



CHILDREN & LEARNING OVERVIEW & SCRUTINY COMMITTEE AGENDA

7.30 pm

Thursday
9 May 2013

Town Hall

Members 14: Quorum 6

COUNCILLORS:

Sandra Binion (Chairman)
Gillian Ford (Vice-Chair)
Nic Dodin

Robby Misir
Pat Murray
Garry Pain

Frederick Thompson
Melvin Wallace
Keith Wells

CO-OPTED MEMBERS:

**Statutory Members
representing the Churches**

Phillip Grundy, Church of
England
Jack How, Roman Catholic
Church

**Statutory Members
representing parent
governors**

Julie Lamb, Special Schools
Anne Ling, Primary Schools
Garry Dennis, Secondary
Schools

Non-voting members representing local teacher unions and professional associations:
Bev Whitehead (NUT), Margaret Cameron (NAHT), Keith Passingham (NASUWT)

For information about the meeting please contact:

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What is Overview & Scrutiny?

Each local authority is required by law to establish an overview and scrutiny function to support and scrutinise the Council's executive arrangements. Each overview and scrutiny committee has its own remit as set out in the terms of reference but they each meet to consider issues of local importance.

They have a number of key roles:

1. Providing a critical friend challenge to policy and decision makers.
2. Driving improvement in public services.
3. Holding key local partners to account.
4. Enabling the voice and concerns of the public.

The committees consider issues by receiving information from, and questioning, Cabinet Members, officers and external partners to develop an understanding of proposals, policy and practices. They can then develop recommendations that they believe will improve performance, or as a response to public consultations.

Committees will often establish Topic Groups to examine specific areas in much greater detail. These groups consist of a number of Members and the review period can last for anything from a few weeks to a year or more to allow the Members to comprehensively examine an issue through interviewing expert witnesses, conducting research and site visits. Once the topic group has finished its work it will send a report to the Committee that created it and it will often suggest recommendations to the executive.

Terms of Reference

The areas scrutinised by the Committee are:

- School Improvement (BSF)
- Pupil and Student Services (including the Youth Service)
- Children's Social Services
- Safeguarding
- Adult Education
- 14-19 Diploma
- Scrutiny of relevant aspects of the LAA
- Councillor Calls for Action
- Social Inclusion

AGENDA ITEMS

1 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

(if any) - receive.

2 DECLARATION OF INTERESTS

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

3 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.

4 MINUTES (Pages 1 - 12)

To approve as a correct record the Minutes of the meeting of the Committee held on 5 February 2013 and the special meeting held on 6 March 2013 and authorise the Chairman to sign them.

5 MODULAR SCHOOL BUILDINGS

6 SCHOOL IMPROVEMENT STRATEGY (Pages 13 - 20)

7 CHILD CARE SUFFICIENCY ASSESSMENT (Pages 21 - 34)

8 CORPORATE PERFORMANCE REPORT 2012-13 (Pages 35 - 56)

9 FUTURE AGENDAS

Committee Members are invited to indicate to the Chairman, items within this Committee's terms of reference they would like to see discussed at a future meeting. Note: it is not considered appropriate for issues relating to individuals to be discussed under this provision.

10 URGENT BUSINESS

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

Ian Burns
Acting Assistant Chief Executive

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**MINUTES OF A MEETING OF THE
CHILDREN & LEARNING OVERVIEW & SCRUTINY COMMITTEE
Town Hall
5 February 2013 (7.30 - 9.00 pm)**

Present: Councillors Sandra Binion (Chairman), Gillian Ford (Vice-Chair), Robby Misir, Pat Murray, Frederick Thompson, Melvin Wallace, Keith Wells and Garry Pain (In place of Peter Gardner)

Co-opted Members: Phillip Grundy, Jack How, Julie Lamb and Anne Ling

The Chairman advised those present of action to be taken in the event of an emergency evacuation of the building becoming necessary

Apologies for absence were received from Councillor Nic Dodin, co-opted member Margaret Cameron, Keith Passingham and Garry Dennis and Bev Whitehead

17 DECLARATION OF INTERESTS

Julie Lamb and Pat Murray declared a personal interest in Items 5 and 6.

18 MINUTES

The Committee approved as a correct record the minutes of the meeting held on 1 November 2012.

19 SCHOOL TRANSPORT UPDATE - VERBAL REPORT

The Committee considered a presentation from Assistant Group Director (Commissioning) from Social Care and Learning regarding progress made with changes to the SEN Transport provision.

The Committee noted that there had been significant changes since September 2011 and since the Committee considered the proposals in September 2012.

There was said to be a changed provision for Hall Mead School which was cheaper and which had received positive feedback. One of the assembly points, Beacon Hill, was out of borough and this had been replaced via a taxi service.

There were two escorts accompanying children to Corbets Tey School instead of just one, which had been the case previously. The risk assessment around this had been fine. The route to Ravensbourne School had been replaced and the overall changes meant that no route was

significantly longer than any other. However, punctuality had been an issue at Corbets Tey.

The Committee was informed that 29 children had completed their travel training with a ceremony performed at the Town Hall, in which awards were given to the children. A further 15 children from Dycorts School had also completed their travel training. The Committee was reassured, arising from member concerns that travel training remained optional for children and there were no plans to change that policy in the foreseeable future.

The Committee noted the update.

20 **SCHOOL TRANSPORT - TRAVEL PLANS - PRESENTATION**

Further to a request by the Committee in 2012, members considered a presentation from Havering's Smarter Travel Officer regarding school travel plans in the borough.

The Committee noted that a School Travel Plan (STP) was a document written by a school in consultation with its pupils, parents, staff, and local residents, which sought to address travel and transport issues in and around the school

The STP looked at how pupils and staff currently travelled to school, how they would prefer to travel and how the school could encourage more sustainable travel habits. An effective STP would be kept up to date, reviewed annually, and re-written every three years. School Travel Plans were usually voluntary and relied on the schools willingness to participate.

An STP was said to help schools by:

- Reducing traffic congestion and air pollution in and around the school site
- Improving personal and road safety skills
- Improving the health and fitness of pupils and staff - linked to improved academic results
- Establishing safer walking and cycling routes to school
- Enhancing relations with the local community

School Travel Plans were first introduced in Havering in 2005 and all 90 schools in Havering had an approved travel plan by 2009. Schools were now implementing their travel plans to address specific issues. The majority of Havering schools were very active with their travel plan and accredited schools deliver greater modal shift.

Results were described as very positive. Schools in the Borough had achieved a high modal shift, with the percentage of car trips for school journeys being down from around 39% three years ago to approximately 23% now. Increased levels of walking and cycling had been seen in many

schools. In the future, expanding schools, particularly primary schools, would present a significant challenge to existing plans.

The Committee noted the presentation.

21 **SCHOOL ATTENDANCE**

The Committee considered a report from the Manager, Additional Educational Needs regarding attendance data for schools/academies for the school years 2009-10 to 2011-12 and the work being undertaken by the Local Authority to support attendance in maintained schools and academies in the London Borough of Havering.

The Committee noted that the Government was placing high importance currently to improving school attendance and reducing the number of children with high levels of absences from schools/academies. The Committee also had regard to information concerning the overall rates of attendance and the rates of “persistent absence” for schools/ academies in the borough for the three school years from 2009-10 to 2011-12, providing comparisons with figures both national and for outer London boroughs.

The report detailed the strategies currently employed by the Local Authority to improve levels of school attendance and reduce the level of absences at schools within the borough. It further explained the loss of funding to the Local Authority as a result of schools converting to academy status and the changing relationship between the Local Authority and academies in terms of the services provided. Despite the changing nature of this relationship the report highlighted the need for the Local Authority to continue to monitor overall levels of school attendance and the rates of persistent absence for both maintained schools and academies in the borough.

The Committee noted the Government had adopted all of the recommendations made by Charlie Taylor, the Government’s expert adviser on behaviour, in his report “Improving School Attendance” published in April 2012. The focus was on improving attendance results from the evidence which showed that children with poor attendance were unlikely to succeed academically and they were more likely than not to be in education, employment or training (NEET) when they leave school.

There was also an established link between poor school attendance at school and lower academic achievement. Of pupils who missed more than 50% of school only 3% managed to achieve 5 or more GCSE’s at grades A*-C including Maths and English. 73% of pupils who had over 95% attendance achieve 5 or more GCSE’s at grades A*-C.

The Government was particularly concerned about the relatively small number of pupils who were persistently absent from school. As a consequence it lowered the threshold for pupils to be considered to be “persistently absent” from school from 20% to 15% in September 2011. This

change was intended to ensure that pupils with attendance issues were identified earlier.

As children move up through the school system the number of children who are persistently absent grows. By the time children have reached their mid-teens it would often become more difficult for schools to get these children to attend. Evidence suggested that children with low attendance in the early years of education were more likely to come from the poorest backgrounds. As a consequence the government was seeking to increase the emphasis on improving the attendance of vulnerable pupils in primary schools. Non-attendance at school, for whatever reason, was an important issue that parents, schools and the Local needed to take seriously and address effectively.

The Committee noted that School staff, both teaching and non-teaching, were in the front line of the drive to improve attendance. While Local Authority staff could make a valuable contribution, teachers and others who worked in schools were in daily contact with pupils and could forge effective links with parents at a local level. It was essential that the promotion of good attendance was recognised at every school.

Schools/ academies had been supported to improve their attendance levels by:

- Having in place a whole school approach to ensuring good attendance, and where necessary to improve it through data analysis and prioritisation.
- Identifying a designated member of the Senior Leadership Team to have responsibility for all attendance matters and to initiate the review of attendance targets. Schools/ academies have also been advised that it is good practice to have a designated member of the governing body responsible for monitoring attendance matters.
- Developing a written attendance policy which sets out the school's expectations and priorities, strategies for improvement, advice for parents on procedures and the role played by the Education Welfare Service.
- Paying particular attention, within their absence management strategies, to persistently absent pupils, intervening early to nip emerging patterns of absence in the bud, and making full use of the support available from the Local Authority and other agencies to address problems which are beyond the capacity of the school to deal with.
- Developing efficient systems of registration which encourage children and parents to account promptly for any absences, which are in accordance with legal requirements and which show a consistent

approach to the classification of absences as either authorised or unauthorised.

- Implementing First Day Contact schemes, attendance incentive schemes, individual and group awards etc. in accordance with the needs of the school.
- Developing suitable monitoring and referral procedures to ensure that children whose attendance is a cause for concern are identified, supported through the school's/ academies own pastoral systems, including appropriate contact with parents, and, if required, brought to the attention of the Local Authority.
- Accessing regular training for staff with responsibilities for the registration of pupils.
- Ensuring absences are authorised only when the school is satisfied that they are genuine.
- Ensure that Parenting Contracts are completed in line with Havering's Policy Parenting Contract.
- Adopting the borough's 'Holidays in Term Time Guidance

The Committee noted the report.

