	Q3	Q4	Annual	Rationale / notes
37	Improved Socitm score for the www.havering.gov.uk website	Culture and Customer Access / Transformation <ul style="list-style-type: none"> OneSource (ICT) 	Council PI	Annual					3	The Socitm “better connected” report / survey results for 2016/17 will not be published until 2017/18. Havering scored 2 in 2015/16.
38	Avoidable customer contact for customer services	Culture and Customer Access / Transformation	Council PI	Quarterly	8%	8%	8%	8%	8%	Target of 8% based on historical data for this PI when it was

		<ul style="list-style-type: none"> OneSource (ICT) 								measured under the old National Indicator Set. 2017/18 to be treated as a baseline year before this is rolled out to more services during 2017/18.
Outcome: Capitalising on our location and connectivity					Target					
	Proposed Indicators	Lead Service & supporting services	Council PI / Partnership PI	Frequency	Q1	Q2	Q3	Q4	Annual	Rationale / notes
39	Delivery of public realm improvements at the borough's three Crossrail stations by March 2018	Development	Partnership PI	Annual						Works to take place at Gidea Park, Harold Wood and Romford which will enhance the immediate surroundings of the stations, improving accessibility and ensuring they are easy to use for interchanges.
40	Completion of Governance for Railway Investment Projects (GRIP) stage 3 at Beam Park station by November 2017	Development	Partnership PI	Annual					GRIP stage 3 achieved	
Outcome: Fast and accessible transport links					Target					
	Proposed Indicators	Lead Service & supporting services	Council PI / Partnership PI	Frequency	Q1	Q2	Q3	Q4	Annual	Rationale / notes
41	Improve air quality in the borough by reducing the level of NO2 (Nitrogen Dioxide)	Environment <ul style="list-style-type: none"> Development 	Partnership PI	Annual but narrative provided each					40 µgm ⁻³	The concentration of NO2 is measured in Micrograms in each

				quarter						<p>cubic metre of air ($\mu\text{g m}^{-3}$). A microgram (μg) is one millionth of a gram. A concentration of $1 \mu\text{g m}^{-3}$ means that one cubic metre of air contains one microgram of pollutant.</p> <p>A key driver of NO₂ emissions is vehicle emissions. The Council has a number of actions in place to reduce vehicle emissions such as reducing the number of school journeys made by car.</p>
Outcome: Access to jobs and opportunities					Target					
	Proposed Indicators	Lead Service & supporting services	Council PI / Partnership PI	Frequency	Q1	Q2	Q3	Q4	Annual	Rationale / notes
42	Percentage of adults with learning disabilities in paid employment	Adult Services <ul style="list-style-type: none"> Policy, Performance and Community 	Partnership PI	Quarterly	0%	0%	4.4%	8.3%	8.3%	Reduced target from 8.7% based on based on two years' worth of data and likely achievement in 2017/18. Targets are % of the total number of working-age

										learning disabled clients who receive long term support.
43	Percentage of adults in contact with secondary mental health services in paid employment	Adult Services <ul style="list-style-type: none"> Policy, Performance and Community 	Partnership PI	Quarterly	5.5%	7.2%	7.2%	7.2%	7.2%	NELFT has a target of 4.8% but exceeds this every month. Target set is challenging but realistic considering current performance. Targets are % of the total working age adults who have received secondary mental health services.
Engagement PIs					Target					
Page 35	Proposed Indicators	Lead Service & supporting services	Council PI / Partnership PI	Frequency	Q1	Q2	Q3	Q4	Annual	Rationale / notes
44	<ul style="list-style-type: none"> To what extent are you worried about crime in the area? 	Policy, Performance and Community (Police Public Attitude Survey) <ul style="list-style-type: none"> Communications Culture and Customer Access (Youth Services) 	Partnership PI	Quarterly	28%	28%	28%	28%	28%	The London average is 28%. We are currently at 31% but were as high as 38% 12 months ago. This data is only available 2 quarters in arears.
45	<ul style="list-style-type: none"> To what extent are you worried about ASB in the area? 	<ul style="list-style-type: none"> Children's Services (Youth Offending Service) 	Partnership PI		15%	15%	15%	15%	15%	The London average is 20%, and we are currently at 15%. A reduction is unlikely given the rising volume of ASB complaints. This data

