



Havering

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

TOWNS & COMMUNITIES OVERVIEW & SCRUTINY SUB-COMMITTEE AGENDA

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| 7.30 pm | Thursday 21 January 2016 | Committee Room 2 - Town Hall |
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Members 9: Quorum 4

COUNCILLORS:

Conservative (4)

Steven Kelly
Robby Misir
Frederick Thompson
Linda Trew

Residents' (2)

June Alexander
Jody Ganly

East Havering Residents' (1)

Linda Hawthorn
(Vice-Chair)

UKIP (1)

Lawrence Webb
(Chairman)

Independent Residents' (1)

Michael Deon Burton

For information about the meeting please contact:

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Protocol for members of the public wishing to report on meetings of the London Borough of Havering

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

Reporting means:-

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

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

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

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

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 sub-committee has its own remit as set out in the terms of reference but they each meet to consider issues of local importance.

The sub-committees 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 to the public.

The sub-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. These are considered by the Overview

and Scrutiny Board and if approved, submitted for a response to Council, Cabinet and other relevant bodies.

Sub-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 or undertaking site visits. Once the topic group has finished its work it will send a report to the Sub-Committee that created it and will often suggest recommendations for the Overview and Scrutiny Board to pass to the Council's Executive.

Terms of Reference

The areas scrutinised by the Committee are:

- Regulatory Services
- Planning and Building Control
- Town Centre Strategy
- Licensing
- Leisure, arts, culture
- Housing Retained Services
- Community Safety
- Social and economic regeneration
- Parks
- Social inclusion
- Councillor call for Action

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 - 6)

To approve as a correct record the minutes of the meeting of 18 August 2015 and to authorise the Chairman to sign them.

5 UPDATE ON HARROW LODGE LAKE - VERBAL UPDATE

6 ROMFORD LEISURE DEVELOPMENT UPDATE - VERBAL UPDATE

7 COUNCIL MOTION ON ARTICLE 4 DIRECTION - REPORT ATTACHED (Pages 7 - 14)

8 CORPORATE PERFORMANCE REPORT - QUARTER TWO 2015/16 - REPORT ATTACHED (Pages 15 - 40)

9 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.

Andrew Beesley
Committee Administration Manager

**MINUTES OF A MEETING OF THE
TOWNS & COMMUNITIES OVERVIEW & SCRUTINY SUB- COMMITTEE
Town Hall, Main Road, Romford
18 August 2015 (7.30 - 9.35 pm)**

Present:

Councillors Lawrence Webb (Chairman), Linda Hawthorn (Vice-Chair), June Alexander, +Ray Best, Michael Deon Burton, Jody Ganly, Steven Kelly, +Carol Smith and Linda Trew.

+ - Substitute Member

Apologies for absence were received from Councillors Robby Misir and Frederick Thompson. Councillor Carol Smith substituted for Councillor Thompson while Councillor Best substituted for Councillor Misir.

Through the Chairman, announcements were made regarding emergency evacuation arrangements and the decision making process followed by the Sub-Committee.

5 MINUTES

The minutes of the meeting held on 23 June 2015 were agreed as a correct record and signed by the Chairman.

6 REPORT OF THE PRIVATE RENTED SECTOR LANDLORD TOPIC GROUP

The Sub-Committee received a report from the Private Rented Sector Landlord Topic Group that contained the findings and recommendations that emerged following the Topic Group scrutiny of the subject selected by the Sub-Committee in July 2014.

The Topic Group Lead Member explained that the Group had considered options of introducing methods to monitor and control the activities of private rented sector landlords in the borough.

The Sub-Committee noted that the scope of the Topic Group comprised analysing information to identify hotspots of demographic trends and private rented sector activity.

The Sub-Committee also noted that the Topic Group's recommendations were based on intelligence and evidence of good practice and included identifying an appropriate Licencing Scheme for Havering.

The Sub-Committee **agreed** that the report of the Topic Group be passed to Cabinet for further decision.

**7 HOW ANTI SOCIAL BEHAVIOUR IS DEALT WITH IN THE BOROUGH,
SPECIFICALLY RELATING TO COUNCIL TENANCIES**

At its meeting on 23 June 2015, the Sub-Committee agreed to receive a briefing report on Anti-Social Behaviour and Council Tenancies.

The report informed Members of progress with combating Anti-Social Behaviour (ASB) within the Council's housing stock.

Anti-social behaviour (ASB) was a broad term used to describe the day-to-day incidents of crime, nuisance and disorder, from litter and vandalism to public drunkenness or aggressive dogs, to noisy or abusive neighbours.

It was noted that such a wide range of behaviours meant that responsibility for dealing with anti-social behaviour was shared between a number of agencies, but particularly the Council and the Police.

The Tenant & Leaseholder Services Manager informed the Sub-Committee that dealing with the root causes of ASB had to be the best solution for long-term change.

The Sub-Committee heard that a review of the current Housing Tenancy Terms and Conditions was in progress. The project was at an early stage and would include a full and extensive consultation process.

Members noted that dealing with ASB within the Council's housing stock was a significant part of the Council's overall ASB strategy but it should not be looked at in isolation as the Council's Crime and Disorder strategy comprised a number of separate methods that were available to tackle ASB.

The Sub-Committee was informed that the recently enacted Anti-Social Behaviour, Crime and Policing Act 2014 had introduced a series of new powers to assist with combatting ASB. One aspect was the amendment to the Housing Act 1985 in respect of secure tenancies (as used by Councils) to provide for absolute possession of a property, where ASB or criminal behaviour had already been proved in another court. This also enabled social landlords to expedite possession proceedings where another court had proven significant anti-social behaviour or criminality in the locality of the property.

This included situations where a Tenant or their visitor was found to be:

- In breach of a Court Undertaking and / or Civil Injunction;
- In breach of a Court Ordered Criminal Behaviour Order;
- Convicted of Breaching a Noise Abatement Notice;
- Subject to a breach of a Closure Order.

The Sub-Committee also noted the service had a Prevention and Diversionary Strategy for dealing with Council tenants. Members noted that the service took an intelligence led approach to identify hot spots and to target resources.

The services worked closely with partner agencies to both prevent and resolve ASB alongside the Community Engagement Team who had organised a number of events such as Job Clubs and other initiatives to help reduce unemployment and to provide diversionary projects to prevent ASB such as the Football Academy and 'Family Boot Camp' schemes.

During a brief discussion, Members noted that:

- Non-payment of council tax could not be included in a tenancy agreement
- The Council could still take action against a council tenant on anti-social grounds under any circumstances
- The Council was aware of the serious issue of substance abuse such as use of laughing gas on council estate.
- Noise nuisance was about 30% of the caseload of Neighbourhood Officers

Following the presentation, Members agreed to form a working group to understand the issues, review cases and contribute to the current review project.

The Sub-Committee **noted** that the Councillors Linda Hawthorn, Jody Ganly, Linda Trew and Lawrence Webb would comprise the working group.

8 A REVIEW OF HOW WELL COUNCIL HOUSING MANAGES MAJOR WORKS TO PEOPLES HOMES

At the request of the Sub-Committee, the Housing Property Services Manager provided Members with a review sample of cases where problems had occurred during the course of the delivery of major works projects to Council owned stock.

The Sub-Committee noted that the piece of work also outlined measures that were undertaken to remedy issues as they occurred, what themes were common and lessons learnt as a result of the completed examination.

The presentation focused on two projects for the case study; the refurbishment of kitchen and bathrooms in occupied premises in various locations and the retrofit of insulation and associated refurbishment work to non-traditionally constructed houses. Both projects were completed during the 2014/15 Decent Homes Backlog Funding (DHBF) programme.

The review identified that in the case of the kitchen and bathroom contract, a series of common themes associated with poor performance was experienced during the project, these included:

- Disruption and inconvenience caused by the works
- Failure to adhere to agreed timescales for works
- Poor quality of finishing
- Lack of respect to residents
- Inability to communicate
- Failure to keep promises to rectify problems in a timely manner

The case studies had also noted the lessons learnt from both issues of poor performance and where one of the projects had delivered a successful outcome for both residents and the Council.

The Sub-Committee noted the following in the areas of good practice, derived from the insulation to non-traditional housing contract:

- Longer preparation time to engage in supply chain scrutiny – main contractor's sub-contractor selection.
- Contractual enforcement of terms and conditions in sub-contractor's selection
- Detailed guidance to residents on the disruptive nature of the works and service adjustment arrangements which can be accommodated – shift workers, adjoining owner notices etc.
- On site presence of contractor's site managers in a single locality to allow for residents to access face to face in the event of a problem.

The case study covering the kitchen and bathroom project outlined that the issues associated with difficulties were largely attributable to unsatisfactory contractor performance.

The Sub-Committee noted that language barriers among contractors working on site were a major concern not only from a communication perspective but also from a health and safety viewpoint.

The case study further identified a weakness in the pre survey process undertaken by the Council initially, and later by the contractor. The current processes only focused on potential matters affecting progress and did not cater for issues which impacted on the well-being of the resident.

The service was currently amending the pre survey process to have greater emphasis on matters such as safe storage of resident's belongings, working patterns etc.

During a brief discussion, the Sub-Committee agreed to form a working group to undertake a forensic examination of issues that were raised by tenants.

The Sub-Committee **noted** that Councillors June Alexander, Michael Deon Burton, Linda Trew and Lawrence Webb would form the working group with officers.

9 **CORPORATE PERFORMANCE REPORT - ANNUAL (2014/15)**

The Sub-Committee considered a report that set out the Annual Corporate Performance information that was presented to Cabinet at its meeting on 8 July 2015.

The Sub-Committee **agreed** to note the Annual report.

10 **URGENT BUSINESS**

The Sub-Committee agreed that an update report on the planned new Romford Leisure Centre be included on its work programme.

Chairman

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TOWNS AND COMMUNITIES OVERVIEW AND SCRUTINY SUB-COMMITTEE

21 January 2016

Subject Heading:

Concerns over permitted development rights for walls and fences to the front of properties in the Borough.

CMT Lead:

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

Report Author and contact details:

Simon Thelwell, Planning Manager, Projects and Regulation
01708 432685
simon.thelwell@havering.gov.uk

Policy context:

National Planning Policy Framework
National Planning Practice Guidance
Havering Local Development Framework

SUMMARY

Following the resolution of the Full Council, this sub-committee is asked to consider the issue of walls which have been erected at the front of a property in the Borough and any action that could be taken as a consequence.

The issue of whether particular walls fall under permitted development is still being considered. However, it is considered by officers that the examples of the walls provide insufficient justification of a problem that requires the removal of permitted development rights across the Borough in relation to walls and fences, and such a proposal is unlikely to be supported by the Secretary of State and would have resource implications.

RECOMMENDATIONS

That the report be noted and that no further action be taken, other than appropriate planning enforcement action being taken in cases where planning permission would be required for front/wall fences which are considered harmful to visual amenity, residential amenity or highway safety.

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| REPORT DETAIL |
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1.0 Background

- 1.1 At the Full Council meeting on 26th November 2015, following a motion on behalf of the Independent Residents Group, the following resolution was agreed:

Noting concern expressed in respect of a case where two 2 metre high front boundary walls of an industrial appearance have been erected and that the Planning Department has described the two walls as arguably part “permitted development” and part breach of planning rules and that the “permitted development” part is considered to block neighbours’ street view, this Council invites the Towns & Communities Overview & Scrutiny Sub Committee to investigate the case and to consider and recommend to Cabinet any action which the Council might take to address problems such as these.