22 **SCHOOL PERFORMANCE**

The Committee considered a report from the Principle Inspector, Havering School Improvement Services (HSIS) regarding the performance of all schools in the borough over the previous academic year.

The report summarised the 2012 performance of Havering primary and secondary schools/academies in key stage assessments, tests and examinations.

The Committee noted that 2012 was another successful year for Havering schools. Although early years results were mixed, Havering enjoyed its best ever results at Key Stages 1 and 2. There was a fall for the first time at GCSE, due to the outcomes of the English results, which were a national phenomenon. For the second year running, Havering had no schools or academies below the government floor standard (60% L4 joint En/Ma at Key Stage 2, and 40% A*-C (inc En/Ma) at GCSE).

Overall attainment at Key Stages 1, 2 and 4 remained above the national average for each of the main attainment measures and was higher than the performance of Havering's statistical neighbours. During 2011-12, primary and secondary schools/academies receiving targeted support improved more significantly than those schools not in receipt of support.

Foundation Stage

Havering results for 2012 were mixed. Overall, they were marginally lower than our best ever outcomes in 2010, but we did not match the national improvements and attainment for 2012 was broadly average.

Key Stage One

These outcomes were said to be the best ever results for Havering at Key Stage 1. Overall performance at the Levels 2+, 2B+ and 3+ benchmarks at Key Stage 1 improved. Performance improved in every subject (Reading, Writing, Maths), with more pupils achieving the expected level (2B+) than ever before. There was also an increase in the proportion of pupils achieving the highest levels (L3).

Key Stage Two

Level 4+ attainment in both English and Maths combined rose to 82% - Havering's highest ever performance and higher than this year's national average figure of 79%. Level 5+ performance rose to 28% - well above previous years. These results place Havering, once again, above the national average. In particular, the Committee was asked to note that 2012 saw a significant increase in the performance of the most able learners – with the proportions reaching the higher Level 5+ increasing by 7% in both English and Mathematics. Raising the achievement of the most able learners had been a major focus in Havering over the last few years.

Key Stage Four

The 2012 Havering average for 5A*-C grades (inc En/Ma) decreased for the first time in many years, by approximately 2.4%, to a provisional 61.1%.

This was more than accounted for by the drop in English results, which was a national phenomenon that was currently being challenged by secondary headteacher associations. However, the drop in Havering exceeded the national fall and comprised significant variation between the English results of different schools.

The fall in Havering's results was disappointing after many years of incremental increase. However, scores in Havering remained above the national average at this measure.

The Committee also considered Key Stage Five results, those for additional needs and the performance of those schools supported by HSIS.

Chairman

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MINUTES OF A SPECIAL MEETING OF THE CHILDREN & LEARNING OVERVIEW & SCRUTINY COMMITTEE

Town Hall
6 March 2013 (7.30 - 9.30 pm)

Present: Councillors Sandra Binion (Chairman), Gillian Ford (Vice-Chair), Nic Dodin, Robby Misir, Pat Murray, Garry Pain, Frederick Thompson, Keith Wells and Becky Bennett (In place of Melvin Wallace)

Co-opted Members: Philip Grundy, Jack How, Anne Ling and Garry Dennis

Non-voting Member: Bev Whitehead

The Chairman advised those present of action to be taken in the event of an emergency evacuation of the building becoming necessary

Apologies for absence were received from Councillor Melvin Wallace and co-opted member Julie Lamb.

23 REVIEW OF CHILDREN'S CENTRES - CALL-IN OF CABINET DECISION

In accordance with Paragraph 17 of the Overview and Scrutiny Committee Rules, a requisition signed by two Members representing more than one Group (Councillors Keith Darvill and Gillian Ford) had called in a decision of Cabinet dated 13 February 2013.

The requisition concerned a decision made by Cabinet on 13 February 2013 regarding proposals for the merger of Children Centre activities around 6 hub sites. Alternative operators (such as Schools and Libraries) would run and maintain the other smaller and less-used sites, which would be decommissioned as Children Centres, but continue to provide early years services such as pre-school provision. Cabinet made the following decisions:

1. Approved the decommissioning of the following Children's Centres and the services currently provided within them to be transferred to the remaining hub sites by 2 April 2013, subject to receiving final approval from the Department for Education:
 - Airfield
 - Harold Court
 - Hildene
 - Pyrgo
 - South Hornchurch

- Thistledene
 - Upminster
2. Approved the continued provision of services from the following larger hub centres:
- Collier Row
 - Chippenham Road
 - Elm Park
 - Ingrebourne
 - St Kildas
 - Rainham Village
3. The commencement of a tendering process for construction/refurbishment works at issue of tenders for Harold Court Primary, Harold Wood Primary, Mead Primary, Parsonage Farm Primary, Rise Park Infant and Junior schools, Towers Infant and Junior schools, together with all associated investigations e.g. soil survey
4. That the final allocation of available Capital funding as detailed within this report be delegated to the Lead Members for Children and Learning and Value, and the Group Directors of Children's Services and Finance and Commerce.

Reasons for Requisition

The reasons for the requisition were detailed on the formal notification and were detailed as follows:

1. The decision appears to be counter to Central Government and the Councils policies on early intervention
2. The decision does not appear to have taken due consideration to the rise in the birth rate
3. To allow Overview & Scrutiny Committees to consider the impact of the Council taking responsibility for Public Health Policy before the closure of Children's Centres.

In discussions, the Committee was asked to note that the proposals sought to ensure that children's centres would be aligned to early help measures. The emphasis on early help had arisen following the report by Frank Field, which highlighted the imperative for early intervention. The benefits of the new 'hub and spoke' model for children's centres would mean that outreach work was improved and would mean that resources would be more targeted and focussed on services.

Members raised concern about the continued existence of some of the smaller centres, which, it had been proposed, would be closed and this was a matter of deep concern as it was suggested that these centres were crucial to the community despite decreased footfall or use of them. There

was concern that the closures were taking place at the wrong time and without detailed consultation. With a developing local health agenda it was suggested that the proposed policy had not been sufficiently considered. Officers stated that the changes would make children's centres at the heart of the new integrated approach to health and social care.

Some members continued to state that there were significant reasons why a decision should be delayed. Amongst other things, it was suggested that there was no evidence in the report of substantial savings, as those identified only amounted to £130k from a multi-million pound budget. Members stated that early intervention was a key policy of the Council and that there was therefore an argument to at least maintain if not increase spending on children's centres as these were the key part of early intervention.

Officers explained that the decisions being taken would not impact on the actual service provision; indeed it was argued that the changes would enhance the service. The reductions in the budget arose from removing the number of managers through the reduction in the number of children's centres. Front-line services would not be impacted as measures were being taken to protect these members of staff. Further, the Council sought to invest in people and services and not buildings.

Members continued to express concern that the decision was being taken too early, it was contended that delaying the decision by a year would mean longer savings in the long-term. The decision was being made before public health had fully transferred to the Council and public health would constitute a major part of the early intervention agenda. The decision was too early as there was no consideration about how the new model could facilitate effective public health initiatives.

Discussions moved to consider promises and commitments that had been made by senior officers at a meeting of the Committee in 2011, at which members had been reassured that prevention would be the focus of children's social care and that the heart of this focus would be a concentration on family services. It was contended that the report moved away from that model. Officers explained that children's centres being grouped into pairs with youth workers covering the entire borough (but in 3 localities: North, Central and South) supported by satellite services. The idea of family services was that all services would be located in one centre.

The Committee sought reassurance that the changes were consistent with the early help policy and officers were asked how confident they were that families wouldn't be left out of the offer. It was explained that none of the centres being closed offered midwifery services and there was a massive emphasis on the importance of universal services and work was underway with partners to ensure that those in need would be identified. Where universal services worked well the pressure on children's centres would decrease. The decision was not sudden, obtained advice and information from health and other partners. The decision was about consolidating

services not reducing them. Some of the centres ear-marked for closure acted merely as sign-posting facilities without providing actual services.

Moving on to the issue of birth rates, officers reassured members that the decision had been taken with respect to reducing sites and not services and there was no link, therefore, with birth rates. Members expressed concern that the remaining centres wouldn't be able to cope with the increased demand arising from the centres that would be closed. It was stated that families were also coming into the borough, a phenomenon linked with the rising birth rate. Officers explained that there were alternative existing facilities that could do the same thing as centres.

On the final issue regarding there having been a lack of regard for public health policy before making the decision, officers explained that there would in fact be a two year delay before public health for 0-5 year olds came to the Council, in April 2015. It was argued by some members that public health was being democratised by transfer to the Council and that a detailed report should have been submitted which would take public health into account. The decision should have waited until the full transition of public health.

In ending the debate, Cllr Darvill expressed his disappointment that the Committee did not listen to a final summary from him, as one of those who had called-in the decision.

All questions having been asked and the debate being finished, the Chairman asked members to vote on whether or not they would like to uphold the requisition.

The proposal that the requisition be upheld (and therefore that the matter be referred to the Cabinet for further consideration) was LOST (by 9 votes to 3 with one abstention).

The voting was as follows:

FOR: Councillors Murray, Ford and co-opted member Jack How

AGAINST: Councillors Binion, Bennett, Misir, Pain, Thompson, Wells and co-opted members Garry Dennis, Anne Ling and Philip Grundy

ABSTENTION: Councillor Dodin

The requisition was not upheld.

Chairman



CHILDREN AND LEARNING OVERVIEW & SCRUTINY COMMITTEE

Subject Heading:

Havering's
School Improvement Strategy

CMT Lead:

Joy Hollister

Report Author and contact details:

Grahame Smith (Hsis)
01708 433813
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Policy context:

SUMMARY

The 2011 Education Act, which takes forward the White Paper *The Importance of Teaching (November 2010)*, charges all Local Authorities with a 'strong strategic role as champions for parents and families, for vulnerable pupils and of educational excellence'. Our School Improvement Strategy sets out how Havering Local Authority is already ensuring rapid improvements for maintained schools performing below the floor standard, in an Ofsted category, or of some concern. It also sets out how we will support all schools that wish to collaborate to improve educational performance for all our pupils.

The ever-rising bar of school performance, as enshrined within government floor standards, Ofsted inspection frameworks and the proliferation of changes to funding, curriculum and qualifications, requires a robust strategy for school improvement.

Havering's School Improvement Strategy details explicitly and transparently how schools and academies in Havering are assessed, categorised, challenged to improve and supported.

RECOMMENDATIONS

It is recommended that the committee notes the rigorous process by which the Local Authority monitors, challenges and supports its schools and academies, in order to champion educational excellence for all its children and young people.

REPORT DETAIL

1. Working With Schools

1.1 In Havering we are committed to high achievement through partnership with the whole school community because we believe it to be the most efficient and effective route to securing continued improvement. The focus of the LA is to move all schools to good and good schools to outstanding. This is now the only acceptable standard of education nationally and locally.