										is only available 2 quarters in arrears.
46	<ul style="list-style-type: none"> Satisfaction with the way Havering council runs things 	Communications (LGA/Populus survey) <ul style="list-style-type: none"> All Services 	Council PI	Biennial					65% (2018)	Outturn in 2016 of 61%, national average 68%.
47	<ul style="list-style-type: none"> Satisfaction with Havering as a place to live 		Partnership PI						88% (2018)	Outturn in 2016 of 88%, national average 83%.
48	<ul style="list-style-type: none"> Strength of belonging to local area 		Partnership PI						80% (2018)	Outturn in 2016 of 79%, no national average provided
49	<ul style="list-style-type: none"> Trust in Havering Council 		Council PI						70% (2018)	Outturn in 2016 of 70%, national average 63%
50	<ul style="list-style-type: none"> Taking everything into account, how satisfied are you with the service provided by LBH Housing Services? 	Housing (Housing Status survey)	Council PI	Annual					85%	2015/16 result was 85%
51	<ul style="list-style-type: none"> How satisfied are you that LBH Housing Services listens to your views and acts upon them? 		Council PI						75%	2015/16 result was 73%

52	<ul style="list-style-type: none"> • % of respondents stating that they have control over their daily life? • Overall how satisfied are you with the care and support services that you receive? • % of respondents reporting feeling safe 	Adult Services (ASC survey)	Partnership PI	Annual					71%	Based on previous survey outturn and London averages
53			Council PI							
54			Partnership PI							
55	<ul style="list-style-type: none"> • Overall, how satisfied are you with the support or services you and the person you care for have received from Social Services in the last 12 months? • In the last 12 months, do you feel you have been involved or consulted as much as you wanted to be, in discussions about the support or services provided to the person you care for? • In the last 12 months, have you found it easy to find information and advice about support, services or benefits? 	Adult Services (Carer's survey)	Council PI	Annual					35%	Based on previous survey outturn
56			Council PI							
57			Council PI							
58	<ul style="list-style-type: none"> • Proportion of families who show continued 	Children's Services (Outcomes star)	Council PI	Annual					60%	40% baseline for 2016/17

	overall progress after initial assessment									
59	<ul style="list-style-type: none"> Percentage of respondents scoring 0-4 on the question "Overall, how happy did you feel yesterday?" 	Public Health (Public Health Outcomes Framework)	Partnership PI	Annual					Similar to – or better than – England	“Better than” is determined by comparing the local value to the national average and applying statistical testing (using 95% confidence intervals).
60	<ul style="list-style-type: none"> Percentage of respondents scoring 6-10 on the question “Overall, how anxious did you feel yesterday?” 	<ul style="list-style-type: none"> All Services 	Partnership PI						Similar to – or better than - England	
61	Questions to cover environment TBC	Environment (Annual resident survey)	TBC	Annual					TBC	To be determined through the annual resident survey that will be undertaken in 2017/18.

Corporate Performance Reporting Timetable 2017/18

Reporting period	O&S Board	Cabinet	notes
Quarter 1 2017/18	12 September	20 September	2016/17 Corporate PI set to be reported for Q1, given the new PI set does not go live until Q2
Quarter 2 2017/18	6 December	13 December	
Quarter 3 2017/18	8 March	14 March	
Quarter 4 2017/18	TBC	TBC	Dates not yet set

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OVERVIEW & SCRUTINY BOARD

REPORT

3 May 2017

Subject Heading:

Market Transformation Programme Update

CMT Lead:

Steve Moore, Director of Neighbourhoods

Report Author and contact details:

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Policy Context:

Havering Council Corporate Plan 2016-17:
Using our influence to 'Supporting business
to create jobs'

Havering - Making a Greater London 2017:
Places and Opportunities

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

SUMMARY

This report provides an update on the Market Transformation Programme.

RECOMMENDATIONS

Members are asked to review the report and note progress.