- 1.2 The motion and subsequent resolution stems from two brick walls recently erected along the side boundaries of the front garden of a terraced house in Rainham. The wall is up to 2 metres in height next to the house and its neighbours and reduces in height to the highway.
- 1.3 The purpose of this report is to:
- Explain permitted development rights,
 - provide a consideration of how permitted development rights apply generally to walls and fences
 - description and consideration of the particular boundary walls which are causing the current concern, and
 - provide commentary on possible action that could be considered in relation to restricting permitted development.

2.0 Permitted Development Legislation

- 2.1 Permitted development rights are basically a right to make certain changes to a building or land without the need to apply for planning permission. These derive from a general planning permission granted from Parliament applying to the whole of England, rather than from permission granted by the local planning authority. The permitted development rights are defined in statute, presently the Town and Country Planning (General Permitted Development) (England) Order 2015 (the Order).
- 2.2 Permitted development rights have existed in one form or another since the introduction of the current planning system in 1947. The main premise of permitted development rights is that people undertaking minor or common

types of development should not always have to submit a full planning application; that the planning system would be overwhelmed by planning applications should all development always need planning permission and that certain development proposals supported by national planning policies should automatically be granted planning permission.

2.3 The current permitted development legislation covers a very wide range of development including new buildings/structures and changes of use of buildings. The Order has 19 different Parts and runs to 164 pages and in many instances is not straightforward to determine whether planning permission is required or not as there are usually a list of accompanying limitations and/or conditions for particular classes of development described within each part of the Order.

2.4 The most common types of development carried out as permitted development are as follows:

- Development within the curtilage of a dwellinghouse (Part 1 of the Order) – includes for example alterations, extensions and outbuildings to houses subject to certain size limitations.
- Minor operations (Part 2 of the Order) – includes for example walls, gates and fences
- Changes of use (Part 3 of the Order) – includes for example changes of offices to residential and houses to small HMOs

3.0 Permitted Development Rights for Walls and Fences

3.1 From a review of historic legislation, permitted development rights for the erection of walls and fences have been available for at least 52 years (1963 Order). It is probable that the rights have existed since 1947, although earlier legislation has not been found to confirm this for sure. The early legislation allowed fences, walls and gates to be up to 4 feet (now 1 metre) adjacent to the highway and 7 feet (now 2 metres) elsewhere. These rights have remained with the government not considering any need to revise these permitted development rights in subsequent reviews of the legislation, which have been frequent.

3.2 There is a provision in the Order that requires that most forms of permitted development do not create an obstruction to the view of persons using any highway so as likely to cause danger to such persons. No further explanation of this provision is given in the Order.

4.0 Current Walls Causing Concern

4.1 A complaint was received regarding high boundary walls that had been erected at the front of a residential terraced house in Rainham. Upon investigation, it was found that two brick walls had been erected to the front of the property along each side boundary. Each wall is 1.96 metres high from the front of the house itself for a distance of 3.25 metres with the height

reducing down to 1.15 metres to the front of the property, adjacent to the public highway.

- 4.2 Putting aside any consideration of whether the wall needs planning permission or not, in terms of the planning merits of the work carried out, due to the terraced nature of the property the wall is very close to the front facing window of a neighbouring property and has undoubtedly changed the view out of that window, particularly the angled view out to the wider street beyond that in front of the property. However, at less than 2 metres high, the effect on outlook, daylight and sunlight on the neighbour is not particularly significant. There is no doubt that in this case the owner of the property has acted unneighbourly in not considering, consulting or notifying neighbours (although this is not a requirement of any legislation). The occupier could park a high vehicle or touring caravan or plant a semi-mature hedge with the impact on the neighbours outlook being similar. The wall, given its height and finish does look out of place in the street where side boundaries to the front either do not exist or are low walls, although the impact of this is limited to the immediate area. Furthermore, the existing fronts of houses are of variable quality, mainly hardstanding and used for parking vehicles with very little landscaping or other quality features characterising the area. The wall does obstruct views of persons using the pavement and, in particular, for vehicles reversing off the front of the property there is increased danger to pedestrians due to lack of visibility. If planning permission was required for the wall, it is likely that officers would recommend that planning permission be refused on grounds of highway safety. On balance, given the existing visual quality of the area, it is considered that a refusal on grounds of appearance would unlikely be supported on appeal. As protection of view is not normally a reason to refuse planning permission, impact on residential amenity is not considered to be a reasonable ground to refuse permission.
- 4.3 In terms of whether the wall needs planning permission or not, staff have sampled relevant appeal decisions across the country and it appears that any wall/fence perpendicular rather than parallel to the highway is not “adjacent” and would likely be permitted development if it is not considered a danger to users of the highway. There is little guidance or precedent in relation to the issue of danger. Staff are of the view that a high wall/fence that obstructs the view of pedestrians to any vehicle leaving the site and vice versa could be a danger.
- 4.4 The owner of the property considers that the walls are permitted development and has submitted an application for a Certificate of Lawfulness of Existing Development, which is currently under consideration. It is important to note that the decision on such applications is made on legal fact and interpretation. Unlike a planning application, the decision is not made on policy or the merits for and against. For that reason no third party consultation is undertaken.

- 4.5 In the circumstances, staff have sought a legal opinion on whether any part of the wall needs planning permission before deciding whether any action can be taken and if so in what form. As to whether any enforcement action could require the removal of the whole wall, it would normally be appropriate for enforcement action to solely address the harm being caused and the actual part of the development which needs permission, so staff's current view is that it would not be appropriate to require the removal of the whole wall, although a legal opinion on this point is also being sought.

5.0 Measures for Controlling Undesirable Permitted Development

- 5.1 In some circumstances local planning authorities can suspend permitted development rights in their area. Local planning authorities have powers under Article 4 of the Order to remove permitted development rights. Article 4 Directions typically apply to particular areas within a local authority or individual sites. There are examples of Article 4 Directions covering the whole local authority area, although the only examples staff have found were related to changes of use of dwellings to HMOs (Houses in Multiple Occupation). Havering has recently confirmed two Article 4 Directions which come into force in July, with tighter controls covering four ward areas and lesser control over the rest of the Borough. A new Article 4 Direction has also recently come into force covering the Gidea Park conservation area, replacing earlier Article 4 Directions and limiting permitted development that can be carried out by householders.
- 5.2 While Article 4 directions are confirmed by local planning authorities, the Secretary of State must be notified, and has wide powers to modify or cancel most Article 4 directions at any point. Government policy and guidance is clear that there must be particularly strong justification to removing permitted development rights covering the entire area of a local planning authority. Given this guidance, it is likely that any borough wide Article 4 direction would be scrutinised by the Secretary of State and therefore a strong evidence base should exist to support any Article 4 direction.
- 5.3 Havering does have Article 4 Directions that control walls and fences – specifically in relation to some conservation areas where the historic character of the area is considered sufficiently important to protect.
- 5.4 In terms of a borough wide Article 4 direction on front walls and fences, it may be difficult to make a strong justification to accompany any notification to the Secretary of State, particularly given the following considerations:
- Despite the permitted development regime being in place for nearly 70 years, and at least 50 years in relation to walls and fences, there have been very few instances of the permitted development rights being used inappropriately or in a way that results in a detrimental impact on the appearance of the area or residential amenity.

- There will no doubt be isolated examples of adverse affects, such as the walls that have instigated this report or residential extensions where there are unusual relationships between neighbouring houses. This is perhaps an indication of the inevitable consequence of having permitted development rights that cover the whole country and which in their formulation cannot take account of every possible scenario. To require every householder in the borough to submit a planning application as a result of these few examples is likely to be considered to be an overreaction and is contrary to successive governments' efforts to free up the planning burdens placed on householders.
- The planning harm in the case of these walls is considered to be limited to highway safety, which potentially, subject to legal advice, would mean that the wall is not permitted development and appropriate action to mitigate the harm can be taken. Although it is acknowledged that the wall could be considered unneighbourly, the significance of this harm is limited and may not be a strong reason to refuse planning permission. The example of these walls is not a particularly strong one to put forward in support of an Article 4 direction.
- It is relatively common in many parts of the borough to have front side boundary treatments in excess of 1 metre in height. It would be difficult to identify a particularly borough wide character or property relationship that needs to be protected.

5.5 A further, but important, consideration is that an Article 4 direction in relation to front walls and fences would result in an unknown number of planning applications being required to be submitted should residents wish to put up a new boundary treatment or replace existing. Where there is an Article 4 direction, no fee for a planning application is paid. There would be an increased number of enforcement investigations with a large majority being closed on basis that it would not be expedient to take action. An Article 4 direction could result in significant resource implications for the planning service. This outcome would be disproportionate to the comparatively isolated frequency and scale with which householders seek to use permitted development rights for front walls and fences in a way which, by any measure, is markedly and unreasonably harmful to their neighbours.

5.6 It is officers' view that the justification for an Article 4 direction covering front walls and fences is weak.

6.0 Conclusion and Recommendation

6.1 Whilst it is agreed that the walls that have been erected do look out of place and could be considered unneighbourly, this is a relative isolated example of the consequence of permitted development rights for walls and fences to the front of houses. It is considered that there is insufficient justification for an Article 4 direction covering the whole borough with a likely outcome that any Article 4 would not be supported by the Secretary of State.

- 6.2 The Council resolution asks this committee to consider and recommend any action to Cabinet, but due to the conclusion that the erection of front walls and fences is unlikely to adversely affect the character of the borough or residential amenity, no action is recommended. It is therefore recommended that no further action be taken in relation to Article 4 directions and the report be noted. Subject to legal advice, action on the walls subject to this report may be taken on the grounds of highway safety.

IMPLICATIONS AND RISKS

There is a corporate requirement to set out the implications and risks of the course of action being proposed, in the following areas:

Financial implications and risks:

Any decision to apply for an article 4 direction covering front walls and fences would have additional resource implications. The application itself would be met through the reprioritisation of existing resources, predominantly officer time.

If successfully applied, the article 4 direction would result in a significant number of additional householder planning applications and enforcement investigations. It is not possible to accurately estimate the likely volume of these and therefore, the associated cost to administer, but indicatively this could be in the region of £55k per annum.

There is also a risk that compensation would be payable to any applicants who had started works or submitted planning application which was then affected by the making of the Article 4 direction. It is not possible to quantify the potential cost of this activity, although it could be significant.

The investigation into the issues regarding the specific wall in question is being undertaken as part of normal service activity.

Legal implications and risks:

Officers have set out the main aim of making an Article 4 direction which is to require a planning application to be submitted for development which would otherwise be permitted development. The legislation which covers permitted development and the making of Article 4 directions is under the Town and County Planning (General Permitted Development)(England) Order 2015.

In addition to the Order which sets out how an Article 4 direction should be made, guidance on making such directions is also found in planning policy documents. The Planning Practice Guidance sets out clearly that Article 4 directions should only be made where it is necessary to protect the local amenity or the well being of

the area. In particular, strong justification is required where a direction is intended to cover the whole area of the local planning authority. In this instance, the officers have shown that there are difficulties in being able to justify making a direction to cover the borough for the type of development involved. The National Planning Policy Framework echoes the same sentiment as above at paragraph 200.

As officers have indicated in making an Article 4 direction, the Secretary of State is required to be notified and he has the powers to modify or cancel the direction if he considers there to be strong reasons in doing so (Schedule 3 (paragraph 13) of the 2015 Order as above).

One last matter to set out is the risk of compensation being payable to any applicants who had started works or submitted planning application which was then affected by the making of the Article 4 direction.

The officers have set out valid reasons as to why it would not be legally sound to make an Article 4 direction in this instance.

Human Resources implications and risks:

There are no HR implications or risks arising directly as a result of this report.
Geraldine Minchin – Strategic HR Business Partner

Equalities implications and risks:

An Article 4 direction would likely affect a number of residents borough wide and should be subject to an equality assessment. As no action is being recommended, an equality assessment is not considered necessary at this stage.