1.2 We are collectively committed to open, transparent communication and honest and frank debate. The LA regularly reviews its practice in relation to its key activities with representative groups of schools and governors, particularly in relation to the nature of the monitoring, challenge, intervention and any core elements of the support provided.

1.3 We have the full agreement of schools to:

- *partnership working*
- *support their ongoing development of effective school self evaluation and school improvement planning*
- *offer appropriate challenge and intervention, this being based on rigorous analysis of all available data*
- *monitor and evaluate effectively to identify potential weaknesses at an early stage so as to enable early intervention*
- *apply the criteria used to determine the need for intervention.*

2. Identification of School Support Levels

2.1 The LA has identified three categories of school support with particular regard to 'A good education for all' (HMCI February 2012). Where appropriate, there is a discussion between the LA and the school prior to the placing of the school in a category, unless it is an automatic category change such as a school going into an Ofsted category, performing below floor standards or the issuing of an LA formal warning notice. The key criteria for categorisation are:

- *Standards and progress achieved since the last Ofsted*
- *Capacity for improvement.*

These are considered and reviewed annually. In addition, the Schools' Monitoring Group (SMG) meets once every half-term to consider issues arising from across Children's Services, which may cause additional criteria to be considered as part of the categorisation process.

2.2 Membership of the SMG includes:

- *Head of Learning and Achievement*
- *Principal Educational Psychologist*
- *Principal Finance Officer*
- *Manager for Additional Education Needs Services*
- *Behavioural Support*
- *Health and Safety Officer*
- *Safeguarding Officer*
- *Education Officer (SENNS)*
- *A senior member of the LA school improvement team (Hsis)*
- *Schools' HR Manager*
- *Educational Welfare Service Manager*
- *Governing Body Support Service Manager*

2.3 The Chair and convener of the group is a senior member of the LA school improvement team. Other officers attend as appropriate. The LA school improvement team reviews all support categories twice yearly. For those schools designated as a school causing concern, Progress Review or Monitoring Board meetings are held to evidence progress against Key Issues or an Action Plan. The Chair of Governors or nominated governors will be invited to attend and be required to take responsibility for reporting to the full governing body.

3. Systems and Processes

3.1 Schools and the LA review performance in line with key areas covered by the Ofsted Framework. Regular review and completion of a self-evaluation process by the school is strongly encouraged as the foundation of that process. The key areas currently include:

- *current performance in terms of achievement and attainment*
- *trends over time*
- *teaching and learning*
- *leadership and management including governance*
- *quality of provision*
- *behaviour and safety*
- *personal development and well being*
- *effective safeguarding procedures*
- *effectiveness of community cohesion, promoting equality of opportunity and tackling discrimination*
- *capacity for improvement; stability; and attitudes.*

3.2 Evidence is drawn from the following sources:

- *analysis of the most recent test data linked to the longer-term trend of each school's performance;*
- *Fischer Family Trust data, RAISEonline, LA data and school data*
- *school self-review*
- *the most recent Ofsted report with specific reference to improvement issues and the impact of actions taken; LA databases on finance, staffing, SEND, attendance, exclusions and pupil numbers; LA and any external school visit reports*
- *any external review that may have been completed; available data on staff turnover, relationships, quality of leadership and management, quality of teaching, school curriculum and school ethos; and Governing Body minutes (where available)*
- *the latest information available from the Schools' Monitoring Group.*

4. Support Levels

Category 1: Schools on track to remain good or outstanding at their next Ofsted

Schools in which there are no concerns, where there are some outstanding or good elements, where pupils make good or better progress in terms of value added and where their attainment is normally above or at national average.

Category 2: Schools on track for good at their next inspection

Schools in this category may meet one of the following criteria:

- schools removed from category 3 which remain Category 2 for a minimum of one year
- schools that have identified that they need to broker in some additional support to build capacity
- schools amalgamating or federating
- no substantive Headteacher, but still with the capability to improve
- new Headteacher (for first year only)
- schools facing difficulties at a particular point (eg high number of temporary staff, budget).

Category 3A: Schools at risk of requiring improvement at their next inspection

This will normally include significant identified weaknesses in one or more of the following:

- standards/achievement
- leadership and management including governance
- teaching and learning
- behaviour and safety
- home-school relationships
- budgetary control.

Schools removed from category 3B remain in category 3A for one year. Schools in this category are identified by the LA as a 'School Causing Concern' in which Statutory Intervention may be needed. Movement from this category up to category two is expected within one academic year.

Category 3B: LA Formal Warning Schools and schools at risk of failure

- schools issued with a formal warning notice from the LA
- schools identified by Ofsted as requiring improvement
- schools at risk of serious weaknesses at their next inspection
- schools at risk of special measures at their next inspection.

Schools in this category are identified by the LA as a 'School Causing Concern' in which significant Statutory Interventions are needed. Movement from this category up to category 3A is expected within twelve to eighteen months.

Category 3C: LA Formal Warning Schools and schools that have failed

- schools issued with a formal warning notice from the LA regardless of Ofsted status
- schools performing below the floor standards
- schools identified by Ofsted as requiring special measures or serious weaknesses.

Schools in this category are subject to a formal warning where there is evidence that:

- the standards of performance and/or progress of pupils at the school are unacceptably low and are likely to remain so, unless the LA exercises its Statutory Power; and/or
- there has been a serious breakdown in the way that the school is managed or governed which is prejudicing, or likely to prejudice, pupils' standards or performance (e.g. serious financial difficulties); and/or
- the safety of pupils or staff is threatened (whether by breakdown of discipline or otherwise).

Schools in this category are identified by the LA as a 'School Causing Concern' where a formal warning and/or Statutory Interventions are in place. Movement from this category up to 3A is expected within two academic years.

5. Levels and Nature of Support

The focus and level of support will at all times be designed to encourage independence and to build capacity rather than to foster a culture of dependence.

Schools in Category 1 and 2

There is a core entitlement of one or more 'keeping in touch' meetings.

Schools in Category 3A

There is a core entitlement of keeping in touch and monitoring meetings including progress review meetings at least termly with Chair of Governors or nominated governors, HT and senior inspector. Schools in this category are likely to have a variety of statutory interventions in place.

Schools in Category 3B

There is a core entitlement of keeping in touch and monitoring meetings including progress review meetings at least half-termly with Chair of Governors or nominated governors, HT and senior inspector. Schools in this category will have a variety of statutory interventions in place (eg formal whole school partnerships, federations, additional LA governors).

Schools in Category 3C

There is a core entitlement of keeping in touch and monitoring meetings including monthly monitoring board meetings with representative governors, HT and a senior member of the LA school improvement team. Schools in this category will have a variety of statutory interventions in place. For all schools categorised at 3B and 3C, a senior member of the LA school improvement team will ensure that there is a Statement of Action drawn up in negotiation with the school. Time-scales for improvement will be dependent on the nature of the support needed. However significant improvements will be expected quickly. In addition, there will be a formal half-termly meeting or monthly monitoring board meetings with a senior member of the LA school improvement team, representative governors and the Headteacher to review progress against the Action Plan. All visit report forms will be copied to the Chair of Governors or nominated governors who are required to take responsibility for reporting progress to the full governing body.

Support and monitoring will be drawn from across the full range of LA services where appropriate or brokered in to the school to meet the identified needs, and will be focused on those key areas for improvement identified in the school's priorities or Action Plan. The nature of the support will depend upon the identified key areas for improvement but creative ways of supporting school improvement will be encouraged. The LA will make effective use of existing LA and national initiatives and programmes to support schools. Where appropriate, consultants from outside the LA will be used to provide support. Full use will be made of National Leaders of Education, Local Leaders of Education, National Leaders of Governance and other schools including academies, both within and outside the LA, where this is appropriate. The LA may provide finance to enable schools to organise their own training or release for members of staff as necessary within budgetary constraints.

6. Statutory Powers of Intervention

6.1 Schools designated as Category 3C, 3B and 3A have been identified as 'Schools Causing Concern' and are schools in which the LA has statutory powers of intervention. Statutory Guidance for LAs SCC; February 2012, DfE 'Statutory Guidance on SCC'; September 2008 and the 2006 Act, set out significant powers of intervention. Some examples of these powers are outlined below:

- *the appointment of additional, experienced governors where the school requires special measures or improvement in discussion with LA and Governing Body*
- *the appointment of an Interim Executive Board where the school requires special measures or improvement in discussion with LA and Governing Body*
- *The Secretary of State's direction for closure of a school or conversion to an 'Academy' (LA maintained schools) or conversion to a sponsored academy (convertor academies) where there is no prospect of the school making sufficient improvement*
- *a requirement on the LA to reconsider radical action when the case becomes urgent*
- *The LA issuing of formal warning notices (LA maintained schools) and the secretary of state direction to issue formal warning notices (LA maintained schools, academies, free schools and University Technical Colleges) where there is no prospect of the school making sufficient improvement*
- *financial notice of concern which could lead to suspension of delegated budget*
- *LA request for an Ofsted inspection where there are concerns about the performance of any school; maintained, foundation, academies and free schools*
- *The LA will raise concerns with the DfE where there are significant concerns about academies and free schools*
- *The LA actively pursuing formal arrangements with another school and requirement for governing bodies to enter into such arrangements (e.g. hard and soft federations and sponsored academies).*

6.2 All statutory powers of intervention are reviewed regularly by the LA through its Schools' Monitoring Group to ensure that improvements are rapid and sustainable. If this does not occur, further powers of intervention will be taken to ensure rapid progress in the school. The decision to invoke the LA statutory powers of intervention will be taken by the Group Director of Children's Services, following a full assessment of the school's position by senior school improvement staff, Strategic Finance Lead, Governing Body Support Unit and the Head of Learning and Achievement.

7. Next Steps and Future Developments

7.1 In the constantly changing world of education it is always necessary to keep policies and procedures under review. With this in mind, we will shortly be reviewing our strategy to provide additional clarity about the Local Authority's role as an 'education champion' for all children and young people, irrespective of the governance arrangements (ie LA-maintained, Academy, Free School, etc).

7.2 The development of a more autonomous schools system, whether through academies and free schools, means that providers will now be taking on much more responsibility for themselves. All schools have a duty to safeguard their pupils and to co-operate with the Local Authority and other public agencies in keeping children safe and promoting their health, emotional and educational wellbeing. Traditionally, schools have been supported in this duty through their relationship with the Local Authority. This responsibility is enshrined in legislation and means that we continue to have a role irrespective of the education provider.

- 7.3 Related to this, we will be actively working with stakeholders such as ESP and other partnership groups to clarify how we can strengthen our partnership working in a world of increasing diversity and changing accountabilities. We are pleased that schools and academies have already shown interest in this work.
- 7.4 In the light of these developments and the evolution of our experience, Council Members will be considering whether they need to review their education scrutiny role and how they may wish to provide additional support and challenge to education providers through some possible changes to the role of their “Overview and Scrutiny” statutory functions.