REPORT DETAIL

This paper seeks to provide a progress update regarding the main components of the Romford Market Transformation Programme.

The original Cabinet report (November 2015) tasked officers to progress implementation of the Market Transformation in four key areas:

- Physical transformation and improved use of space
- Branding, identity and vision
- Business growth and development of market offer
- Operational management

1.1 PHYSICAL TRANSFORMATION AND IMPROVED USE OF SPACE

Market House

Planning permission was granted for the Market House at the Regulatory Services meeting held on 2nd February 2017 and work has started on the process of discharging planning conditions.

Colliers International has been appointed to support the Council with securing a pre-let for the Market House. A brochure has been prepared and sent out to a number of national chains; details have been placed on leading retail websites and sent to local operators. Responses are being evaluated and several companies have been invited to interview with discussions progressing.

Public Realm

Public realm designs are being finalised and a full costing for chosen materials is being prepared and reviewed.

Procurement and Timescale

It is the intention that the Public Realm works will be undertaken by Marlborough who will also act as the principle contractor for utility works.

In regard to the Market House works, a Pre-qualification questionnaire process has been carried out and four contactors will be invited to submit a full tender.

An indicative programme for the procurement and construction phases is detailed in the table below. This will be subject to change once the Market House contractor is appointed as they will liaise with Marlborough to finalise phasing and working arrangements. At which stage, a final programme will be issued.

Item	Date
ITT issued	W/C 1 st May
ITTs returned, evaluated and interview take place	W/C 29 th May – W/C 5 th June
Contract negotiations	W/C 12 th June – W/C 10 th July
East End works undertaken by Marlborough	W/C 10 th July
Market House Contactor Appointed	W/C 17 th July
West end Public Realm works start (Marlborough)	W/C 17 th July
Service Diversions Enabling works package	W/C 17 th July – W/C 6 th October
Market House Construction	W/C 20 th November – W/C 23 rd April 2018
West End Public Realm complete	W/C 25 th May 2018
Market House Fit Out complete	W/C 25 th June 2018

When the selection of the Market House contractor is complete and costs from Marlborough are finalised, we will be in a position to update members both on programme and budget.

1.2 BRANDING, IDENTITY AND VISION

The overall vision of the Programme is: *“To transform Romford Market, create a new heart of the town in the Market Place and enable growth”*

- Provide a higher quality, more diverse product offer
- Retain existing customers and attract new customer demographics – bringing an overall increase in footfall
- Provide new places to eat, drink and socialise
- Improve public realm

A tender specification for the development of a new market brand and identity has been prepared and final preparations are now being made to launch a tender exercise for the appointment of a marketing specialist.

1.3 BUSINESS GROWTH AND DEVELOPMENT OF MARKET OFFER

Events and Promotional Activity – to attract customers

A programme of events took place in the market place in the run up to Christmas 2016. A review has been carried out and key findings include:

- 41% increase in footfall at Christmas lights switch on (17 November), with 25,718 relative to an average Thursday footfall of 18,233
- A footfall increase on the day of the ice rink launch of 12% (19 November), with 34,600 relative to an average Saturday of 30,678
- A total of 12,268 skaters used the ice rink (18 November to 15 January)
- 510 children engaged in the events through schools and other educational settings

An event programme for 2017 is currently being finalised and, this year, it will focus around trialling new ways to increase footfall and customers, commencing with activity around Easter weekend and St Georges Day.

An options analysis is being carried out to consider the feasibility and Health and Safety requirements of a Christmas lights switch-on and the provision of an ice rink during the construction stage.

Developing a Growth Strategy

To inform a future growth strategy, a perception survey was completed in March 2017 with a total of 3,257 respondents. A summary of key findings include:

- The existing typical customer visits the market weekly, for 30 minutes to an hour and spends on average £10 to £20 per visit
- The character, history and atmosphere provide the most enjoyment from visiting the market place
- Fruit and vegetable stalls are the most visited, followed by clothing
- Almost a third of those who 'don't shop' at the market said that it was the lack of product offer that was preventing them. For those that 'do shop' in the market, the lack of variety provides the least enjoyment
- 49% of those that do shop and 21% of those that don't shop chose Sunday as their preferred additional trading day
- Handcrafted gifts and bakery stalls were highlighted as most likely to encourage them to visit the market

Two footfall counters have been installed. The weekly average footfall in the market place is 142,133, which will now be used as a baseline to track future market performance.