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| BACKGROUND PAPERS |
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Town and Country Planning (General Permitted Development)(England) Order 2015

Local Development Framework

National Planning Policy Framework

National Planning Practice Guidance

TOWNS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE

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| Subject Heading: | Corporate Performance Report: Quarter 1 & 2 (2015/16) |
| CMT Lead: | Isobel Cattermole, Deputy Chief Executive of Children, Adults and Housing |
| Report Author and contact details: | Lucy Scamans, Performance & Business Intelligence Analyst, Policy and Performance |
| Policy context: | The report sets out Quarter 1 and Quarter 2 performance for indicators relevant to the Towns and Communities Overview and Scrutiny sub-committee |

SUMMARY

The Corporate Performance Report provides an overview of the Council's performance for each of the strategic goals (Clean, Safe and Proud). The indicators relevant to this committee contribute to the achievement of all three of the strategic goals that Havering will be clean and we will care for the environment; that the people of the borough will be safe, in their homes and in the community, and will be proud to live in Havering.

The report identifies where the Council is performing well (**Green**) and not so well (**Amber** and **Red**). The RAG ratings for 2015/16 are as follows:

- **Red** = more than the '**target tolerance**' off the quarter target and where performance has *not improved*.
- **Amber** = more than the '**target tolerance**' off the quarter target and where performance has *improved or been maintained*
- **Green** = on or within the '**target tolerance**' of the quarter target

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

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

- Short-term performance – with the previous quarter

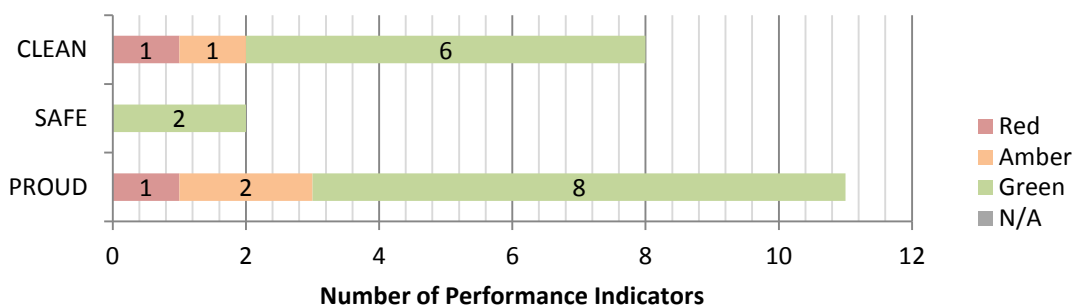
- Long-term performance – with the same quarter the previous year

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

OVERVIEW OF TOWNS AND COMMUNITIES INDICATORS

21 Corporate Performance Indicators fall under the remit of the Towns and Communities Overview & Scrutiny sub-committee. These relate to Regulatory Services, Policy and Performance, Culture & Leisure, Housing, and Economic Development.

Q2 2015/16 RAG Summary for Towns and Communities



Of the 21 indicators, all have been given a RAG status for quarter 2. **16 (76.2%)** are **Green**, **3 (14.3%)** are **Amber** and **2 (9.5%)** are **Red**.

The current levels of performance need to be interpreted in the context of increasing demands on services across the Council. Also attached to the report (as **Appendix 3**) is a Demand Pressure Dashboard that illustrates the growing demands on Regulatory Services, Culture and Leisure, Policy and Performance, Housing, and Economic Development and the context that the performance levels set out in this report have been achieved within.

Future performance reporting arrangements

In discussion with the Overview and Scrutiny Board and some of the Overview and Scrutiny Sub-Committees, consideration has recently been given to the current performance reporting arrangements and how they might be improved going forward.

Under the current arrangements, the quarterly and annual corporate performance reports are considered by the Cabinet first, then the Overview and Scrutiny Board and finally the various Overview and Scrutiny Sub-Committees. Depending on the meetings schedule in any given quarter, the whole cycle of reporting takes between four and seven months to complete. For Quarter 1 of this year, there is a seven-month time lag between the end of the quarter and the point at which most of the overview and scrutiny sub-committees have had the opportunity to scrutinise the data (so performance during the April to June period is being scrutinised in January).

Going forward, from the new financial year onwards, Cabinet has agreed that the quarterly and annual Corporate Performance Reports will be considered first by the individual overview and scrutiny sub-committees, then the Overview and Scrutiny Board and finally the Cabinet. This will allow the Cabinet reports to reflect any actions or comments the overview and scrutiny committees may be making to improve performance in highlighted areas as well as shortening the overall performance reporting cycle.

RECOMMENDATIONS

Members are asked to review performance set out in **Appendices 1 and 2** and the corrective action that is being taken; and note the content of the Demand Pressures Dashboard attached as **Appendix 3**.

REPORT DETAIL

HAVERING WILL BE CLEAN AND WE WILL CARE FOR THE ENVIRONMENT

Currently there are eight indicators relative to Towns & Communities under the CLEAN goal, of which six are currently showing as having a green RAG status:

- Percentage of minor applications processed within 8 weeks (extension of time agreements excluded)
- Percentage of other applications processed within 8 weeks (extension of time agreements excluded)
- Percentage of major planning applications processed within 13 weeks at the end of each quarter over a two year period
- Percentage of minor planning applications processed within 8 weeks at the end of each quarter over a two year period
- Number of volunteers participating in community clean ups
- No more than 19% of planning decisions on major applications decided (or subject to non-determination appeal) in any 2 year rolling period are overturned at appeal within 9 months of the end of that 2 year period

One indicator is currently showing an amber RAG status:

- Percentage of major applications processed within 13 weeks (extension of time agreements excluded)

One indicator is currently showing as having a red RAG status:

- Percentage of appeals allowed against refusal of planning permission.

Highlights:

- Total number of volunteers participating in community clean ups for quarter two has increased the cumulative outturn to 110. Performance against this indicator has continued to be very strong for quarters one and two and has already exceeded the 2015/16 annual target set to have 90 volunteers participating.

Improvements required:

- In quarter two 58% of appeals have been allowed against refusal of planning permission and this outturn is higher than the target set of 33% (Smaller is better). Due to low numbers, two quarters' worth of figures are not necessarily indicative of a pattern. As such performance is to be monitored and any trends will be identified and addressed which will improve the figure over the longer term.

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

Currently there are two indicators relative to Towns & Communities under the SAFE goal, both of which are currently showing as having a green RAG status:

- Number of physical library visits
- Total number of Careline and Telecare users in the borough

Highlights:

- The number of people visiting the libraries within the borough is within target tolerance though there has been a reduction in physical visits when compared to performance in 2014/15. 2015/16 has seen a significant upsurge in virtual library visitors, exceeding targets for quarters one and two.
- Quarter two outturn for the total number of Careline and Telecare users in the borough highlights the continuing improvement during 2015/16 in the number of clients using telecare and careline services. Performance during the current quarter is at the highest level of performance since the reporting of this PI began. A further 175 service users registering would bring Havering up to the annual target (5,150).

OUR RESIDENTS WILL BE PROUD TO LIVE IN HAVERING.

Currently there are eleven indicators relative to Towns & Communities under the PROUD goal, of which eight are currently showing as having a green RAG status:

- Reduce the collective retail and leisure vacancy rate for 7 town centres by 2% below the national average for town centres
- Percentage of repairs completed on time (including services contractors)
- Percentage of homes currently decent
- Estate inspections achieving target score
- Average void to re-let times
- Number of potential start-up businesses accessing advice via the Business Start-up Programme
- Percentage of Leaseholder Service Charge Arrears collected (excluding major works)
- Percentage of rent arrears against rent debit

Two indicators are currently showing as an amber RAG status:

- Number of businesses accessing advice through regeneration initiatives
- Number of affordable homes delivered (gross)

One indicator is currently showing a red RAG status:

- Net external funding secured through regeneration initiatives

Highlights:

- For quarter 2 the collective retail and leisure vacancy rate is 4.65%. This is significantly better than the national target of the UK vacancy rate which currently stands at 11.7%.
- The average void to re-let times for social properties for quarter two was 17 days. Although there has been a slight drop in performance from the quarter one outturn of 16 days the current performance for this year represents a significant improvement on the same period last year, when the average was at 30 days.
- A total of 59.5% of Leaseholder Service Charge Arrears have been collected at the end of quarter two, which is above the quarter two target of 48%.
(59.5% = £1,025,276.10 of £1,724,018.90 collected)

Improvements required:

- Net external funding secured through regeneration initiatives is currently at £200,000 with an annual target to secure £2,000,000. Funding of £1.4m from The New Home bonus was confirmed in 2014/15 though the grant agreement was only sent in quarter one this year.

| |
|-------------------------------|
| IMPLICATIONS AND RISKS |
|-------------------------------|

Financial implications and risks:

Adverse performance against 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.

The following Corporate Performance Indicators rated as 'Red' could potentially have implications on funding streams if performance does not improve:

- Net external funding secured through regeneration initiatives.

The commentary for this indicator provides further detail on steps that will be taken to improve performance and mitigate these potential risks.

Human Resources implications and risks:

There are no direct HR implications or risks, for the Council or its workforce that can be identified from the recommendations made in this report.

Legal implications and risks:

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

Equalities implications and risks:

Whilst there are no direct equality and social inclusion implications, any information produced in performance reports help to inform our approach to equality and diversity.

BACKGROUND PAPERS

The Corporate Plan 2015/16 is available on the website at <http://www.havering.gov.uk/Documents/Social-democracy-elections/Corporate-Plan-on-a-page-2015-16.pdf>

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Appendix 1: Quarter 1 2015/16 Corporate Performance Report

| RAG Rating | | Direction of Travel (DOT) | | Description | |
|------------|--|---------------------------|--|-----------------------------------|-----|
| Green | On or within the 'variable tolerance' of the quarter target | ↑ | Short Term: Performance is better than the previous quarter Long Term: Performance is better than last year | Corporate Plan Indicator | |
| | | | | Outturns reported cumulatively | (C) |
| | | | | Outturns reported as snapshot | (S) |
| Amber | More than the 'variable tolerance' off the quarter target and where performance has improved or been maintained compared to last year. Or where a NEW indicator, so no previous performance in the same quarter last year. | → | Short Term: Performance is the same as the previous quarter Long Term: Performance is the same as last year | Outturns reported as rolling year | (R) |
| Red | More than the 'variable tolerance' off the quarter target and where performance has not improved compared to last year | ↓ | Short Term: Performance is worse than the previous quarter Long Term: Performance is worse than last year | | |