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no direct financial implications arising from this report which is for information purposes only. The activities outlined are funded by Learning and Achievement budgets.

It should be noted that from April 2014 a new Education Services Grant was introduced and there were changes to the Local Authority Central Spend Equivalent Grant (LACSEG). There is also the need to make MTFs savings from Council funded services. This means that statutory functions need to be provided against a backdrop of reducing budgets.

Caroline May – Strategic Finance Business Partner

Legal implications and risks:

There are no legal implications in noting the contents of this report.

Stephen Doye – Legal Services

Human Resources implications and risks:

There are no direct HR implications or risks arising from the recommendations made in this report.

Eve Anderson – Strategic HR Business Partner, Social Care & Learning

Equalities implications and risks:

The 2011 Education Act requires all Local Authorities to play a 'strong strategic role as champions for parents and families, for vulnerable pupils and of educational excellence' by putting in place a robust strategy for school improvement.

Havering's School Improvement Strategy details how maintained schools and academies in Havering are assessed, categorised, challenged to improve and supported. It also outlines the measures that the Council has put in place to ensure rapid improvements for maintained schools performing below the floor standard, in an Ofsted category, or of some concern.

The performance review process is set out in line with the *Ofsted Framework* and monitors key areas such as equality of opportunity, discrimination and community cohesion; children's safeguarding; pupils' behaviour and safety, etc. Regular review and completion of a self-evaluation process by the school is strongly encouraged as the foundation of the school's performance improvement process.

While it is believed that Havering's School Improvement Strategy is fairly robust, it is recognised that it could be further improved to optimise positive outcomes for pupils, particularly the most vulnerable children and young people, to ensure early identification of gaps and weaknesses in schools' provision and enable the Council's early intervention and rapid response to improve schools' performance. The strategy will therefore be reviewed shortly and will also be supported by a full Equality Analysis.

Andreyana Ivanova - Diversity Advisor, Corporate Policy & Community

BACKGROUND PAPERS

1. *School Improvement Strategy: Supporting Schools to Succeed & Preventing School Failure (Havering)*
2. *White Paper The Importance of Teaching (November 2010)*
3. *Ofsted Inspection Framework (September 2012)*

CHILDREN AND LEARNING OVERVIEW AND SCRUTINY COMMITTEE

Subject Heading:

Childcare Sufficiency Assessment
2011/14 – Annual Review

CMT Lead:

Joy Hollister

Report Author and contact details:

Martin Shipp
01708 431831
martin.shipp@havering.gov.uk

Policy context:

Section 11 Childcare Act 2006 requires Local Authorities to produce a Childcare Sufficiency Assessment (CSA) on a 3 year basis. The last Assessment was published on 1 April 2011.

9 May 2013

SUMMARY

Local authorities have a duty to ensure there is sufficient childcare in their area, so far as is reasonably practicable. The findings from the Childcare Sufficiency Assessment (CSA) published on 1 April 2011 enabled the Local Authority to draw up an Action Plan aiming to narrow the gaps in childcare provision as highlighted.

This report provides an update on the Local Authority's actions in meeting those recommendations and provides additional information on the delivery of Free Early Education for 3 and 4 year olds and on securing sufficient childcare across the Borough. It also provides an opportunity to update Members on progress in meeting the targeted Early Education Offer for Two Year Olds, which becomes statutory with effect from 1 September 2013.

RECOMMENDATIONS

- 1) Members are asked to note the progress of the Local Authority in meeting the recommendations of the Childcare Sufficiency Assessment; and
- 2) To note progress towards delivering the targeted Early Education Offer for Two Year Olds.

REPORT DETAIL

1 Background

1.1 The 2011-14 Childcare Sufficiency Assessment is a lengthy document. The key findings from the report to note and consider are:

- 1) That on the whole, the Local Authority is maintaining its commitment to high quality services and its local vision of “Havering: a place where every child and young person matters”.
- 2) The quality of childcare available continues to be higher than the national average in relation to Ofsted inspection outcomes.
- 3) The Local Authority is meeting its sufficiency duty as the availability of childcare on a Borough wide basis continues to outstrip the number of 3 and 4 year olds in Havering.
- 4) The Local Authority has made available a variety of funding opportunities to provisions to ensure that all children have access suitable childcare within a demographic area.
- 5) The Accredited Family Information Service provides an impartial and consistent quality service to local families and childcare.

2 Action Plan

2.1 Once the report is published the Local Authority is duty bound to produce an Action Plan based on recommendations following consultation. The recommendations of the 2011 CSA are detailed as follows:

2.2 That:

- The Local Authority continues to support provisions in offering more flexible places.
- The Local Authority continues to pro-actively support the development of holiday provision and promote its availability to parents in the borough.
- The Local Authority continues to promote Early Education Entitlement for 3 and 4 year olds, the pilot scheme providing funded places for 2 year olds and other help available to support childcare costs to eligible families. Eligibility is classified by the DfE as the term after which the children attains the required age e.g. 2, 3 or 4.

- The Local Authority continues supporting childcare providers to access training, including training on caring for children with disabilities and special educational needs, in line with the Local Authority's budget.
- The Local Authority continues to support new and existing childcare providers with achieving and maintaining the delivery of quality childcare.

2.3 An update of the Actions Taken and Planned in support of these recommendations is attached as Appendix 1.

3 The Free Early Education Offer for Two Year Olds

3.1 From 1 September 2013 the Local Authority will have a statutory duty to provide free early education to qualifying (free school meals, looked after by the Local Authority) two year olds from the term after their second birthday. The entitlement For qualifying children is 570 hours in any year and for no fewer than 38 weeks.

3.2 The latest estimate from the Department for Education (DfE) of qualifying Two Year olds in Havering from September 2013 is 506. The Local Authority is increasing the number of providers who can offer 2 year old education by assisting childminders in achieving NVQ3 and achieving Quality Assurance. This allows for childminders offering Early Education Entitlement (EEE) creating additional flexibility for families accessing childcare.

3.3 During 2012/13 a total of 280 children have been placed. Based on these calculations the Local Authority is confident it will be able to meet the target of 506 in 2013/14. The number of Private, Voluntary and Independent (PVI) and Childminder settings able to deliver this offer is now 63 (47%). Additional Settings and Childminders are being supported to qualify to deliver the offer. The current support programme will increase the number to 93 (69%).

3.4 The Local Authority is also working with schools to deliver the offer. Clockhouse Primary School is providing for 2 year olds and a further 6 are actively considering what adaptations need to be made in order to deliver during 2013/14.

3.5 From 1 September 2014 the offer is being extended to 40% of two year olds nationally. The current estimate of qualifying two year olds in Havering as notified by the DfE is 1,100. The qualifications for the extended offer are expected to include children with special educational needs or disabilities and those who have left care but are unable to return home. This increase will present a challenge but the Trajectory Funding will be used to continue to build up the numbers of places available and offered and to continue to encourage further Providers to offer these places.

3.6 The Local Authority has been allocated Capital and Revenue Grant to support the growth of the offer:

- Statutory Place Funding - £1,522,235.
Revenue through the Early Years Single Funding Formula.
- Trajectory Building - £597,588.
Revenue to create places in preparation for the expanded offer (2014).
- Capital - £422,197
To support capital investment. The allocation is not time-bound, so there are no deadlines by which this needs to be spent. However, this capital is not ring-fenced and can be spent on any capital purpose.

4 Children and Families Bill

- 4.1 The Children and Families Bill, currently before Parliament, contains a provision to repeal the duty of Local Authorities to assess the sufficiency of childcare provision. The Bill is expected to receive Royal Assent by April 2014.
- 4.2 However, the Bill details the expectations on Local Authority's to report annually to elected Council Members on how they are meeting their duty to secure sufficient childcare and to make this report available and accessible to parents. Local Authorities would be responsible for determining the appropriate level of detail in their report, geographical division and the date of publication.

IMPLICATIONS AND RISKS

5 Financial implications and risks:

Caroline May – Corporate Finance

- 5.1 The recommendations implemented to date have been funded from within existing Learning and Achievement resources.
- 5.2 The changes as a result of the Education Act 2011 will bring new responsibilities that do carry financial implications. From Sept 2013 there will be a need to realign Learning and Achievement budgets to support the new responsibilities, so some re-modelling of resources will be necessary. The service is planning for this and further scoping will take place in the period to Sept 2013. It is currently forecast that the implications can be contained within Learning and Achievement resources. This will be monitored on an ongoing basis, and risks around budget realignment considered in a timely manner.

6 Legal implications and risks:

Stephen Doye – Legal Services

- 6.1 The Local Authority (Duty to Secure Early Years Provision Free of Charge) Regulations 2012/2488 will make it compulsory from 1 September 2013 to make free early years provision for eligible two year olds i.e. looked after children and those entitled to free school meals.
- 6.2 There are no legal implications arising from noting the content of this report.

7. Human Resources implications and risks:

Eve Anderson – HR Business Partner

- 7.1 There are no direct human resources implications arising from the any of the recommendations made in this report.

8 Equalities implications and risks:

- 8.1 The Childcare Sufficiency consultation process was carefully considered to allow access and participation from all communities to ensure full representation. An Equality Impact Assessment was drafted and approved and is attached at Appendix 3.

BACKGROUND PAPERS

Supporting Families in the Foundation Stage consultation Document
Supporting Families in the Foundation Years: joint policy document from the DfE and DoH.
Childcare Sufficiency Assessment 2011
Statutory Guidance for Local Authorities on the Delivery of Free Early Education for Three and Four Year Olds and Securing Sufficient Childcare (September 2012)
The Local Authority (Duty to Secure Early Years Provision Free of Charge) Regulations 2012.

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Childcare Sufficiency Assessment 2011- 2014

Action Plan update April 2013

1) The Local Authority continues to support provisions in offering more flexible places

The Local Authority can demonstrate this recommendation continues to be met.

- 95% of all provision within the Borough provide a flexible offer in accordance with parental needs. (7am-7pm over 2 days);
- 11,249 3 and 4 year old children accessed 1,482,990 hours of Early Education Entitlement in 2012/13, compared to 11,054 children accessing 1,419,825 hours in 2011/12. This represents an increase of 195 children (1.8%) and an increase of 63,165 hours accessed (4.4%). This take-up is shown in a graph format in Appendix 2;
- No complaints have been received from parents unable to access a flexible offer;
- The Family Information Service continues to offer a brokerage service to parents that includes identifying settings that can meet particular needs;

2) The Local Authority continues to pro-actively support the development of holiday provision and promote its availability to parents in the borough.

The Local Authority can demonstrate this recommendation continues to be met.

- The Local Authority continues to support holiday provisions and out of school clubs in meeting the requirements of the Early Years Foundation Stage;
- The Family Information Service continues to provide information on the provision available and sustainability consideration is given to holiday provisions where there is a threat of closure;
- The Local Authority has received no complaints with regard to the lack of holiday provision available;

3) The Local Authority continues to promote Early Education Entitlement (EEE) for 3 and 4 year olds, the pilot scheme providing funded places for 2 year olds and other help available to support childcare costs to eligible families.