With the research and baseline phase complete, a growth strategy will now be developed to capitalise on the areas of opportunity and in line with the vision.

1.4 OPERATIONAL MANAGEMENT

A highly experienced new Market Manager was appointed in January 2017 who is now focusing on a number of key transformational areas:

- A new monthly Traders Committee is now in place with improved governance to strengthen engagement and communication
- A review of operations is continuing, including looking at changing market staff working hours, Health & Safety, advertising, communications and business development.
- A trader incentive scheme is being developed for during the construction phase to support retention and recruitment
- An operational plan is being prepared to accommodate and relocate existing permanent traders who will be displaced during the Market House build.
- A traders pledge to raise the quality standard and future ways of working to be introduced concurrently with the new market branding and identity.

IMPLICATIONS AND RISKS

Financial implications and risks:

When the procurement of the Market House contractor is complete and costs from Marlborough are finalised, a member update will be provided regarding the final programme and budget.

Legal implications and risks:

There are legal implications relating to the contractor procurement, which will comply with EU Procurement Legislation and the Council's Contract Procedure Rules.

Human Resources implications and risks:

There are no HR implications arising directly as a result of this report.

Equalities implications and risks:

An Equality Impact Assessment has been completed at programme level. An action plan is in place and being monitored to mitigate against any potential risks of adverse impact.

BACKGROUND PAPERS

18 November 2015 Cabinet Report

OVERVIEW AND SCRUTINY BOARD, 3 MAY 2017

Subject Heading:	Sub-Committee and Topic Group - Chairman's updates
SLT Lead:	Daniel Fenwick – Director of Legal & Governance
Report Author and contact details:	Richard Cursons - Democratic Services Officer richard.cursons@onesource.co.uk
Policy context:	The information presented will allow more effective scrutiny of issues
Financial summary:	No impact of presenting of information itself which is for information/scrutiny only.

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

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[X]
Connections making Havering	[X]

SUMMARY

Information is attached that details the current work of the six Overview & Scrutiny Sub-Committees.

RECOMMENDATIONS

1. The Board to review the information presented and make any appropriate recommendations.

REPORT DETAIL

The attached reports detail the current work of the six Overview & Scrutiny Sub-Committees and the topic groups attached to them.

IMPLICATIONS AND RISKS

Financial implications and risks: None of this covering report.

Legal implications and risks: None of this covering report.

Human Resources implications and risks: None of this covering report.

Equalities implications and risks: None of this covering report.

BACKGROUND PAPERS

None.

Children & Learning Overview & Scrutiny Sub-Committee, Corporate Parenting Panel Update

The Children and Learning Overview & Scrutiny Sub-Committee have not met since the last Board meeting however the Children's Services bid to the DfE Innovation Fund has been successful in securing 2.4m which aims to improve services for young people going into, and leaving, care. It will bring together teams of social workers, NHS staff, teachers and other professionals, to tackle domestic abuse, substance misuse and mental health problems. Staff will learn how to support families and train them on how to prevent situations from escalating into potential safeguarding issues.

The Corporate Parenting Panel held their first Participation Meeting. A young care leaver joined Members in discussing care leaver experiences, the leaving care action plan and the Virtual School Head teachers Annual Report. Special needs transport is still problematic at Corbets Tey School and a meeting has been arranged to get to the bottom of the issues. The Foster Carers Award Event was welcomed and enjoyed at Maylands Golf Club on 23rd March in recognition of foster carers dedication and hard work in caring for children and young people in the borough.

Councillor Gillian Ford

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**Crime & Disorder Sub-Committee
Updates
20 April 2017**

Since the last meeting of the Board, the Sub-Committee had met on one occasion and the following are a summary of issues discussed:

1. Annual Prevent Report

Every borough must have 'Due regard to the need to prevent people from being drawn into terrorism'.