| CLEAN: Supporting our community | | | | | | | | | | | | |
|---------------------------------|---|------------------|-----------------------|--------------------------|--------------------|-------------------------------|--|------------------------------------|---|-----|---|---|
| Ref. | Indicator | Value | 2015/16 Annual Target | 2015/16 Quarter 1 Target | Variable Tolerance | 2015/16 Quarter 1 Performance | Short Term DOT against 2014/15 (Q4/Annual) | Long Term DOT against 2014/15 (Q1) | | | Comments | Service |
| CLEAN: Using our influence | | | | | | | | | | | | |
| Page 23 RS14 (ex) NI157a (C) | Percentage of major applications processed within 13 weeks (Note –extension of time agreements not included) | Bigger is Better | 62% | 62% | ±10% | 25% (2 of 8) (RED) | ↓ | 62% | – | N/A | Major applications processed within 13 weeks (25%) are significantly below target (62%). The methodology for this indicator has changed from last year, so a long-term DOT cannot be provided. However, the 2014/15 Annual Outturn has been re-calculated to exclude extension of time (EoT) agreements, so a short-term DOT can be provided. This shows a significant drop in performance (from 62%) in the first quarter of 2015/16. Of the eight applications, five had EoT agreements which were all decided within the agreed timeframe. This would give a revised figure of 88% if EoT agreements were included. CORRECTIVE ACTION: Various activities such as pre-planning, neighbour notification and officer visit/report will be carried out to keep major applications processed within target time (without the need for extension of time agreements). | Regulatory Services Reported to Department Communities & Local Govt (DCLG) |
| | Percentage of minor applications processed within 8 weeks (Note –extension of time agreements not included) | Bigger is Better | 65% | 65% | ±10% | 56% (73 of 130) (RED) | ↓ | 59% | – | N/A | Minor applications processed within 8 weeks (56%) are below target (65%). The methodology for this indicator has changed from last year, so a long-term DOT cannot be provided. However, the 2014/15 Annual Outturn has been re-calculated to exclude extension of time (EoT) agreements, so a short-term DOT can be provided. This shows a slight drop in performance (from 59%) in the first quarter of 2015/16. Of the 130 applications, 40 had EoT agreements and 39 were decided within the agreed timeframe. This would give a revised figure of 86% if EoT agreements were included. CORRECTIVE ACTION: Various activities such as pre-planning, neighbour notification and officer visit/report will be carried out to keep minor applications processed within target time (without the need for extension of time agreements). | Regulatory Services Reported to Department Communities & Local Govt (DCLG) |
| | Percentage of other applications processed within 8 weeks (Note –extension of time agreements not included) | Bigger is Better | 80% | 80% | ±10% | 87% (384 of 441) (GREEN) | ↓ | 88% | – | N/A | Other applications processed within 8 weeks (87%) are better than target (80%). The methodology for this indicator has changed from last year, so a long-term DOT cannot be provided. However, the 2014/15 Annual Outturn has been re-calculated to exclude extension of time (EoT) agreements, so a short-term DOT can be provided. This shows a very slight drop in performance (from 88%) in the first quarter of 2015/16. Of 441 applications, 35 had EoT agreements and 34 were decided within the agreed timeframe. This would give a revised figure of 95% if EoT agreements were included. | Regulatory Services Reported to Department Communities & Local Govt (DCLG) |
| | Percentage of major planning applications processed within 13 weeks at end of each quarter over two year period | Bigger is Better | 50% | 50% | ±10% | 58% (47 of 81) (GREEN) | – | NEW | – | NEW | Major applications processed within 13 weeks at end Q1 2013/14 to end Q1 2015/16 (58%) is better than target (50%). This is a new corporate indicator for 2015/16, so a DOT cannot be provided. | Regulatory Services Reported to Department Communities & Local Govt (DCLG) |

| Ref. | Indicator | Value | 2015/16 Annual Target | 2015/16 Quarter 1 Target | Variable Tolerance | 2015/16 Quarter 1 Performance | Short Term DOT against 2014/15 (Q4/Annual) | | Long Term DOT against 2014/15 (Q1) | | Comments | Service |
|----------|--|-------------------|-----------------------|--------------------------|--------------------|-------------------------------|--|-----|------------------------------------|-----|---|---|
| RS19 (C) | No more than 19% of planning decisions on major applications decided (or subject to non-determination appeal) in any 2 year rolling period are overturned at appeal within 9 months of the end of that 2 year period | Smaller is Better | 19% | 19% | ±5% | 0% (GREEN) | – | NEW | – | NEW | Planning decisions on major applications overturned at appeal (0%) is better than target (19%). There were no planning appeals involving major applications this quarter. This is a new corporate indicator for 2015/16, so a DOT cannot be provided. | Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i> |
| RS18 (C) | Percentage of minor planning applications processed within 8 weeks at end of each quarter over two year period | Bigger is Better | 60% | 60% | ±10% | Q1 2015/16 NOT AVAILABLE | – | NEW | – | NEW | Data for minor applications processed within 8 weeks at end Q1 2013/14 to end Q1 2015/16 is being checked for accuracy. Therefore, the indicator won't be reported until Q2. | Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i> |

CLEAN: Leading by example

| | | | | | | | | | | | | |
|----------|--|-------------------|-----|-----|------|----------------------|---|-----------------|---|---------------|--|---|
| RS13 (C) | Percentage of appeals allowed against refusal of planning permission | Smaller is Better | 33% | 33% | ±10% | 56% (10 of 18) (RED) | ↓ | 31% (31 of 101) | ↓ | 26% (6 of 23) | Appeals allowed against refusal of planning permission (56%) is higher than target (33%) and the same period last year (26%). CORRECTIVE ACTION: Performance will be monitored closely to identify any trends over a longer period (one quarter figure is not necessarily indicative of a pattern) and suggest measures to improve the figure over the longer term (appeal decisions relate to planning decisions made some time ago). | Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i> |
|----------|--|-------------------|-----|-----|------|----------------------|---|-----------------|---|---------------|--|---|

SAFE: Supporting our community

| Ref. | Indicator | Value | 2015/16 Annual Target | 2015/16 Quarter 1 Target | Variable Tolerance | 2015/16 Quarter 1 Performance | Short Term DOT against 2014/15 (Q4/Annual) | | Long Term DOT against 2014/15 (Q1) | | Comments | Service |
|---------|--|------------------|-----------------------|--------------------------|--------------------|-------------------------------|--|-----------|------------------------------------|---------|---|--|
| CL2 (C) | Number of physical library visits | Bigger is Better | 1,602,271 | 392,689 | ±10% | 385,563 (GREEN) | – | 1,668,460 | ↓ | 420,715 | Physical library visits (385,563) is within target tolerance (392,689). A reduction in events and activities hosted in libraries (in preparation for the new service delivery model) has impacted on physical visits in the first quarter of 2015/16, with 35,152 fewer physical visits compared with the same period last year (420,715). Virtual library visits continue to rise, with 113,583 in Q1. | Culture & Leisure <i>Reported to the Chartered Institute of Public Finance & Accountancy</i> |
| L5 (C) | Total number of Careline and Telecare users in the borough | Bigger is Better | 5,150 | 5,150 | ±10% | 4,852 (GREEN) | ↑ | 4,725 | ↑ | 4,483 | Careline and telecare users (4,582) are within target tolerance (5,150) and higher than the same period last year (4,483). User numbers are at their highest since reporting on this indicator began. The teams continue to work closely with Adult Social Care to maximise the efficiencies of care budgets and innovative use of emerging technologies. | Housing <i>Local performance indicator</i> |

SAFE: Using our influence

SAFE: Leading by example

PROUD: Supporting our community

| Ref. | Indicator | Value | 2015/16 Annual Target | 2015/16 Quarter 1 Target | Variable Tolerance | 2015/16 Quarter 1 Performance | Short Term DOT against 2014/15 (Q4/Annual) | | Long Term DOT against 2014/15 (Q1) | | Comments | Service |
|--------|--|------------------|-----------------------|--------------------------|--------------------|-------------------------------|--|------------|------------------------------------|------------|--|---|
| R5 (C) | Net external funding secured through regeneration initiatives | Bigger is Better | £2,000,000 | £500,000 | ±10% | £200,000 (RED) | – | £5,628,965 | ↓ | £1,410,100 | External funding secured (£200,000 from the GLA 'High Streets' fund) is lower than target (£500,000) and the same period last year (£1,410,000). £1,400,000 from the New Homes Bonus fund, confirmed in Q3 2014/2015, will be reported in Q2 when the grant agreement is finalised. | Economic Development <i>Local performance indicator</i> |
| R1 (C) | Number of businesses accessing advice through regeneration initiatives | Bigger is Better | 500 | 125 | ±10% | 82 (RED) | – | 875 | – | 210 | Businesses accessing advice (82) is lower than target (125). The methodology has changed from last year to reflect a higher standard of business interaction rather than just attendance at events, so a DOT cannot be provided. CORRECTIVE ACTION: Interim resources have been brought in to cover for a member of staff on long-term sick leave. | Economic Development <i>Local performance indicator</i> |

| Ref. | Indicator | Value | 2015/16 Annual Target | 2015/16 Quarter 1 Target | Variable Tolerance | 2015/16 Quarter 1 Performance | Short Term DOT against 2014/15 (Q4/Annual) | | Long Term DOT against 2014/15 (Q1) | | Comments | Service |
|-----------------------------------|--|-------------------|-------------------------------|-------------------------------|--------------------|---|--|---|------------------------------------|---|--|---|
| R3 (C) | Reduce collective retail and leisure vacancy rate for 7 town centres by 2% below national average for town centres | Smaller is Better | 9.7% (national rate minus 2%) | 9.7% (national rate minus 2%) | ±10% | 5.87% (June 2015) (GREEN) | – | NEW | – | NEW | Vacancy rate (5.87%) is better than target and the UK national vacancy rate (11.7%). This is a new corporate indicator for 2015/16, so a DOT cannot be provided. | Economic Development <i>Local performance indicator</i> |
| H2 (C) | Percentage of repairs completed on time (including services contractors) | Bigger is Better | 90% | 90% | ±10% | 93% (6,703 out of 7,223) (GREEN) | ↑ | 86% (27,218 of 31,616) | ↑ | 78% (1,244 of 1,596) | Repairs completed on time (93%) is better than target (90%) and the same period last year (78%). New initiatives such as 'Do it in a day' and a focus on reducing emergency and urgent repairs have contributed to improving performance. | Housing <i>Local performance indicator</i> |
| H4 (C) | Percentage of homes currently decent | Bigger is Better | 96.08% (9,342) | 96.08% (9,342) | ±10% | 97.3% (9,694 properties classed as decent) (GREEN) | – | 1,291 | – | 63 | Homes currently decent (97.3%) is better than target (96.08%). The decent homes programme is due to end in October 2015/16. This has resulted in a change in methodology from the number of properties made decent to the percentage of stock that is decent. This will enable close monitoring of the current stock decency levels as a percentage of the whole stock remaining after completion of the programme. | Housing <i>Reported to Department Communities & Local Govt (DCLG)</i> |
| HSC5 (C) | Estate inspections achieving target score | Bigger is Better | 95% | 95% | ±10% | 96.9% (10,769 elements of high standard / 11,124 total elements) (GREEN) | – | NEW | – | NEW | Estate inspections achieving target score (96.9%) is better than target (95%). This is a new corporate indicator for 2015/16, so a DOT cannot be provided. | Housing <i>Local performance indicator</i> |
| H3 (C) | Average void to re-let times | Smaller is Better | 22 days | 22 days | ±10% | 16 days (226 lets) (GREEN) | ↑ | 33 days (141 lets) | ↑ | 27 days (137 lets) | Void to re-let times (16 days) is better than target (22 days) and the same period last year (27 days), putting us in the upper quartile (20 days) for London boroughs (HouseMark, 2014/15). Improved performance is a result of key changes following the CIH inspection, including managing voids under one lead; reviewing stages of voids to remove waste; and correctly categorising voids on the housing system. | Housing <i>Local performance indicator</i> |
| R2 (C) | Number of potential start-up businesses accessing advice via the Business Start-up Programme | Bigger is Better | 25 | 6 | ±10% | Q1 2015/16 NOT AVAILABLE | – | NEW | – | NEW | The original Business Start-Up contract expired at the end of March 2015. A programme of Business Advice is included within the New Homes Bonus funding programme, but delays finalising the grant agreement means that data won't be available until Q2. | Economic Development <i>Local performance indicator</i> |
| PROUD: Using our influence | | | | | | | | | | | | |
| (ex) NI155 (C) | Number of affordable homes delivered (gross) | Bigger is Better | 300 | 75 | ±10% | 189 (GREEN) | – | 493 | ↑ | 88 | Affordable homes delivered (189) are better than target (75) and the same period last year (88). The main completions were at Roneo Corner, which included 37 shared ownership and 56 affordable rent properties). | Housing <i>Local performance indicator</i> |
| PROUD: Leading by example | | | | | | | | | | | | |
| H1 (S) | Percentage of Leaseholder Service Charge Arrears collected (excluding major works) | Bigger is Better | 100% | 24% | ±10% | 36.2% (£623,814.20 of £1,724,018.9) (GREEN) | – | 98% | ↓ | 37.7% (£111,600.28 of £1,029,594.72) | Leaseholder service charge arrears collected (36.2%) is much higher than target (24%) but slightly less than the same period last year (37.7%). | Housing <i>Local performance indicator</i> |
| H5 (S) | Percentage of rent arrears against rent debit | Smaller is Better | 2.4% | 2.4% | ±10% | 2.4% (£1,394,370.84 of £59,191,176.00) (GREEN) | ↓ | 2.07% (£1,130,075.44 of £54,485,132.64) | ↓ | 2.24% (£1,237,437.30 of £55,217,122.08) | Rent arrears against rent debit (2.4%) is on target (2.4%) but slightly higher than the same period last year (2.24%). Continued close working with the Welfare Reform and Neighbourhood Services Team has ensured residents are receiving appropriate advice and support to reduce rent debit. | Housing <i>Local performance indicator</i> |