The Local Authority can demonstrate this recommendation continues to be met.

- The DfE report that the Local Authority is providing funded places to 90% of children for whom parents require one (universal);
- Preparation for the statutory offer in Havering has continued successfully;
- During 2012/13 279 two year olds have accessed a free early education place. A graph showing the growth of children accessing this Offer is included in Appendix 2.

Whilst there are has sufficient childcare places across the Borough as a whole, there are some areas, particularly Hylands, Cranham and Mawney Wards that have insufficient places in the immediate area.

Action is being taken a to meet increasing demand for Primary School places whilst ensuring that Early Years place planning is integrated within the strategy. Support will be given to new businesses, particularly seeking to start-up in these areas. The latest projections of children aged under 5s are given in Appendix 2. Officers are working with Planning to ensure that the Authority's statutory duty to provide sufficient childcare places continues to be met, wherever possible, when making or recommending decisions.

4) The Local Authority continues supporting childcare providers to access training, including training on caring for children with disabilities and special educational needs, in line with the Local Authority's budget

The Local Authority can demonstrate this recommendation continues to be met.

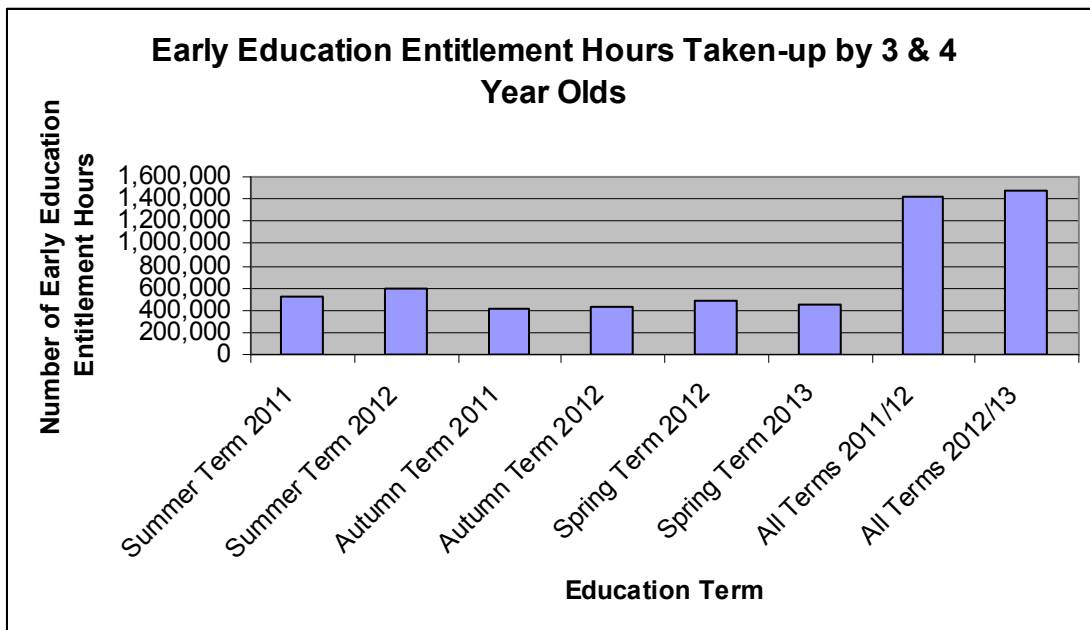
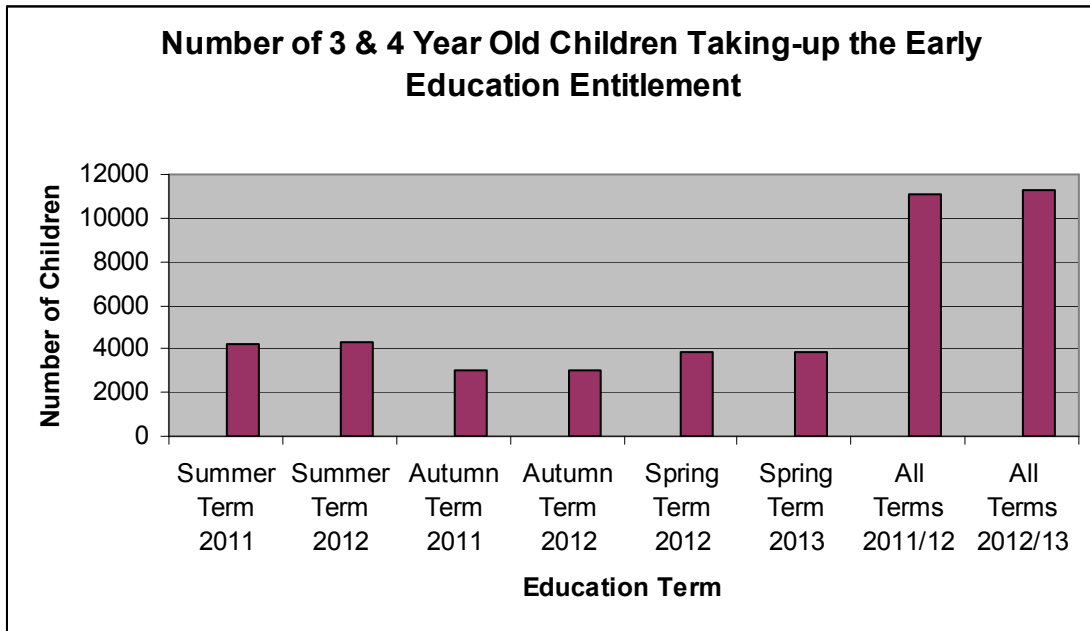
- The Training Programme for PVI Providers is a fully targeted one, where settings receive free training where there is an agreed identified need.
- Additional training options include Business Support, Sustainability and Employment Law.
- Targeted training continues to be provided for specific priorities such as Disability and Eiklan. The continuation of the WELLCOMM programme will continue as extensive evaluation shows the programme to be adding value.

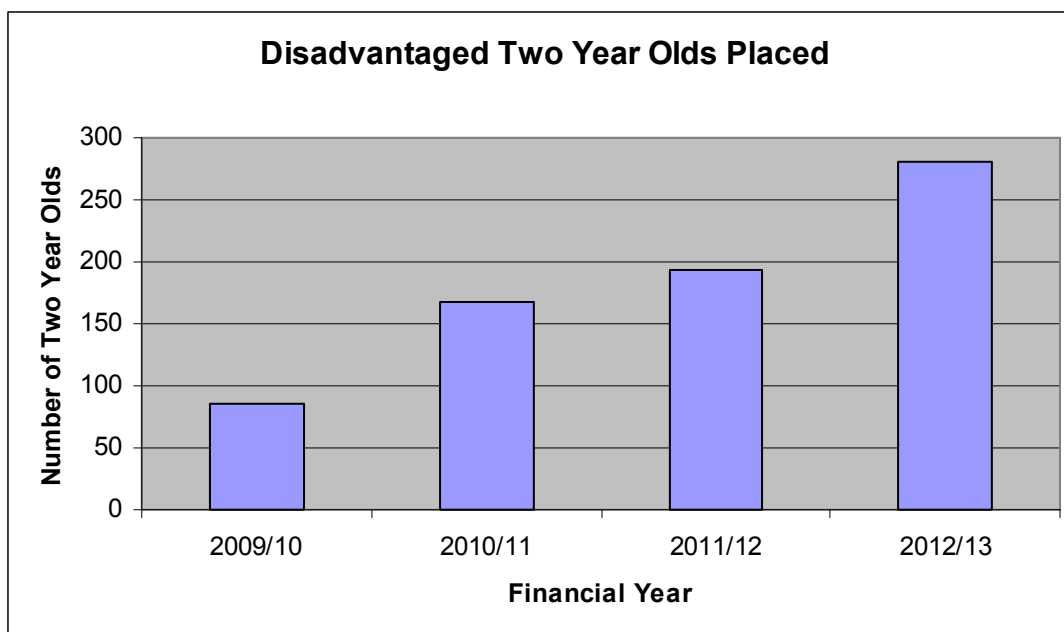
5) - The Local Authority continues to support new and existing childcare providers with achieving and maintaining the delivery of quality childcare

The Local Authority can demonstrate this recommendation continues to be met.

- The corporate target of 73% of settings having a “Good” or above Ofsted outcome has been met;
- 86.7% of PVI Providers and 71.5% of Childminders are Rated by Ofsted as “Good” or above. This represents 76.4% of all these Providers. Pie charts giving further details are included in Appendix 2;
- 69% of Providers are judged by the Local Authority as needing the least support (green). 27% receive a moderate (amber) input from the Local Authority where it is deemed that without some support outcomes would reduce. 4% require a much larger professional input from the Local Authority in order to ensure positive outcomes at Inspection (red).

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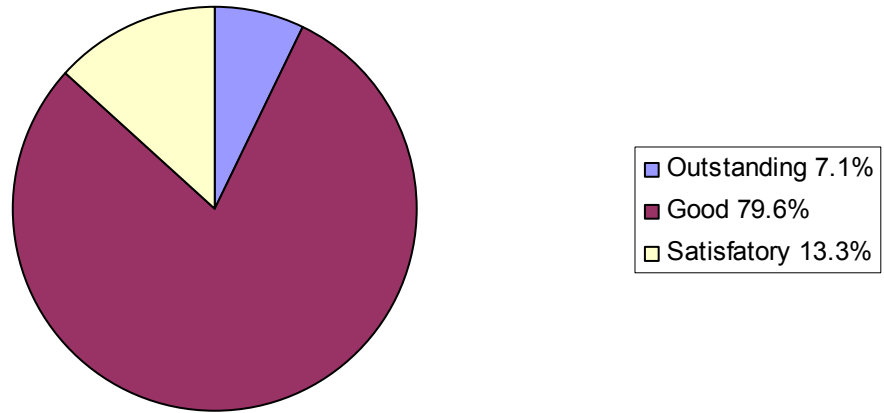


Under 5s Projected Population (Source GLA Round Demographic Projections)