Havering is classified as a non-priority borough and therefore receives no Home Office funding. Officers have been successful in securing MOPAC funding to enable the Council to fulfil its obligations.

A recent OFSTED inspection stated 'In Havering coordination of services to combat radicalisation is effective and this work is well supported by the 'Prevent' officer, who works purposefully and in partnership with social care services to reduce risks to young people as well as to raise awareness'.

What next for Havering:

- Appointment of a Dedicated Prevent/Hate Crime Officer
- Greater Community Outreach
- Greater Tri Borough working
- Extend training through on-line training programme for greater reach
- Ensure new Dedicated Ward Officers briefed on Prevent

2. Reducing Reoffending Strategy

The London Borough of Havering is committed to supporting those who want to take a positive path in life, regardless of their previous history. In order to support them we have to be able to ensure that basic human needs are being met, which focus on food, shelter and finances. The Adult Offender Profile for Havering identified that key areas of need identified by assessments of offenders residing in Havering were accommodation, alcohol and drugs education, training and employment (ETE) and finances.

The following services and groups were in place in Havering in order to manage offenders:

- Community Rehabilitation Company
- National Probation Service
- Integrated Offender Management
- Multi-Agency Public Protection Arrangement;

- Drug Intervention Programme; and
- Serious Group Violence Panel.

The Panel work closely with Partners in these agencies and through these services to reduce reoffending.

3. Serious Group Violence Panel

Between April 2016 and March 2017 the Havering SGV Panel monitored 112 different nominals, of which 1 in 4 featured on the Police Trident Gangs matrix. During the year 164 cases came to notice where a risk had been identified and all these were discussed at panel where a resulting action was required.

The Havering Panel had held its last meeting in March and in April was replaced by a new tri-borough partnership meeting.

The new tri-borough partnership provided opportunities to work closely with our neighbour boroughs Barking & Dagenham and Redbridge and the resources offered by the East Area (EA) Gangs Unit.

4. Violence Against Women and Girls

The Violence Against Women and Girls Strategy 2014-17 had been produced by Community Safety and approved by the Havering Community Safety Partnership. Each year the Sub-Committee scrutinises and reviews how well the Council and its partners have delivered the strategy against the outcomes identified in the strategy.

A new strategy was currently being developed.

5. Youth Offending Strategy

The service looked after 100 young offenders, 80 male and 20 female. These offenders were guilty of 152 offences. Havering has always had a relatively high proportion of female offenders.

Between April 2015 and March 2016 a total of 166 young people were on the Youth Offending Service cohort, of these, 30 had committed a total of 67 re-offences between April 2016 and March 2017.

The Youth Offending Service had been historically weak in delivering restorative justice. To remedy this a Restorative Justice worker had been appointed on fixed term contract. If successful it was likely this position would be made permanent. This worker would also oversee reparation, Unpaid Workers and the Junior Attendance Centre.

Junior Attendance Centres were designed to deal with young people between the ages of 10 and 17 years who had offended. In April 2015 responsibility for running Junior Attendance Centres passed to Local Authorities. Both Barking

and Dagenham and Redbridge use Havering's Centre. This is open at weekends and provides a vital service. Havering's Centre is a registered AQA Centre, enabling accreditation of each of the young People's attendance. The Centre has a very good reputation.

6. Topic Groups

The Topic Group scrutinising how the Criminal Justice System deals with Offenders with Mental Health issues met earlier this month to receive a written report from a Trust in the South West which successfully delivers a Liaison and Diversion Service and received a presentation from the South Essex Partnership Trust. The next step one final meeting to draw together all their findings and present a report to Cabinet.

7. Police matters

The Sub-Committee raised a number of recent issues with the Borough Commander.

Officers had advised the Sub-Committee that they were discussing ways of tackling the issue of 'drifting' on the Ferry Lane estate to achieve a long term solution.

With regard to moped and scooter theft this was on the increase but the police had not been made aware of any specific issues in Upminster Road South.

Finally, the reports of a mini crime wave in Harold Hill had been exaggerated in the Romford recorder.

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Environment Overview & Scrutiny Sub-Committee

The Sub-Committee has not met since the last meeting of the Board.