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Appendix 2: Quarter 2 2015/16 Corporate Performance Report

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

| Ref. | Indicator | Value | 2015/16 Annual Target | 2015/16 Quarter 2 Target | Variable Tolerance | 2015/16 Quarter 2 Performance | Short Term DOT against 2015/16 (Q1) | Long Term DOT against 2014/15 (Q2) | Comments | Service | O&S Sub-Committee | | |
|---------------------------------|--|-------------------|--------------------------|--------------------------------|-----------------------|----------------------------------|--|---------------------------------------|----------|----------------|--|---|-------------|
| CLEAN: Supporting our community | | | | | | | | | | | | | |
| SC07 (C) | Number of fly-tipping incidents | Smaller is Better | 3,000 | 1,606 | ±10% | 1,883 RED | ↓ | 804 | ↓ | 1,462 | The number of fly tips is above target and are higher than at the same time last year. The main increase has been in reported fly tips on highways (an increase of 346 compared to last year) but there has also been a significant increase in the number of fly tips in parks and open spaces. These increases may be partly due to more reports by residents following the promotion of the new ways of contacting the Council. Corrective Action: Whilst the majority of fly tips are still small size there has been a concerning rise in the number of large scale fly tips in and around the lanes in Upminster and Rainham. We are continuing to use covert CCTV to try to identify offenders and will prosecute when we do. We have secured a number of successful prosecutions and these have been publicised with the intention of deterring would be fly tippers. We will continue to work with colleagues in Communications to highlight the problem caused by the illegal dumping of waste and ask for the public's support in helping us to identify offenders. | Streetcare <i>Reported to Department for Environment, Food & Rural Affairs (DEFRA)</i> | Environment |
| SC01 (C) | Residual household waste per household | Smaller is Better | 664kg | 171.77kg (Q1) | ±10% | 170.92kg (Q1) GREEN | ↑ | 664kg (Q4 2014/15) | ↓ | 168.94 (Q1) | The data for this indicator comes from the East London Waste Authority (ELWA) and is not available for about 6-8 weeks after period end. Data is currently available to June 2015. The amount of residual household waste being produced is better than target but slightly higher than the adjusted outturn reported at same period last year. The general trend in London is that residual waste is increasing by about 3% year on year. The general trend for Havering is that residual waste increases by around 0.15% per year. We have a number of initiatives that we are running to try to reduce waste. These include: the Borough-wide rewards and incentives scheme, our extensive Love Food Hate Waste workshops, introduced a compostable sack service, supporting residents to compost their garden waste. We also have on-going information provision to raise recycling awareness in the Borough. We are currently rolling out improvements to our recycling bring banks, which should help to increase participation and therefore tonnage of recycling collected through the network of banks. | Streetcare <i>Local performance indicator</i> | Environment |

| Ref. | Indicator | Value | 2015/16 Annual Target | 2015/16 Quarter 2 Target | Variable Tolerance | 2015/16 Quarter 2 Performance | Short Term DOT against 2015/16 (Q1) | Long Term DOT against 2014/15 (Q2) | Comments | Service | O&S Sub-Committee |
|-----------------------------------|---|-------------------|--------------------------|--------------------------------|-----------------------|---|---|--|--|--|----------------------|
| SCO2 (C) | Percentage of household waste sent for reuse, recycling & composting | Bigger is Better | 36% | 36% (Q1) | ±10% | 34.3% (9,178 of 26,763) (Q1) GREEN | ↑ 32.4% (32,716 of 100,898) (Q4 2014/15) | ↓ 37.6% (10,352 of 27,520) (Q1) | The data for this indicator comes from the East London Waste Authority (ELWA) and is not available for at least 6-8 weeks after period end. We are below our performance for the same period last year, with 1,175 tonnes less recycle collected for the quarter. There are a number of reasons for this: 1. The BioMRF (waste treatment facility used by SHANKS) is still not providing recovered materials (normally around 200 tonnes per month). 2. Wood was 100 tonnes lower. However, it is being stored at the RRC as Shanks couldn't find an outlet for a short period of time. So this should be recovered in subsequent quarters. 3. Green waste taken to Gerpins Lane was 350 tonnes lower than the same period last year. However, RRC waste in general was down compared to last year, including 500 tonnes less residual waste being collected. Green bin waste remained stable. 4. Orange bag tonnage was 100 tonnes lower than the same period last year. Other ELWA boroughs have also experienced a decrease in recycle collected at the kerbside. | Streetcare <i>Local performance indicator</i> | Environment |
| SC03 (C) | Number of missed waste collections per 100,000 | Smaller is Better | 100 | 100 | ±10% | 101.6 GREEN | ↓ 99.6 | – NEW | We experienced an increase in May to July, following a change in management at Serco. This is now starting to reduce again and we are seeing continued improvements. | Streetcare <i>Local performance indicator</i> | Environment |
| SC10 (C) | Percentage completion against Street Cleansing schedule | Bigger is Better | 82% | 82% | ±10% | 88% (42,788,156 of 48,407,360) GREEN | ↓ 89% (21,612,756 of 24,380,937) | – NEW | Performance for Q2 is above target. New mechanical precinct sweepers are on order and these will replace older units which are subject to more frequent breakdowns. This should help to maintain or improve performance. Although additional resources will be brought in to combat autumn leaf fall it is likely that there will be some disruption to schedules during the next quarter. | Streetcare <i>Local performance indicator</i> | Environment |
| SC21 (C) | Percentage of refuse and recycling collections completed against schedule | Bigger is Better | 93% | 93% | ±10% | 99.9% GREEN | → 99.9% | – NEW | Performance looks good for this indicator as Serco is continuing to provide collections on schedule, according to the parameters of this indicator. | Streetcare <i>Local performance indicator</i> | Environment |
| CLEAN: Using our influence | | | | | | | | | | | |
| RS14 (ex) NI157a (C) | Percentage of major applications processed within 13 weeks (Note –extension of time agreements not included) | Bigger is Better | 62% | 62% | ±10% | 35% (7 of 20) AMBER | ↑ 25% (2 of 8) | ↓ 93% (14 of 15) | For Q2, out of a total of 13 applications, 7 had Extension of Time (EoT) Agreements and all 7 (100%) were decided within the agreed time frame. This would give a revised percentage of 95% if EoT applications were treated as in time for the purposes of this PI. Corrective action Better pre-planning of major applications to avoid revisions where possible. Quick turn-round of the validation process when application received, neighbour notification, officer visit/report & committee target date better timed to allow optimum ability to keep major applications in time without needing an EoT. | Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i> | Towns & Communities |
| RS15 (ex) NI157b (C) | Percentage of minor applications processed within 8 weeks (Note –extension of time agreements not included) | Bigger is Better | 65% | 65% | ±10% | 60% (134 of 224) GREEN | ↑ 56% (73 of 130) | ↓ 69% (129 of 188) | For Q2 (cumulative), out of a total of 224 applications, 59 had Extension of Time Agreements, 58 of which were decided within the agreed time frame. This would give a revised percentage of 85.71% if EoT applications were treated as in time for the purposes of this PI. Various activities are improving performance against this PI, such as promotion of pre-application advice offer, quick turn-round of the validation process when application received, neighbour notification, officer visit/report & committee target date better timed to allow optimum ability to keep minor applications in time without needing an EoT. | Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i> | Towns & Communities |
| RS16 (ex) NI157c (C) | Percentage of other applications processed within 8 weeks (Note –extension of time agreements not included) | Bigger is Better | 80% | 80% | ±10% | 86% (759 of 886) GREEN | ↓ 87% (384 of 441) | ↓ 88% (685 of 777) | For Q2 (cumulative), out of a total of 886 applications, 81 had Extension of Time Agreements, 78 of which were decided within the agreed time frame. This would give a revised percentage of 94.47% if EoT applications were treated as in time for the purposes of this PI. | Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i> | Towns & Communities |
| RS17 (C) | Percentage of major planning applications processed within 13 weeks at end of each quarter over two year period | Bigger is Better | 50% | 50% | ±10% | 55.3% (52 of 49) GREEN | ↓ 58% (47 of 81) | – NEW | For the rolling period end Q2 2013/14 to end Q2 2015/16, out of a total of 94 applications, 29 had Extension of Time Agreements, of which 28 were decided within the agree time frame. This would give a revised percentage of 85.11% if EoT applications were treated in time for the purposes of this PI. | Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i> | Towns & Communities |

| Ref. | Indicator | Value | 2015/16 Annual Target | 2015/16 Quarter 2 Target | Variable Tolerance | 2015/16 Quarter 2 Performance | Short Term DOT against 2015/16 (Q1) | | Long Term DOT against 2014/15 (Q2) | | Comments | Service | O&S Sub-Committee |
|-------------|--|-------------------|--------------------------|--------------------------------|-----------------------|----------------------------------|--|---------------------|---------------------------------------|-----|---|---|--------------------------------|
| RS19 (C) | No more than 19% of planning decisions on major applications decided (or subject to non-determination appeal) in any 2 year rolling period are overturned at appeal within 9 months of the end of that 2 year period | Smaller is Better | 19% | 19% | ±5% | 3.6% GREEN | ↓ | 0% (0 of 2) | – | NEW | Based on 56 major planning decisions in the two year period, of which two were subject to appeals being allowed within nine months of the end of the relevant two year period. This is a new PI so there isn't any comparable data for last year. | Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i> | Towns & Communities |
| RS18 (C) | Percentage of minor planning applications processed within 8 weeks at end of each quarter over two year period | Bigger is Better | 60% | 60% | ±10% | 55.11% (458 of 831) GREEN | ↑ | 51% (432 of 847) | – | NEW | For the rolling period end Q2 2013/14 to end Q2 2015/16, out of a total of 831 applications, 125 had Extension of Time Agreements, of which 122 were decided within the agree time frame. This would give a revised percentage of 69.80% if EoT applications were treated in time for the purposes of this PI. Various activities are improving performance against this indicator, such as promotion of pre-application advice offer, quick turn-round of validation process when application received, neighbour notification, officer visit/report & committee target date better timed to allow optimum ability to keep minor applications in time without needing an EoT. | Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i> | Towns & Communities |
| CET2 | Number of volunteers participating in community clean ups | Bigger is Better | 90 | 45 | ±10% | 110 GREEN | ↑ | 40 | – | NEW | The performance for this indicator during this quarter (70) is better than last quarter (40) and brings this year to date performance above the annual target (90). It cannot be compared to last year as this is a new indicator. | Policy and Performance <i>Local performance indicator</i> | Towns & Communities |