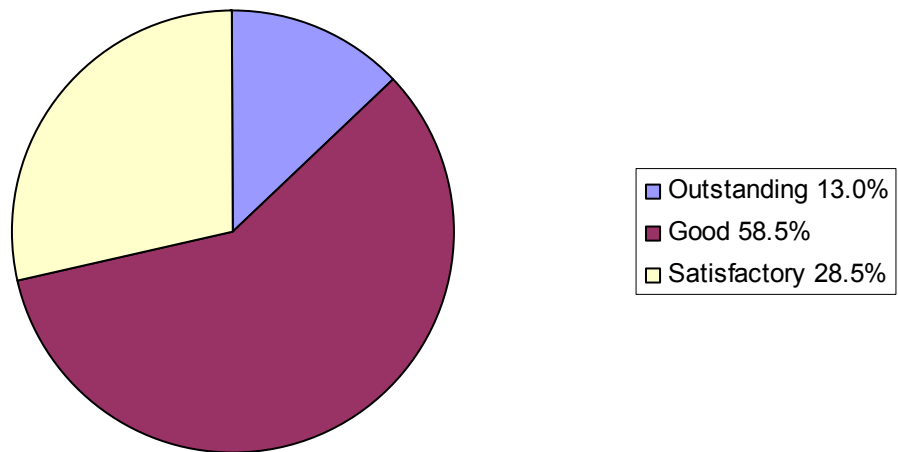
	2010	2012	2013	2014	2015	2016	2017	2018	2019
Aged Under 2s	5,600	5,900	6,100	6,200	6,400	6,400	6,500	6,500	6,500
Aged 2	2,750	2,800	2,900	3,000	3,200	3,200	3,300	3,300	3,300
Aged 3 & 4	5,150	5,800	5,800	5,900	6,100	6,400	6,600	6,600	6,800
Total Aged 0-4	13,500	14,500	14,800	15,100	15,700	16,000	16,400	16,400	16,600

Figures are rounded to nearest 100

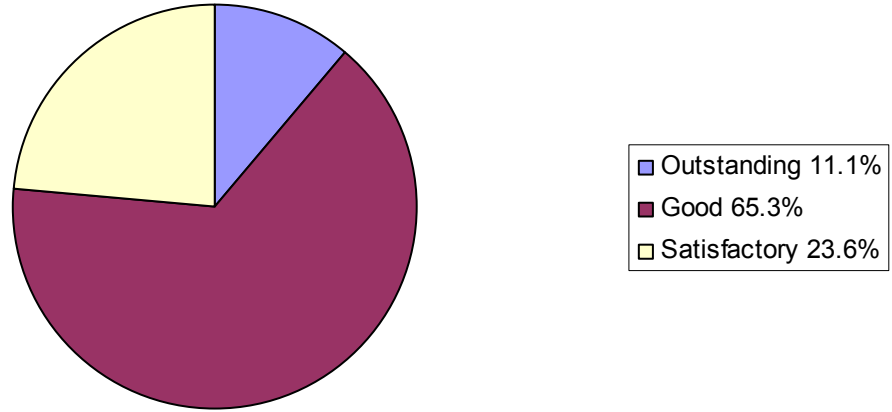
**Private, Voluntary & Independent (PVI) Settings Ofsted
Grades March 2013**



Childminders Ofsted Grades March 2013



**PVI Settings and Childminders Ofsted Grades March
2013**





CHILDREN & LEARNING OVERVIEW AND SCRUTINY COMMITTEE

Subject Heading:

Corporate Performance Report 2012/13
Quarter 2

CMT Lead:

Joy Hollister

Report Author and contact details:

Sean Cable
01708 432436

Policy context:

Quarterly performance information as
requested by members.

SUMMARY

This report sets out the performance of the Council's Corporate Performance Indicators for the second quarter (July-September 2012)

RECOMMENDATIONS

Members are requested to review the performance information shown and raise any matters of concern at the Children & Learning Overview and Scrutiny Committee meeting.



CABINET

23 January 2013

Subject Heading:	Corporate Performance Report 2012/13 – Quarter 2
Cabinet Member:	Councillor Michael White
CMT Lead:	Cynthia Griffin
Report Author and contact details:	Claire Thompson, Corporate Policy & Community Manager, claire.thompson@havering.gov.uk 01708 431003
Policy context:	The report sets out the Council's performance against the Corporate Performance Indicators for Quarter 2 of 2012/13.
Financial summary:	There are no direct financial implications arising from this report. It is expected that the delivery of targets will be achieved within existing resources.
Is this a Key Decision?	No
Is this a Strategic Decision?	No
When should this matter be reviewed?	The Corporate Performance Report will be brought to Cabinet following the end of each quarter.
Reviewing OSC:	Value

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

Ensuring a clean, safe and green borough	[X]
Championing education and learning for all	[X]
Providing economic, social and cultural activity in thriving towns and villages	[X]
Valuing and enhancing the lives of our residents	[X]
Delivering high customer satisfaction and a stable council tax	[X]

SUMMARY

This report sets out the performance of the Council's Corporate Performance Indicators for the second quarter (July-September 2012), against the five Living Ambition Goals of the Corporate Plan:

- Environment
- Learning
- Towns and Communities
- Individuals
- Value

Of the 68 Corporate Performance Indicators, 40 are able to be measured quarterly. The remaining indicators are collected on an annual or bi-annual basis only.

The report identifies where the Council is performing well (Green) and not so well (Amber and Red). The variance for the 'RAG' rating is:

- Red = more than 5% off the Quarter Target
- Amber = up to 5% off the Quarter Target
- Green = on or above the Quarter Target

Where performance is more than 5% off the Quarter Target and the RAG rating is 'red', a 'Corrective Action' box has been included in the report. This highlights what action the Council is taking to address poor performance where appropriate.

Also included for indicators measured quarterly is a Direction of Travel (DoT) column which compares performance in Quarter 2 2012/13 with performance in Quarter 2 2011/12. A green arrow symbol (↑) signifies performance is better than Quarter 2 2011/12 and a red arrow symbol (↓) signifies performance is worse than Quarter 2 2011/12.

Of the 40 indicators measured quarterly, 37 have been given a RAG status in Quarter 2. For three indicators a RAG status is not applicable this quarter. In summary 21 indicators (57%) are rated as 'green', 4 indicators (11%) are rated as 'amber' and 12 indicators (32%) are rated as 'red'.


RECOMMENDATIONS

Members are asked to review the contents of the report and note its content.


REPORT DETAIL

Summary of indicators rated as ‘red’



Environment

Indicator	Quarter 2 Target	Quarter 2 Performance	DOT
Total number of fly tip incidents	1,554	1,645	
<p>This indicator fluctuates due to seasonal variance- in the Summer when the weather is brighter more people clear out homes and garages. Performance is expected to improve in Quarter 3. In addition, the Environment Agency has recently clarified the definition of what constitutes a fly tip and some of the incidents that we have been recording as fly tips may be reclassified. In light of the change in definition, officers are working to identify these incidents; we will then recalculate the numbers back to April 2012.</p>			

Towns and Communities

Indicator	Quarter 2 Target	Quarter 2 Performance	DOT
Processing of major applications within 13 weeks (%)	60%	50%	
<p>Of the 6 applications received, 3 were determined in the required time this quarter. The reason 3 applications were not determined within the 13 week period is because the proposals were still being negotiated with developers before a decision was made.</p>			

Individuals

Indicator	Quarter 2 Target	Quarter 2 Performance	DOT
Overall number of delayed transfers of care from hospital per 100,000 population (shared with BHRUT/PCT/CCG)	7	15.2	
Number of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and health per 100,000	3	3.7	
<p>These indicators are in relation to hospital discharges. The first indicator is an overall partnership indicator led by the Clinical Commissioning Group (CCG) that measures the total number of delayed discharges across the system including in the hospital itself. The second indicator is for ASC and health. This is reducing due to work being undertaken within social care and the number of delays is lower than last year. The indicator is red because a challenging target has been set for this year to drive improvement. The Council continues to work with the London Boroughs of Barking and Dagenham, and Redbridge and all three Clinical Commissioning Groups (CCGs) as well as health providers (BHRUT & NELFT) to improve systems, processes and care in the community in order to prevent unnecessary hospital admissions, particularly for older people. In addition, a performance improvement programme has recently been designed which will mean all providers will need to change the way discharges are managed.</p>			

Cabinet, 23 January 2013

Indicator	Quarter 2 Target	Quarter 2 Performance	DOT
% of Child Protection Plans lasting more than 24 months	5%	8%	↓
A range of positive work is underway to minimise child protection plan duration, including use of 'Signs of Safety' to ensure that plans are understood and owned by the parents, and wider use of Family Group Conferences. The margins are very small for this indicator due to a relatively low number of children on child protection plans. By year-end, the difference between achieving 5% rather than 8% would be only three children.			
% of placements lasting at least 2 years	75%	66%	↑
The % of placements lasting at least 2 years is a measure of the stability of placements for looked after children. The performance in this area is not considered good enough, particularly in the area of teenagers where foster care placements can tend to break down. A review of this area has been undertaken which has resulted in increased work to recruit foster carers and changes to procedures so that they offer greater support to the foster care placements when they come under pressure. This is an area that is being prioritised for improvement within children's services.			
Direct payments as a proportion of self-directed support (%)	15%	11.4%	↑
A more stretching target has been set for this indicator than last year in order to continue to increase the amount of choice and control for social care clients. In line with the national picture, we continue to face challenges in increasing the take up of direct payments for older people. The Service is working hard to help people make best use of the money they receive to purchase their own care services and to increase the proportion of people who use Personal Budgets.			

Value

Indicator	Quarter 2 Target	Quarter 2 Performance	DOT
Sickness absence rate per annum per employee (days)	7.6 days	8.1 days	↓
Work is currently taking place to identify why sickness absence has increased over the last year and this has been made a corporate priority. Once any issues or trends have been identified, actions will be put into place to address these.			
Speed of processing changes in circumstances of HB/CTB claimants (days)	12 days	26.07 days	↓
Speed of processing new HB/CTB claims (days) (NEW)	19 days	32.74 days	↓
The indicators relating the Housing Benefit and Council Tax Benefit are recession related. There has been an increase in the numbers of people claiming housing and council tax benefit and needing to be assessed for those benefits because of changes in their circumstances. This increase has put substantial pressure on the staff processing these claims and some additional resources have been brought in to clear a backlog that has developed. Given the upturn in demand/activity it is anticipated that, despite the additional resources, performance will not substantially improve until Quarter 3. A review of overall demand is being undertaken as this upturn has had knock-on effects on the customer services function while it is continuing to implement the new customer services processes.			
% of Member/MP enquiries completed within 10 days	90%	83.60%	↑

Indicator	Quarter 2 Target	Quarter 2 Performance	DOT
% of corporate complaints completed within 10 days	90%	78.7%	↑
A large proportion of Member/MP enquiries and corporate complaints are related to Housing as a result of the benefit reforms, rather than an enquiry about the service. The CRM system is being developed to record Member/MP correspondence and the new system has the facility of email chasers to remind staff of the service level agreement target of 10 working days.			

The Corporate Performance Report 2012/13 – Quarter 2 is attached as Appendix 1.

REASONS AND OPTIONS

Reasons for the decision: To provide Cabinet Members with a quarterly update on the Council's performance against the Corporate Performance Indicators.

Other options considered: N/A

IMPLICATIONS AND RISKS

Financial implications and risks:

Adverse performance for some Corporate Performance Indicators may have financial implications for the Council. 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.

Legal implications and risks:

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

Human Resources implications and risks:

There are no specific Human Resources implications.