At the next meeting of the Sub-Committee due to be held on 9 May the Sub-Committee will be receiving updates on fly tipping, air pollution and street lighting.

A topic group, dealing with enforcement, but predominantly larger fly tipping has been set up - As members will be aware, fly-tipping has reached epidemic proportions nationwide, and Havering, particularly in the Upminster and Rainham wards have been very heavily affected. The group have several ideas about tackling this problem, and will be liaising with officers going forward.

Councillor Linda Hawthorn

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HEALTH OVERVIEW AND SCRUTINY SUB-COMMITTEE – UPDATE TO OVERVIEW AND SCRUTINY BOARD, 3 MAY 2017

The Sub-Committee, following a suggestion by the former Interim Director of Public Health, has been scrutinising in some detail the performance of the Public Health service. Members were taken through the service's own dashboard whereby key indicators used by the service were explained and performance discussed.

NHS officers have also explained the current position with the renegotiation of the Personal Medical Services contract used by a number of GPs in Havering. This tied in with several reports on local GP practices presented to the Sub-Committee recently by Healthwatch Havering who continue to enjoy a productive working relationship with the Sub-Committee.

The Council's Director of Adult Social Care and the Chief Operating Officer for Havering Clinical Commissioning Group also attended a recent Sub-Committee meeting in order to discuss latest developments around the work of the Integrated Care Partnership and in particular the development of three locality areas for Havering whereby health and social care services could be delivered in a different way for the benefit of local residents.

Councillors Alexander, Patel and White also represented Havering at the recent meeting of the Joint Health Overview and Scrutiny Committee for Outer North East London. At this meeting, progress with securing a new provider for the NHS 111 service across the region was scrutinised, as was the outcome of the recent inspection of the local Hospitals' Trust by the Care Quality Commission. Whilst both Members and health officers accepted that a considerable amount of work remained to be undertaken, the Joint Committee congratulated the BHRUT Trust on having improved its performance sufficiently to have now been removed from the Special Measures process.

Finally, the Committee scrutinised proposals from the local CCGs to stop certain services due to financial pressures. These included the prescription of over the counter products such as gluten free food and amending the criteria for the provision of IVF and bariatric surgery for weight loss. The consultation on these proposals is presently ongoing.

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Individuals Overview and Scrutiny Sub-Committee – Update to Overview and Scrutiny Board, 3 May 2017

A key activity for the Sub-Committee during this period was a visit to Queen's Hospital to allow scrutiny of a number of issues relating to patients' experience and their discharge from hospital. Members visited Sunrise B ward and held valuable discussions with ward nursing staff covering the discharge of patients and how partners, including of course the Council, work together to facilitate this.

The Community Treatment Team explained their role in offering occupational therapy etc in the community with the overall aim of treating people at home and avoiding admission to hospital unless absolutely necessary. This is felt to be much the better option for a person's overall long term health.

Finally, during the visit, the Hospital Trust's Director of Integration explained her proactive approach to discharging people from hospital. Whilst of course a person should only be discharged from hospital when it is clinically safe to do so, the Trust officer felt strongly that it was better for older people – of which this borough has the highest proportion, to recover at home where possible. It is hoped that a briefing for all Councillors on this subject can be arranged in due course.

At the time of writing, the Sub-Committee is due to meet on 25 April where we will consider the latest work on the Integrated Care Partnership which will have significant impact on both health and social care across Outer North East London. We will aim to scrutinise in particular the development of the locality model in Havering as part of the Partnership work.

There are of course numerous links between health, social care and the quality of housing, particularly for older people and the Sub-Committee will therefore also be scrutinising the Council's Older People's Housing Strategy and progress made against this. Members will also hold discussions with a senior clinician from the North East London NHS Foundation Trust concerning Open Dialogue – a relatively new treatment for some mental health conditions that is being piloted in this area.

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Towns and Communities Overview and Scrutiny Sub-Committee Updates 19 April 2017

Since the last meeting of the Board, the Sub-Committee had met on one occasion and the following is a summary of issues discussed:

1. Romford Market Transformation

The Sub-Committee were advised that planning permission had been granted for the Market House and agents had been appointed to secure a pre-let for the unit. Four contractors have been invited to submit a full tender to build the Market House.