CLEAN: Leading by example

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|-------------|--|-------------------|-----|-----|------|-------------------------------------|---|----------------------------|---|----------------------------|--|---|--------------------------------|
| RS13 (C) | Percentage of appeals allowed against refusal of planning permission | Smaller is Better | 33% | 33% | ±10% | 58% (19 of 33) RED | ↓ | 56% (10 of 18) | ↓ | 24% (10 of 42) | Appeals allowed against refusal of planning permission (58%) is higher than target, (33%) last quarter (56%) and the same period last year (24%). Corrective action Performance will be monitored closely to identify any trends over a longer period (two quarters figure are not necessarily indicative of a pattern) and suggest measures to improve the figure over the longer term (appeal decisions can relate to planning decisions made some time ago). | Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i> | Towns & Communities |
| CS7 (C) | Number of online report forms as a percentage of all CRM reports | Bigger is Better | 40% | 40% | ±5% | 21.7% (6,434 of 29,702) AMBER | ↓ | 22.3% (3,281 of 14,734) | ↑ | 15.2% (4,495 of 29,579) | Performance in Quarter 2 was worse than Quarter 1 but an improvement on the comparable period for 2014/15. For 2015/16, services that are fully integrated with technology have been identified and we will be implementing an online only approach which is expected to increase services accessed online. | Customer Services <i>Local Performance Indicator</i> | Environment |

| Ref. | Indicator | Value | 2015/16 Annual Target | 2015/16 Quarter 2 Target | Variable Tolerance | 2015/16 Quarter 21 Performance | Short Term DOT against 2015/16 (Q1) | | Long Term DOT against 2014/15 (Q2) | | Comments | Service | O&S Sub-Committee |
|--------------------------------|--|-------------------|--------------------------|--------------------------------|-----------------------|-----------------------------------|--|-------------------------|---------------------------------------|-------|--|---|----------------------|
| SAFE: Supporting our community | | | | | | | | | | | | | |
| ASCOF 2A(i) (C) | Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64) | Smaller is Better | 10 | 5 | ±10% | 6.8 (10 of 14,7134) RED | ↓ | 2.7 (4 of 14,7134) | ↓ | 3.4 | The rate of permanent admissions for individuals aged between 18-64 years is currently worse than target; however, this performance indicator is particularly stretching as it only allows for 14 admissions for the year. It is unlikely that this target will be met by year end as performance would need to remain almost static until December to be on target. Increasingly services are managing a number of complex placements where clients can no longer be supported in the community. The services are aware of upcoming transitions cases and all services are monitoring clients in the community that may need moving to residential placements in the near future, particularly those with older carers. | Adult Social Care <i>Reported to Department of Health (DH)</i> | Individuals |
| ASCOF 2A(ii) (C) | Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+) | Smaller is Better | 598.1 | 301.1 | ±10% | 291.8 (133 of 45582) GREEN | ↓ | 142.6 (65 of 45,582) | ↓ | 265.5 | Performance in this area is positive and above target at Q2. As ever, there is continued pressure for placements in the Borough and work is continuing to ensure that admissions are timely and appropriate. The average age of council-supported permanent admissions of adults (aged 65+) to residential and nursing care is 84 years. | Adult Social Care <i>Reported to Department of Health (DH)</i> | Individuals |

| Ref. | Indicator | Value | 2015/16 Annual Target | 2015/16 Quarter 2 Target | Variable Tolerance | 2015/16 Quarter 2 Performance | Short Term DOT against 2015/16 (Q1) | | Long Term DOT against 2014/15 (Q2) | | Comments | Service | O&S Sub-Committee |
|----------|--|-------------------|--|--------------------------|--------------------|---|-------------------------------------|--|------------------------------------|-------|---|--|-----------------------|
| L7 (BCF) | Total non-elective admissions into hospital (general & acute), all-age per 100,000 population | Smaller is Better | No annual target. Targets set for each quarter | 2263 | ±0% | 2734 (6747 of 246731) (Q1) RED | ↓ | 2,730 (6,735 of 246,731) (Q4 2014/15 time lag) | – | NEW | Due to different frequencies of reports to the NHS, it was agreed that they would standardise their reporting arrangements for A&E, RTT, cancer, diagnostics, ambulances, 111 and delayed transfers of care so that all the data is published on one day each month. This means that there is a time lag on when their data is presented in house. Performance is worse than target and that of the previous quarter (Q4 2014/15). Corrective Action: Colleagues in CCG and BHRUT are continuing to look into the reasons for the underperformance. | Adult Social Care <i>Reported to Department of Health (DH)</i> | Individuals or Health |
| 13 (C) | Percentage of children who wait less than 14 months between entering care and moving in with their adopting family | Bigger is Better | 70% | 70% | ±10% | 22% (2 of 9) RED | ↓ | 29% | ↓ | 50% | Of the 6 children that have had their adoption orders granted this period and the 3 currently placed with their adoptive families awaiting orders, 2 (22%) waited less than 14 months between starting to be looked after and moving in with their adoptive families. This is significantly below both our target and last years figure, although it is worthy of noting that last year this measure referred to 16 months rather than 14. Corrective Action: The service continues to ensure that Family Group Conferences are arranged at an early stage in order to speed up timescales. This indicator is also impacted by a external factors, most particularly the courts. A review of permanency tracking processes is underway. | Children's Services <i>Reported to Department for Education (DfE)</i> | Children & Learning |
| CSP7 (C) | Reduce violence with injury | Smaller is Better | 1,158 | 579 | ±0% | 852 RED | ↓ | 424 | ↓ | 824 | Havering currently has an increase of 3.4% rising from 824 to 852 this financial year to date, compared with the same period last year. This is due to changes in the way in which violence with injury is defined and counted, which means that the current methods of recording and classifying violence are not consistent with that used in the baseline year (2011/12). Corrective Action: Though the year end target is unlikely to be achieved, a programme of work has been developed to address violence with injury through the Violence Against Women and Girls (VAWG) Strategy, the Serious Youth Violence Strategy and targeted work within the night time economy in Romford town centre. police operations such as Operation Omega are expected to improve co-ordination across boroughs, and therefore performance. | Corporate Policy & Community <i>Reported to Mayor's Office for Policing and Crime (MOPAC)</i> | Crime & Disorder |
| CH1 | Percentage of young people leaving care who are in education, employment or training at age 19 and at age 21 | Bigger is Better | 80% | 80% | ±10% | 47.8% (33 of 69) RED | ↓ | 53% | ↑ | 40.4% | The proportion of young people (19-21) leaving care in education, employment or training (47.8%) is significantly below target (80%) and lower than the previous quarter (53%). Of the 36 care leavers not in education employment or training (NEET), 2 are due to illness of disability and 9 are due to pregnancy or parenting. It is important to note that, for the purposes of reporting against this indicator, if the LA is not in touch with a care leaver, they are presumed not to be in education, employment or training; 7 of the 69 care leavers fall into this category. This is a new corporate indicator for 2015/16. Corrective Action: Remaining in touch with care leavers is critical to strong performance against this indicator. Regular reporting has recently been put into place to assist the service with performance around this measure and improvements have been seen in the last month. We will work with children in care to raise aspirations and encourage more young people to access higher education. | Children's Services <i>Reported to Department for Education (DfE)</i> | Children & Learning |
| CH21 | Percentage of looked after children (LAC) placed in LBH foster care | Bigger is Better | 40% | 40% | ±5% | 31% RED | ↓ | 32% | – | NEW | The proportion of looked after children (LAC) in LBH foster care (31%) is below target (40%). However, the balance between Independent Fostering Agencies (29%) and in-house provision has improved. This is a new corporate indicator for 2015/16, so a DOT cannot be provided for 2014/15. Corrective Action: This indicator is linked to the number of new in-house foster carers, which is on track to meet target. This in turn will assist with performance for LAC placed in LBH foster care. There is a new panel in place to review young people placed in residential settings, with a view to transfer young people to in-house carers where appropriate. | Children's Services <i>Local performance indicator</i> | Children & Learning |

| Ref. | Indicator | Value | 2015/16 Annual Target | 2015/16 Quarter 2 Target | Variable Tolerance | 2015/16 Quarter 2 Performance | Short Term DOT against 2015/16 (Q1) | | Long Term DOT against 2014/15 (Q2) | | Comments | Service | O&S Sub-Committee |
|-------------------------|---|----------------------|--|--|-----------------------|---|--|---|---------------------------------------|---------------------|--|---|------------------------|
| CSP10 (C) | Repeat Domestic Violence cases going to the MARAC | Smaller is Better | 24.5% (in line with national average) | 24.5% (in line with national average) | ±5% | 29.7% (19 out of 64) RED | | 27.8% (15 out of 54) | | NEW | There is a target to increase the number of cases referred to the MARAC. This forms part of a funding bid to the Mayor's Office for Policing and Crime, with funding being dependant on successfully meeting the targets. There is currently no target for repeat referrals to MARAC, although we work on the basis that smaller is better. The national average is 24.5%. Reports of DV continue to increase nationally and with more than 1,000 additional reports received in Havering during 2014/15, we expect to see an increase in referrals. The target for MARAC referrals for 2015/16 is 216 (we have currently had 118 referrals this year) and for 2016/17 is 232. | Corporate Policy & Community <i>Reported to Mayor's Office for Policing and Crime (MOPAC)</i> | Crime & Disorder |
| CL2 (C) | Number of physical library visits | Bigger is Better | 1,602,271 | 850,460 | ±10% | 795,820 GREEN | | 385,563 | | 899,149 | There has been a reduction in events and activities in libraries compared with the same period last year, in preparation for the implementation of the new service delivery model. There has therefore been a reduction in the number of physical visits. However, the number of virtual visitors is significantly above target – 705,977 against a target of 214,925. | Culture & Leisure <i>Reported to the Chartered Institute of Public Finance & Accountancy</i> | Towns & Communities |
| ASCOF 1F (C) | Percentage of adults in contact with secondary mental health services in paid employment | Bigger is Better | 6.5% | 6.5% | ±10% | 5.4% (26 of 481) RED | | 7.3% (35 of 480) | | 7.9% (38 of 483) | This performance indicator is led by NELFT. Performance is currently below target in this area however the target is expected to be met by year end. Mental Health Services are committed to the recovery model and work closely with service users to support them to fulfil their potential in accessing employment opportunities. | Adult Social Care <i>Reported to Department of Health (DH)</i> | Individuals |
| ASCOF 1G (C) | Percentage of adults with learning disabilities who live in their own home or with their family | Bigger is Better | 63% | 29% | ±10% | 29.2% (147 of 503) GREEN | | 11% (56 of 498) | | 30% (138 of 459) | Performance in this area is just above target in Q2 and focused work is ongoing within the Community Learning Disabilities Team (CLDT) to ensure that performance is continues to improve by Q3 and the target is met by year end. | Adult Social Care <i>Reported to Department of Health (DH)</i> | Individuals |
| ASCOF 1H (C) | Percentage of adults in contact with secondary mental health services living independently, with or without support | Bigger is Better | 94% | 94% | ±10% | 86.7% (417 of 481) GREEN | | 88% (421 of 480) | | 91% (439 of 483) | This performance indicator is led by NELFT. Performance is currently slightly below target and has reduced further since Q1. NELFT continues to work to remove the barriers to Mental Health service users accessing and remaining in settled accommodation, and coming out of residential settings back into the community | Adult Social Care <i>Reported to Department of Health (DH)</i> | Individuals |
| L3 (C) | Percentage of people who return to Adult Social Care 91 days after completing reablement | Smaller is Better | 5% | 5% | ±10% | 4.9% (17 of 346) GREEN | | 4.2% (7 of 168) | | 3.5% (12 of 339) | This indicator monitors the success of reablement and measures the percentage of service users who return after a successful reablement phase. The current outturn is close to target therefore it is possible that this indicator will be below target by Q3. Corrective Action: The majority of referrals into reablement are from hospital. As always discharge into reablement services will continue to be monitored to ensure appropriateness. | Adult Social Care <i>Local performance indicator</i> | Individuals |
| L6 (BCF) (S) | Carers who request information and advice | Bigger is Better | 75% | 75% | ±10% | 88.9% (144 of 162) GREEN | | 89% (144 of 162) | | NEW | This data is taken from the bi-annual statutory survey. This indicator is monitored annually as part of the Better Care Fund submissions. | Adult Social Care <i>Reported to Department of Health (DH)</i> | Individuals |
| L8 (BCF) | Patient/service user experience (managing long term conditions) | Bigger is Better | 34% | 34% | ±10% | 33.1% (Jul 15) (578 of 1748) GREEN | | 32.1% (547 of 1,703) | | NEW | Performance in this area is consistent. Data is taken from GP patient survey and will be monitored as part of the Better Care Fund submissions. | Adult Social Care <i>Reported to Department of Health (DH)</i> | Individuals or Health |
| ASCOF 2C(i)a (C) | Overall rate of delayed transfers of care from hospital per 100,000 population | Smaller is Better | 6 | 6 | ±10% | 2.7 (5.2 of 192716) GREEN | | 2.9 (5.5 of 192,716) | | 4.1 | The overall rate of delayed transfers of care from hospital is better than target and is better than both last quarter and the same period last year. Performance in this area is robustly monitored following the creation of the Joint Assessment and Discharge Team. ASC will continue to work with Health colleagues to maintain positive performance in this area and to improve discharge processes in the Borough | Adult Social Care <i>Reported to Department of Health (DH)</i> | Individuals or Health |
| ASCOF 2C(i)b (C) | Rate of delayed transfers of care from hospital per 100,000 population | Smaller is Better | 389.1 | 355.6 (Q1) | ±10% | 360.57 (698 of 193582) (Q1) GREEN | | 252.4 (233 of 193,582) (Q4 2014/15) | | NEW | Due to different frequencies of reports to the NHS, it was agreed that they would standardise their reporting arrangements for A&E, RTT, cancer, diagnostics, ambulances, 111 and delayed transfers of care so that all the data is published on one day each month. This means that there is a time lag on when their data is presented in house. Performance is positive in this area and is expected to remain so throughout the year. This indicator is monitored through the Better Care Fund submission. | Adult Social Care <i>Reported to Department of Health (DH)</i> | Individuals |
| ASCOF 2C(iii) (C) | Rate of delayed transfers of care attributable to Adult Social Care (ASC) only per 100,000 population | Smaller is Better | 1.0 | 1.0 | ±10% | 0.4 (0.8 of 192,716) GREEN | | 0.5 (1 of 192,716) | | 0.6 | Performance in this area is within target and is better than at the same point last year. ASC continue to focus efforts with the JAD team to ensure timely discharges take place for all clients with social care needs. | Adult Social Care <i>Reported to Department of Health (DH)</i> | Individuals |