Equalities implications and risks:

Cabinet, 23 January 2013

The following Indicators potentially have equality and social implications if performance does not improve:

- (CY2)- % of placements lasting at least 2 years
- (CY13) - % of child protection plans lasting more than 24 months
- ((ex) NI131/2C (i))- Overall number of delayed transfers of care from hospital per 100,000 population
- ((ex) NI13/2C(ii)) – Number of delayed transfers of care from hospital attributable to Adult Social Care and health per 100,000
- (CS4)- Speed of processing changes in circumstances of HB/CTB claimants
- (CS3)- Speed of processing new HB/CTB claims




The commentary for each indicator provides further detail on steps that will be taken to improve performance.

BACKGROUND PAPERS

The Corporate Plan is available on the Living Ambition page on the Havering Council website at: <http://www.havering.gov.uk/Pages/Campaigns/living-ambition-our-20-year-vision.aspx>

Appendix 1: Corporate Performance Report 2012/13 – Quarter 2 23rd January 2013

Key

Direction of Travel (DoT)		RAG Rating
	Performance is better than Q2 2011/12	Red More than of 5% off the Quarter Target
	Performance is worse than Q2 2011/12	Amber Up to 5% off the Quarter Target
	Performance is the same as Q2 2011/12	Green On or within the Quarter Target
Corporate Plan Performance Indicator		

Environment - to ensure a clean, safe and green borough

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
SC18	Total number of fly tip incidents	Smaller is Better	2,704	1,554	1,645	1,568		<p>Performance is worse than target and also worse than Quarter 2 2011/12. This indicator fluctuates due to seasonal variance- in the Summer when the weather is brighter more people clear out homes and garages.</p> <p>Corrective Action Performance is expected to improve in Quarter 3. In addition, the Environment Agency has recently clarified the definition of what constitutes a fly tip and some of the incidents that we have been recording as fly tips may be reclassified. In light of the change in definition, officers are working to identify these incidents; we will then recalculate the numbers back to April 2012. Therefore, no further corrective action is required at this stage.</p>	Streetcare

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
(ex) NI191	Residual household waste (kg) per household (LAPS indicator)	Smaller is Better	645kg	336kg	338.92kg	336kg	↘	An increase in household waste in July and August has meant that performance is slightly worse than target this quarter	Streetcare
(ex) NI195d	% of fly posting (LAPS indicator)	Smaller is Better	1%	1%	1%	0%	↘	This is a bi-annual indicator and will be reported in Quarter 2 and Quarter 4 only. Performance is on target this quarter as a result of continuing enforcement action in key areas such as shopping centres around the borough.	Streetcare
(ex) NI192	% of household waste sent for reuse, recycling and composting (LAPS indicator)	Bigger is Better	36%	36%	36.21%	37%	↘	Performance is better than target this quarter, although slightly worse than Quarter 2 2011/12.	Streetcare
PSC11	% of missed collections put right within target	Bigger is Better	93%	93%	93%	93%	↗	Performance is on target this quarter, and is also the same as Quarter 2 2011/12.	Streetcare
CSP1	The number of residential burglaries reported	Smaller is Better	1,909	955	872	883	↕	Poor weather over the summer months may have contributed towards the figure for this indicator, as good weather does tend to correlate with an increase in crimes reported. Performance is also better than Quarter 2 2011/12. The number of burglaries reported peaks over the Christmas period; the Community Safety Partnership have already begun to prepare for this through various initiatives and campaigns to increase awareness.	Customer Services
CSP2	The number of anti-social behaviour crimes reported	Smaller is Better	5,970	2,985	2,931	3,342	↕	Poor weather over the summer months may have contributed towards the figure for this indicator, as good weather does tend to correlate with an increase in crimes reported. Similar to burglary, the number of anti-social behaviour crimes reported does	Customer Services

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
								peak over the Christmas period, although to a lesser extent. The Community Safety Partnership are analysing this further to ascertain what extra interventions are necessary.	

Learning - to champion education and learning for all

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
LA5	% of 3 and 4 year olds who have access to an early education entitlement place if their parents wish (<i>Whilst this refers to access to places, it is actually measured on take up of places. The wording has remained the same because this is how it is reported to the Department for Education</i>)	Bigger is Better	90%	90%	86% (2011/12)	83% (2010/11)	↑	This indicator is measured by academic year which runs from August to July. The figure provided is therefore the 2011/12 end of year outturn. Compared to the same time period last year, performance has improved by 3%. Autumn term data will be included in the Quarter 3 report.	Learning and Achievement
LA6	% of Early Years providers, including those in schools, judged Good or Outstanding by OFSTED	Bigger is Better	73%	73%	74.9%	72%	↑	Performance is better than target this quarter. Of the 314 total providers, 235 are considered 'Good or above'. Performance has also improved when compared to Quarter 2 2011/12.	Learning and Achievement
LA1	Number of apprentices recruited in the borough	Bigger is Better	460 (AY 11/12)	345 (Q3 AY 2011/12)	461 (Q3 AY 2011/12)	437 (Q3 AY 2010/11)	↑	This indicator is measured by academic year (AY) which runs from August to July. The Quarter 3 figure is therefore February-April 2011/12. The target of 460 was set by the 14-19 Partnership, as part of a three year programme to increase the number of apprenticeships in the borough.	Learning and Achievement
(ex) NI117	% of 16 to 19 year olds (school years 12-14) who are not in education, employment or training	Smaller is Better	5.1%	5.3%	18.1%	5.2%	NA	The figure reported is the last month in each quarter for this indicator. The September increase was expected, and has occurred as a result of the	Learning and Achievement

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
	(LAPS indicator)							Department for Education's (DfE's) instructions to record all of the students rising from Year 12 to Year 13 over the summer as 'unknown' in the September Client Caseload Information System (CCIS) return. In previous years, when students were on a 2 year programme they were included in the in-learning figures when they entered Year 13 and followed up in line with the usual currency rules, and/or checked against the college/school lists of students. DfE have this year instructed the CCIS companies (15 Billion in our case) to make them unknown. We are getting weekly updates from Prospects on their progress and they are busy entering the student lists from the colleges and the latest figures show NEET as 3.9%. In light of this change in guidance, the September figure is not an accurate reflection of performance, therefore no RAG rating or DoT has been provided.	
LA10	KS4 - number of schools below the floor standard where fewer than 35% of pupils achieve A*-C grades in both Maths and English and make less than average progress in Maths and English	Smaller is Better	0	Annual	0 (2011/12) (provisional)	0 (2010/11)	NA	This is an annual indicator, reported by academic year. A provisional figure has been included but a final figure will not be available until November. Therefore no RAG rating or DoT has been provided.	Learning and Achievement
LA9	KS2 - number of schools below the floor standard where fewer than 60% of pupils achieve Level 4 or above in both Maths and English and make less than	Smaller is Better	0	Annual	1 (2011/12) (provisional)	0 (2010/11)	NA	This is an annual indicator, reported by academic year. A provisional figure has been included but a final figure will not be available until November. Therefore no RAG rating or DoT has been provided.	Learning and Achievement

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
	average progress in Maths and English								
(ex) NI075	KS4 - % of pupils who achieve 5 or more A*-C grades, including Maths and English (LAPS indicator)	Bigger is Better	68%	Annual	61.1% (2011/12) (provisional)	64.2% (2010/11)	NA	This is an annual indicator, reported by academic year. A provisional figure has been included, but a final figure will not be available until November. Therefore no RAG rating or DoT has been provided.	Learning and Achievement
LA8	% of children with a good level of achievement in Early Years Foundation Stage (LAPS indicator)	Bigger is Better	Not yet set	Annual	60% (2011/12) (provisional)	58.6% (2010/11)	NA	This is an annual indicator, reported by academic year. No target has been set as the Service is awaiting the outcome of Government report because this measure is changing. A provisional figure has been included but a final figure will not be available until November. Therefore no RAG rating or DoT has been provided.	Learning and Achievement

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

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
(ex) NI157a	Processing of major applications within 13 weeks (%)(LAPS indicator)	Bigger is Better	60%	60%	50%	50%	→	Performance is worse than target this quarter. Of the 6 applications received, 3 were determined in the required time. However, performance has improved since Quarter 1 2012/13 when the outturn was 45%. Corrective Action The reason 3 applications were not determined within the 13 week period is because the proposals were still being negotiated with developers before a decision was made. No corrective action is required.	Development and Building Control

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
CS11	% of NNDR collected (LAPS indicator)	Bigger is Better	98%	60.24%	58.90%	59.10%	→	Performance is just worse than target this quarter and marginally worse than Quarter 2 2011/12. With the significance of NNDR collection changing for next year, the Council has decided to end the partnership arrangement with Barking and Dagenham, and bring NNDR collection back in-house. However there is a contract notice period of one year before this can take place. This quarter, performance has been impacted by the business rates deferral scheme, which gives business the option to spread the retail price index increase in the 2012-13 bill over three years.	Customer Services
R3	Number of businesses accessing advice through regeneration initiatives	Bigger is Better	600	300	318	338	→	Performance is better than target this quarter. The service continues to provide in-house support and advice for new and existing businesses.	Regeneration
(ex) NI157b	Processing of minor applications within 8 weeks (%) (LAPS indicator)	Bigger is Better	65%	65%	66%	72%	→	Performance is better than target this quarter, although worse than performance in Quarter 2 2011/12 and Quarter 1 2012/13 (71%). This is partly due to the increase in legal agreements now applicable to minor applications needed to secure the Council's Planning Obligations tariff introduced in April 2012.	Development and Building Control
(ex) NI157c	Processing of other applications within 8 weeks (%) (LAPS indicator)	Bigger is Better	80%	80%	86%	87%	→	Although slightly worse than performance in Quarter 2 2011/12 and Quarter 1 2012/13 (89%), performance is still better than target.	Development and Building Control
R2	Net external funding (£) secured through regeneration initiatives	Bigger is Better	£1,000,000	£500,000	£925,000	£1,135,215	→	This quarter, no additional external funding was secured. However, funding gained in Quarter 1 means that this	Regeneration

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
								indicator is still performing better than target.	
H5	% of rent arrears against rent debit	Smaller is Better	2%	2.42%	2.41%	2.37%	→	The quarterly targets for this indicator have been profiled throughout the year. Performance is better than target this quarter.	Housing and Public Protection
DC4	% of appeals allowed against refusal of planning permission	Smaller is Better	30%	30%	28.57%	41%	←	The service reviews all appeal decisions and keeps an eye out for trends so that any issues in our decision making can be addressed.	Development and Building Control
CL2	Number of library visits (physical)	Bigger is Better	1,520,000	425,600	491,698	456,380	←	Performance is significantly better than target this quarter and compared to Quarter 2 2011/12.	Culture and Leisure
(ex) NI158	% of decent council homes (LAPS indicator)	Bigger is Better	58.4%	38%	37.75%	38.87%	NA	Performance fluctuates throughout the year for this indicator, however it is anticipated that the year-end target will be achieved; therefore no RAG or DoT have been provided. An additional 725 properties newly arising as non-decent have been incorporated into performance figures for 2012/13. In total, 315 properties were made decent in Quarter 2. It is anticipated that 1811 properties will be made decent by the end of the year.	Housing and Public Protection