Marlborough who were the principle contractor for the utility works would be invited to undertake the Public Realm works.

The provisional programme for the works had been submitted and it was anticipated that everything would be completed by the week commencing 25 June 2018.

The Sub-Committee had concerns at the overall programme for improvement encompassing the East End, Market House and West End, car parking and public realm. They have asked officers to indicate where the decision to proceed had been taken, together with full details of all the proposed works. Cabinet at its meetings on 18 November and 16 December 2015 had given an in principle approval to the proposals but at that time insufficient detail was available.

The Sub-Committee request the Board to carry out an in depth review of the proposals with officers providing full details of all approvals showing clearly what proposals have been approved, a detailed Business Plan supporting the proposals and detailed budget indicating clearly where funding was already approved, this review to be undertaken before any tender is let for the building of the Market House.

Officers had prepared a tender specification for the development of a new market brand and identity and final preparations were being made to launch a tender exercise for the appointment of a marketing specialist.

The events which had been organised in the run up to Christmas had seen an increase in footfall and officers were preparing a programme of events for 2017 commencing with activity over Easter.

The feasibility of a Christmas Lights switch-on and provision of an ice rink over Christmas and New Year was being evaluated.

Having established a baseline which showed the average weekly footfall was 142,133 a growth strategy would now be developed in line with the vision.

A new Market Manager had been appointed in January who was focusing on a number of key transformational areas. These included a trader incentive scheme to support recruitment and retention during the construction phase and developing an operational plan to accommodate and relocate existing permanent traders who would be displaced during the Market House build.

2. A Literacy Strategy for Havering

The Strategy set out how the Council and partners would improve Literacy levels in the borough and included an Action Plan that identified the priority actions for the next three years.

The Strategy sets out a Vision for Literacy for the next three years: 'For all in Havering to enjoy and feel confident in the English Language'. The purpose of the strategy was to ensure better coordination of work to support literacy development in Havering.

The Strategy and associated Action Plan focussed on the following groups:

- Early Years (0-4 Years)
- Children (5 – 11 Years)
- Young People (11-19 Years)
- Adults with Low Literacy.

Following the restructure of the Library Service in 2015/16 the service relies on volunteers to deliver the Strategy. The biggest challenge is to engage the 11-19 age group.

3. 2 Metre high front walls and appeal decision.

As requested by Council the Sub-Committee have reviewed the issue of walls which had been erected at the front of a property in the borough and any action that could be taken as a consequence. Officers had advised that following the decision to refuse a lawful use certificate the owner of the premises had lodged an appeal. The inspector appointed to hear the appeal had upheld the council's position.

Officers had attempted to open negotiations with the owners to reach an equitable solution. To date the owners had not engaged.

The Sub-Committee indicated to officers that they should set a deadline for the owners to engage, and once this passed to proceed with enforcement action to require the reduction of the wall to no more than 1 metre in height.

4. TOPIC GROUP – ASB IN COUNCIL TENANCY

The Topic Group has concluded its review and agreed to submit the report to Cabinet with the following recommendation:

‘Following the review exercise undertaken with officers, the Topic Group supports the Housing Services and Public Protection operating a joint service dealing with statutory noise nuisance consistently. This would be via a shared Nuisance Information Pack advising residents of the new procedure. There are various legal remedies that can be used such as Section 80 of the EPA 1990 and the Crime & Policing Act 2015; however the Housing Service can also use Tenancy Terms & Conditions to deal with some issues relating to noise nuisance.

It is recommended that a Policy and Procedure is produced and implemented defining the new joint service. This will also demonstrate how the Council was dealing with noise nuisance in a consistent and as far as is possible tenure neutral manner for all residents.

The Topic Group agreed that in regular communication with all tenants there would be a notice added highlighting any evictions for ASB and a gentle reminder of tenants own obligations.’

The Topic Group were particular keen that every effort be made to communicate to tenants the actions which the Council have taken to deal with ASB in Council Tenancies.

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