| Ref. | Indicator | Value | 2015/16 Annual Target | 2015/16 Quarter 2 Target | Variable Tolerance | 2015/16 Quarter 2 Performance | Short Term DOT against 2015/16 (Q1) | | Long Term DOT against 2014/15 (Q2) | | Comments | Service | O&S Sub-Committee |
|----------|---|-------------------|--|--|---|---|-------------------------------------|--|------------------------------------|---|--|---|---------------------|
| CY2 (S) | Percentage of looked after children (LAC) placements lasting at least 2 years | Bigger is Better | 70% | 70% | ±10% | 72.3% (34 of 47) GREEN | ↓ | 75.5% (40 of 53) | ↓ | 80.8% (42 of 52) | At the 30th September 2015, 72.3% of our eligible LAC aged under 16 years had been in the same placement for at least 2 years. Although this is below our quarter 1 outturn and quarter 2 of 2014/15 we are exceeding our 2015/16 target of 70%. We should also still be performing in line with, if not exceeding the England and our statistical neighbours performance in relation to this PI. | Children's Services Reported to Department for Education (DfE) | Children & Learning |
| CY13 (C) | Percentage of Child Protection (CP) Plans lasting more than 24 months | Smaller is Better | 5% | 5% | ±10% | 0% (0 of 127) GREEN | → | 0% (0 of 54) | ↑ | 4.1% | Child protection plans lasting more than 24 months continues to perform better than our 2015/16 target and the performance of Q2 2014/15. | Children's Services Reported to Department for Education (DfE) | Children & Learning |
| L5 (C) | Total number of Careline and Telecare users in the borough | Bigger is Better | 5,150 | 5,150 | ±10% | 4975 GREEN | ↑ | 4,852 | ↑ | 4,604 | The Quarter 2 outturn, though slightly below target, highlights the continuing improvement during 2015/16 in the number of clients using telecare and careline services. Performance during the current quarter is at the highest level of performance since the reporting of this PI began. The current performance shows that this indicator is on target for the rest of the year, along with the Telecare service continuing close workings with Adult Social Care in order to maximise the efficiencies to care budgets and the innovative use of emerging technologies. | Housing Local performance indicator | Towns & Communities |
| CSP1 (C) | Number of burglaries reported | Smaller is Better | 2,320 | 1,160 | ±0% | 833 GREEN | ↓ | 411 | ↑ | 852 | There have been 833 offences this financial year to date, against a target of 1,160. For the financial year to date offending is down marginally by -2.2%. Burglary is currently exceeding the target to reduce offending by 20% by March 2016. There has been a reduction of -32%. This is the 7th best reduction of the 32 London boroughs. | Corporate Policy & Community Reported to Mayor's Office for Policing and Crime (MOPAC) | Crime & Disorder |
| CSP2 (C) | Number of antisocial behaviour (ASB) incidents | Smaller is Better | 6,377 | 3,190 | ±0% | 2677 GREEN | ↓ | 1,209 | ↑ | 2,861 | The number of ASB incidents has been significantly better than target so far this financial year. Overall complaints received via 999/101 are 513 less than the target. This financial year to date there has been a reduction of -6.4% when compared with the previous year (from 2,861 down to 2,677). The downward trend continues to be driven by a reduction in the number of persons calling 3 or more times. It is important to note that some of the reduction may have been off set to other services (for example, police call handlers signposting some complaints of ASB, such as noise, fly-tipping and vehicle nuisance, to council services. | Corporate Policy & Community Reported to Mayor's Office for Policing and Crime (MOPAC) | Crime & Disorder |
| CSP3 (C) | Reduce Robbery | Smaller is Better | 399 | 200 | ±0% | 177 GREEN | ↓ | 86 | ↓ | 107 | During the financial year to date Robbery has increased by 65.4% (from 107 to 177) compared with the same period in the previous year. Whilst we remain on target for the MOPAC 20% reduction, the current trajectory is of concern. The Serious Group Violence Panel and Youth Offending Service are managing the offenders identified, through excluding non-Havering resident offenders from the Borough using Criminal Behaviours Orders. Whilst the rise is of concern, it should be noted that Havering has one of the lowest volumes of robbery within Greater London and is performing in line with most outer London boroughs. | Corporate Policy & Community Reported to Mayor's Office for Policing and Crime (MOPAC) | Crime & Disorder |
| PH4 | Percentage of new patients attending sexual health services accepting offer of HIV test | Bigger is Better | 85% | 85% | ±5% | 84.5% (Estimated) GREEN | ↓ | 86.7% | – | NEW | The Council's contract with the provider of the sexual health service ceased on 30th September 2015. As a result of this the Council will not receive performance data until a new contract has been agreed. It is anticipated the procurement of the new contract will take up to 6 months and therefore performance data will not be made available for the remainder of this annual reporting period. The Council is in receipt of actual data covering 5 months (April to August), thereby only able to offer an estimate for the second quarterly period (July to September). | Public Health Local performance indicator | Health |
| PH5 (C) | Number of schools achieving stated level of healthy schools award | Bigger is Better | 65 Registered 25 Bronze 8 Silver 2 Gold | 55 Registered 17 Bronze 4 Silver 1 Gold | Under performance on more than 1 level of achievement | 58 Registered 24 Bronze 3 Silver 0 Gold AMBER | ↑ | 56 Registered 23 Bronze 3 Silver 0 Gold | ↑ | 37 Registered 6 Bronze 0 Silver 0 Gold | The number of schools awarded Silver and Gold is one below the target for Quarter 2. In both cases, applications have been submitted to the Healthy Schools London team and are currently awaiting approval. | Public Health Registered with Healthy Schools London | Health |
| PH6 (S) | Percentage of women smoking at Time of Delivery | Smaller is Better | 10% | 10% | ±1% | 10.9% (Q1 2015/16 time lag) RED | ↓ | 9.8% (Q4 2014/15 time lag) | ↓ | 9.6% (Q1 2014/15) | Due to the Health and Social Care Information Centre (HSCIC) publishing its data 3 months after the period to which it relates, there is a time lag of one quarter. We are currently in the process of implementing the jointly funded BabyClear programme between Havering and Barking and Dagenham Councils, and it is anticipated that when this provision is in place this may have an impact on the data around smoking status at point of delivery. This is due to the use of CO2 monitors rather than relying on mothers to self-report. | Public Health Reported to Department for Health (DH) (PHOF) | Health |

| Ref. | Indicator | Value | 2015/16 Annual Target | 2015/16 Quarter 2 Target | Variable Tolerance | 2015/16 Quarter 2 Performance | Short Term DOT against 2015/16 (Q1) | | Long Term DOT against 2014/15 (Q2) | | Comments | Service | O&S Sub-Committee |
|------|--|------------------|--------------------------|--------------------------------|-----------------------|----------------------------------|--|-----------------------------|---------------------------------------|-----|---|--|--------------------------------|
| CH2 | Percentage of children and families reporting that Early Help services made a positive and quantifiable difference to assessed needs | Bigger is Better | 80% | 80% | ±5% | Q2 2015/16 NOT AVAILABLE | – | Q1 2015/16 NOT AVAILABLE | – | NEW | Data is not currently available for this indicator. A pilot is due to start within the Early Help Service to monitor this information through a View Point survey with figures expected for quarter 3. As part of a review of business processes, we will introduce a tool to measure impact. | Children's Services <i>Local performance indicator</i> | Children & Learning |