Individuals - to value and enhance the lives of our residents

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
(ex) NI131/2C (i)	Overall number of delayed transfers of care from hospital per 100,000 population (LAPS indicator)	Smaller is Better	7	7	15.1	11.9	→	This is a partnership indicator led by the Clinical Commissioning Group (CCG). Performance is worse than target for this indicator and also worse than Quarter 2 2011/12. Performance in this area is predominantly affected	Adult Social Care (shared with BHRUT/PCT/CCG)

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
								<p>by Health; delays attributable to Adult Social Care (ASC) remain low at 1.6 per 100,000 compared to the overall figure.</p> <p>Corrective Action</p> <p>A challenging target has been set for this indicator to drive improvement, as this will assist in improving care for patients. Based on performance to date, it is unlikely that the annual multi-provider target will be met. However, we continue to work with the London Boroughs of Barking and Dagenham and Redbridge and all three Clinical Commissioning Groups (CCGs) as well as health providers (BHRUT & NELFT) to reduce delays and address systematic issues as changes to health are implemented. . A Performance Improvement Programme has recently been designed which will mean all providers will need to change the way discharges are managed.</p>	
(ex) NI131/2C (ii)	Number of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and health per 100,000	Smaller is Better	3	3	4	6.2	↑	<p>This is an indicator for ASC and Health. Performance is slightly worse than target for this indicator, but is improving and is better than Quarter 2 2011/12 and Quarter 1 2012/13 (4.5). ASC performance has improved. A detailed report on DTOCs will be available in early 2013.</p> <p>Corrective Action</p> <p>A challenging target has been set for this indicator to drive improvement. Based on performance to date, the service predicts that the annual target will be achieved. Although performance is improving it is expected</p>	Adult Social Care

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
								that further improvement would also assist with 2C(i). A Performance Improvement Programme has recently been designed which will mean all providers will need to change the way discharges are managed.	
								Performance is worse than target this quarter, and also worse than Quarter 1 2011/12. However, performance has improved since Quarter 1 2012/13 when the outturn was 14% (last quarter's figure of 0% was amended following identification of a large sibling group which were de-registered and had been on a plan for two years or more). At the end of Quarter 2, 4 out of 51 (8%) children were de-registered from a child protection plan who had been on that plan for two or more years.	Children and Young People
CY13	% of Child Protection Plans lasting more than 24 months (LAPS indicator)	Smaller is Better	5%	5%	8%	2%	↘	Corrective Action A range of positive work is underway to minimise child protection plan duration, including use of 'Signs of Safety' to ensure that plans are understood and owned by the parents, and wider use of Family Group Conferences. Although current performance is worse than the target of 5%, the margins are small due to a relatively low number of children in child protection plans. By year-end, the difference between achieving 5% rather than 8% would be only three children.	Children and Young People
CY2	% of placements lasting at least 2 years (LAPS)	Bigger is Better	75%	75%	66%	65.40%	↗	Whilst performance is worse than target this quarter, performance has	Children and Young People

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
	indicator)							improved since Quarter 1 2012/13 (57.4%) and when compared to Quarter 2 2011/12. Corrective Action Through the implementation of the Looking After Children (LAC) Plan, additional foster carers have been recruited, increasing placement choice. The service also plans to lengthen emergency placements from 24 hours to 7 days, allowing more time for children to be appropriately matched to foster carers. In addition, processes for management oversight of casework have been improved. These changes should result in improved performance for this indicator throughout 2012/13.	
(ex) NI130/1C (i)	% of people using social care who receive self-directed support and those receiving direct payments (LAPS indicator)	Bigger is Better	60%	49.3%	47%	36%	↑	Performance is slightly worse than target this quarter, but is improving overall and is better than Quarter 2 2011/12 and Quarter 1 2012/13 (44.7%). The number of people using social care who receive self-directed support has continued to rise and work continues to ensure that it becomes further embedded as the default way we work.	Adult Social Care
(ex) NI130/1C (ii)	Direct payments as a proportion of self-directed support (%)(LAPS indicator)	Bigger is Better	15%	15%	11.4%	10.4%	↑	Performance is worse than target this quarter, although better than Quarter 2 2011/12. In line with the national picture, we continue to face challenges in increasing the take up of direct payments for older people. The Service is working hard to help people make best use of the money they receive to purchase their own care services and to increase the proportion of people who	Adult Social Care

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
								use Personal Budgets.	
								Corrective Action To improve performance, targets for direct payments have been set for service areas. In addition, a self-directed support staff forum attended by members from different teams along with a member from the performance team regularly meet to discuss how performance in the area can be improved.	
L3	% of people who, having undergone reablement, return to ASC 91 days after completing reablement and require an on-going service	Smaller is Better	7%	7%	5.3%	5.6%	↑	Performance is better than target this quarter and also better than Quarter 1 2011/12 and Quarter 1 2012/13 (6%). This demonstrates that reablement services are achieving sustainable positive outcomes and helping people to live more independently in their own homes and reducing the longer-term level of care required. As the service matures, there is a greater focus on more vulnerable clients. It will be important to ensure this does not result in deterioration in performance in the future.	Adult Social Care
(ex) NI065	% of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years (LAPS indicator)	Smaller is better	8%	8%	0%	NA	NA	Performance remains better than target for this indicator (performance in Quarter 1 2012/13 was also 0%). The wording of this indicator has been modified to include 'within 2 years' to echo the findings of the Munro report (before it had an open ended timescale). Therefore the outcome is not comparable with Quarter 2 2011/12.	Children and Young People

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
L5	Total number of Careline and Telecare users in the borough	Bigger is Better	3600	3465	3584	3233	↑	Performance is better than target for this indicator and also better than the figure for Quarter 2 2011/12. The service is confident that the annual target of 3600 will be achieved.	Housing and Public Protection
(ex) NI112	Teenage pregnancies per 1,000 population (< 18 year old girls) (LAPS indicator)	Smaller is Better	35	35	35.1 (Q1 2011/12)	30.1 (Quarter 1 2010/11)	↓	NB. The figures do not correspond to the 2011/12 annual target and a RAG cannot be stated. This is because the ONS release conception statistics around 14 months after the period to which they relate (as information on a birth may not be available until 11 months after the date of conception and the ONS then require 3 months to compile the conception statistics). There has been an overall downward trend for this indicator since early 2009. The Council and its partners aim to reach a target of 35.00 per 1000 population by 2013 and we remain on track to deliver this target.	Children and Young People

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

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
CI1	Sickness absence rate per annum per employee (days) (LAPS indicator)	Smaller is Better	7.6 days	7.6 days	8.1 days	7.35 days	↓	In Quarter 2, Operational HR carried out a review of the sickness absence data which found that there were technical and managerial issues which may be impacting on the levels of reported sickness, particularly long term sickness. Following a review, some misreporting was identified and consequently managers were asked to	Internal Shared Services

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
								<p>rectify this. The reporting system has also now been updated to ensure that staff who have left the organisation are excluded from on-going sickness data.</p> <p>Corrective Action</p> <p>Now that the data has been cleansed, there is a need to focus analysis on why sickness absence has increased over the last year. It is important to identify what is causing this trend and the actions that need to be put into place to address this.</p>	
CS4	Speed of processing changes in circumstances of HB/CTB claimants (days) (LAPS indicator)	Smaller is Better	12 days	12 days	26.07 days	14.22 days	→	<p>The current economic climate and changes to the way the DWP notifies the Council of new HB/CTB claims and changing circumstances has resulted in increased volumes, which combined with a reduction in Government funding has made it difficult to achieve the target. In addition, the number of people applying for benefits has risen substantially with the introduction of a new electronic claim form.</p> <p>Corrective Action</p> <p>At the end of Quarter 2, additional resources were secured to clear the backlog of claims. Performance should therefore improve in Quarter 3. No additional corrective action is required.</p>	Customer Services
CS3	Speed of processing new HB/CTB claims (days) (NEW) (LAPS indicator)	Smaller is Better	19 days	19 days	32.74 days	22.58 days	→	<p>The current economic climate and changes to the way the DWP notifies the Council of new HB/CTB claims and changing circumstances has resulted in increased volumes, which combined with a reduction in Government funding has made it difficult to achieve the target. In addition, the number of</p>	Customer Services

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
								people applying for benefits has risen substantially with the introduction of a new electronic claim form. Corrective Action At the end of Quarter 2, additional resources were secured to clear the backlog of claims. Performance should therefore improve in Quarter 3. No additional corrective action is required. Performance is worse than target this quarter. However, there has been a marginal improvement compared to Quarter 2 2011/12.	
CS10	% of Member/MP enquiries completed within 10 days	Bigger is Better	90%	90%	83.60%	83.47%	↕	Corrective Action The CRM system is being developed to record Member/MP correspondence and implementation is planned for October. The new system has the facility of email chasers to remind staff of the service level agreement target of 10 working days.	Customer Services
CS7	% of corporate complaints completed within 10 days	Bigger is Better	90%	90%	78.7%	65.35%	↕	Performance is worse than target this quarter. However, performance has improved since Quarter 2 2011/12 and Quarter 1 2012/13. Corrective Action The CRM system is being developed to record corporate complaints and implementation is planned for October. The new system has the facility of email chasers to remind staff of the service level agreement target of 10 working days.	Customer Services
CS1	% of council tax collected (LAPS indicator)	Bigger is Better	97%	54.75%	58.14%	58.42%	↗	Performance is better than target this quarter, although slightly worse than Quarter 1 2011/12.	Customer Services
(ex)	% Avoidable Contact	Smaller	8%	8%	4.75%	6.20%	↕	Avoidable contact is defined as contact	Customer Services

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q2 Target	2012/13 Q2 Performance	2011/12 Q2 Performance	DoT	Comments	Service
NI014		Is Better						that adds no value for the customer, is duplicative or is caused by failures in the Council's business processes, e.g. when we fail to provide our customers with the right and/or appropriate information first time around causing the customer to contact us again. Performance remains better than target this quarter and is also better than Quarter 2 2011/12.	
Cs21	% Customer Satisfaction with the call centre	Bigger is Better	80%	80%	85.36%	New PI	NA	Ensuring customer satisfaction is a high priority for the Council. Performance is better than target in Quarter 2. This is a new indicator for 2012/13, therefore no DoT has been provided.	Customer Services
ISS10	% of suppliers paid within 30 days of receipt, by Transactional Team, by invoice	Bigger is Better	97%	97%	98%	NA	NA	The team consistently meet this target and are aware of its importance. To maintain this standard we are reliant on services promptly complying with corporate processes.	Internal Shared Services