| Ref. | Indicator | Value | 2015/16 Annual Target | 2015/16 Quarter 2 Target | Variable Tolerance | 2015/16 Quarter 2 Performance | | Short Term DOT against 2015/16 (Q1) | | Long Term DOT against 2014/15 (Q2) | Comments | Service | O&S Sub-Committee |
|---------------------------|---|-------------------|----------------------------|--------------------------------|-----------------------|----------------------------------|---|--|---|---------------------------------------|--|---|----------------------|
| SAFE: Using our influence | | | | | | | | | | | | | |
| ASCOF 2C(ii) (C) | Rate of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and Health per 100,000 population | Smaller is Better | 2.8 | 2.8 | ±10% | 0.5 (1 of 192716) GREEN | ➔ | 0.5 (1 of 192,716) | ⬆ | 1.6 | Performance in this area is well within target and significantly better than at the same point last year with the number of instances of a delayed transfer of care reducing greatly. ASC continues to use its influence to ensure timely discharges take place for all clients with a social care need. | Adult Social Care <i>Reported to Department of Health (DH)</i> | Individuals |
| CH22 | Percentage of referrals to Children's Social Care progressing to assessment | Bigger is Better | 90% | 90% | ±10% | 83% GREEN | ⬇ | 89% | ⬇ | 90% | The proportion of referrals progressing to assessment (83%) is within target tolerance but lower than the same period last year (90%). In September, the percentage dropped to 69%, its lowest level since January 2014. Between April 2014 and June 2015 levels had remained consistently above 92% but over the past 4 months numbers have dropped. Corrective Action: This is linked to regular meetings taking place between the MASH and Assessment Team ensuring that thresholds are being considered. This has resulted in the Early Help service experiencing increased activity. A review of 'front-door' processes will take place in Q3 to ensure the threshold for referral is appropriate. | Children's Service <i>Local performance indicator</i> | Children & Learning |
| PH3a (C) | Percentage of eligible patients offered an NHS Health Check | Bigger is Better | 20% (equates to 13,343) | 10% | ±10% | 8.2% (5,474 of 66,713) RED | ⬆ | 4.7% (3,165 of 66,713) | ⬇ | 10.4% (7,016 of 67,265) | Performance (8.2%) is below target (10.0%) and worse than at the same point in the previous year (10.4%). To date, 5,474 people have received an invite offer to undertake an NHS Health Check; 1,542 fewer than in 2014/15. Corrective Action: Underperformance is as a result of a combination of factors; • Staff Resourcing: In order for the service to achieve its in year MTFS savings and grant cuts it was necessary to remove its GP supporting staff resource capacity of 0.6 FTE. • Reporting System Change: From April 2015 Public Health has introduced a new method of performance management against delivery to improve efficiency. • Incentives: It is widely recognised that local authorities can improve performance through increasing incentives to GPs. LBH's incentive offer is based upon providing value for money to the council whilst maintaining a fair return to GPs for their services. | Public Health <i>Local performance indicator (The statutory return to the DH uses less accurate population data)</i> | Health |
| SAFE: Leading by example | | | | | | | | | | | | | |
| ASCOF 1C(i) (S) | Percentage of people using social care who receive self-directed support and those receiving direct payments | Bigger is Better | 82% | 82% | ±10% | 67.8% (1368 of 2018) AMBER | ⬆ | 67.1% (1,363 of 2,031) | ⬇ | 73% (1,522 of 2,078) | Self-Directed Support (SDS) and personalisation continues to be at the heart of the service offer within Adult Social Care (ASC). ASC is currently below target for this indicator and performance is worse than at the same point last year but slightly better than last quarter. The Service will be reviewing a number of non SDS cases to establish if there are any specific or different reasons for the current low take up. It is anticipated that this project will lead to an increase in clients receiving services under SDS and that target will be met by year end. | Adult Social Care <i>Reported to Department of Health (DH)</i> | Individuals |
| ASCOF 1C(ii) (S) | Direct payments as a percentage of self-directed support | Bigger is Better | 45% | 45% | ±10% | 36.6% (738 of 2018) AMBER | ⬆ | 36.2% (735 of 2,031) | ➔ | 37% (779 of 2,078) | Direct Payments (DPs) are one component of the Self Directed Support (SDS) offer. ASC is currently below target for this indicator and is worse than at the same point last year. However, the performance has improved slightly since the last Quarter. A working group has been set up to focus on increasing SDS performance, and also to consider increasing DP take up by service users, where possible. However, in line with the national picture, ASC continues to face challenges in increasing the take up of DPs for older people and considering Havering's significant older population this explains the scale of the challenge the service has in this area | Adult Social Care <i>Reported to Department of Health (DH)</i> | Individuals |

| Ref. | Indicator | Value | 2015/16 Annual Target | 2015/16 Quarter 2 Target | Variable Tolerance | 2015/16 Quarter 2 Performance | Short Term DOT against 2015/16 (Q1) | | Long Term DOT against 2014/15 (Q2) | | Comments | Service | O&S Sub-Committee |
|------------|---|-------------------|--------------------------|--------------------------------|-----------------------|----------------------------------|--|--------------------|---------------------------------------|---------|--|--|----------------------|
| N18 (C) | Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years | Smaller is Better | 5% | 5% | ±10% | 5.1% (12 of 235) GREEN | ↑ | 5.6% (7 of 124) | ↓ | 0.0% | By the end of quarter 2, 235 children had become the subject of a new CP Plan, 12 of these children for the second time within two years. This has pushed us just slightly over target although marginally better than our performance at quarter 1. At this point last year there were no children in this position with 110 new CP Plans having been started. The current position still compares favourably with the most recently available national data for this KPI (2013/14) with our statistical neighbours at 13% and England at 15.8%. Corrective Action: With the increases that have been seen in our child protection plan figures (235 commencements in the first half of 2015/16 vs 110 during the first half of 2014/15), the likelihood of this measure worsening increases. Any cases that fall within this measure are audited by the senior management team to ensure both that the decision to cease the original CP Plan was correct and that the commencement of the subsequent plan is appropriate. Further work is taking place looking at the increase in CP plans generally, including further scrutiny of cases sent for Initial Child Protection Conference (ICPC). | Children's Services <i>Local performance indicator</i> | Children & Learning |
| CS3 (C) | Speed of processing new Housing Benefit/Council Tax Support claims | Smaller is Better | 20 days | 20 days | ±10% | 22 days GREEN | → | 22 days | ↓ | 18 days | An increase in new claims has delayed the expected improvement in performance. In quarter 3, resources can be diverted from other well-performing areas to bring the new claims processing times back on target. | Exchequer & Transactional Services <i>Reported to Department for Work and Pensions (DWP)</i> | |
| CS4 (C) | Speed of processing changes in circumstances of Housing Benefit/Council Tax Support claimants | Smaller is Better | 12 days | 12 days | ±10% | 7 days GREEN | → | 7 days | ↑ | 13 days | Performance on change in circumstance assessment is good. While the performance is on track, in quarter 3, resources will be diverted new claims processing to bring the new claims target on track. | Exchequer & Transactional Services <i>Reported to Department for Work and Pensions (DWP)</i> | |

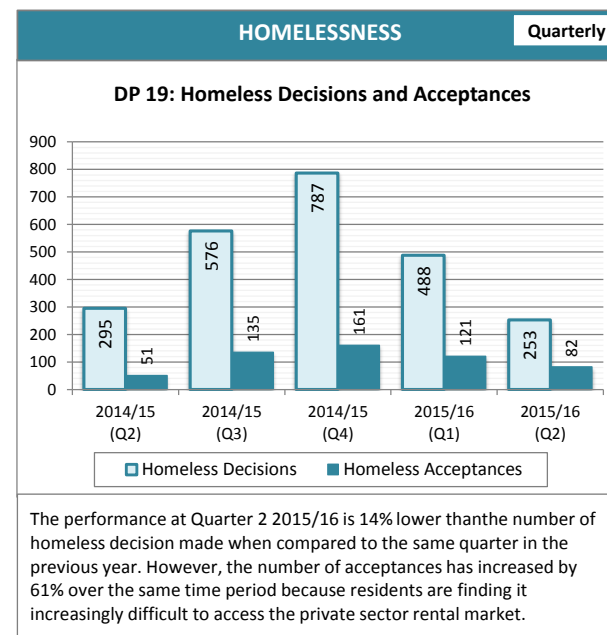
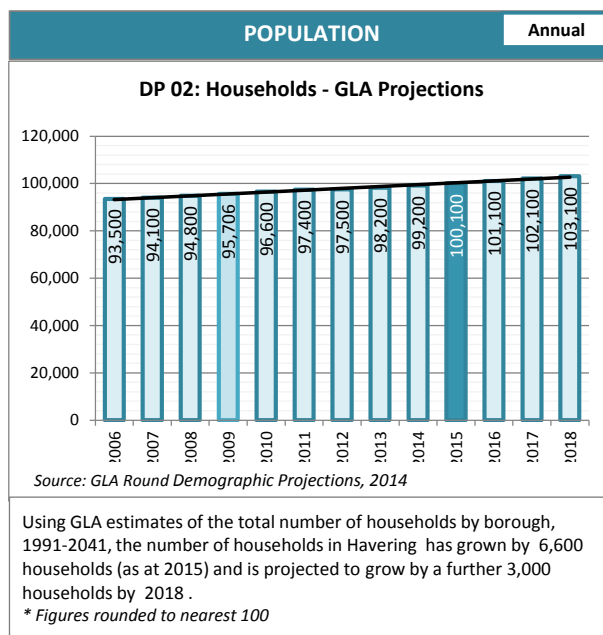
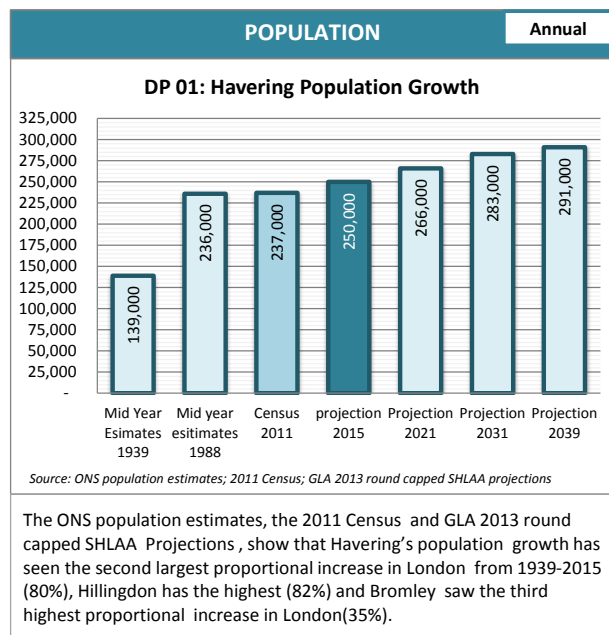
| Ref. | Indicator | Value | 2015/16 Annual Target | 2015/16 Quarter 2 Target | Variable Tolerance | 2015/16 Quarter 21 Performance | | Short Term DOT against 2015/16 (Q1) | | Long Term DOT against 2014/15 (Q2) | | Comments | Service | O&S Sub-Committee |
|--------------------------------|--|-------------------|----------------------------------|----------------------------------|-----------------------|-----------------------------------|---|--|---|---------------------------------------|--|---|--|----------------------|
| PROUD Supporting our community | | | | | | | | | | | | | | |
| R5 (C) | Net external funding secured through regeneration initiatives | Bigger is Better | £2,000,000 | £1,000,000 | ±10% | £200,000 RED | ➡ | £200,000 | ➡ | £1,410,100 | | Queries have been raised with the GLA regarding the capital / revenue split which are still outstanding. A decision to change one of the projects is still pending, therefore stalling the process further. Corrective Action: The New Homes Bonus funding of £1.4m was confirmed in Q3 2014/2015 however the grant agreement was not sent until Q1 2015/2016. Further funding has been agreed but grant agreements have not been signed. £114,000 ESF via London Councils, £259,950 Veolia North Thames Trust, it is envisaged that the grant agreement will be signed in late October (Q3) | Economic Development <i>Local performance indicator</i> | Towns & Communities |
| R1 (C) | Number of businesses accessing advice through regeneration initiatives | Bigger is Better | 500 | 250 | ±10% | 167 AMBER | ⬆ | 82 | ⬇ | 401 | | The target has been changed this year to provide a higher standard of business interaction, rather than just attendance at events. We have had one member of staff off on long term sick, and the Evolutive reporting tool is still being developed. Corrective Action: A permanent member of staff, who is focusing on increasing our business support has been bought in. The Evolutive reporting tool is anticipated to be fit-for-purpose by the end of Q3. | Economic Development <i>Local performance indicator</i> | Towns & Communities |
| R3 (C) | Reduce collective retail and leisure vacancy rate for 7 town centres by 2% below national average for town centres | Smaller is Better | 9.7% (national rate minus 2%) | 9.7% (national rate minus 2%) | ±10% | 4.65% GREEN | ⬆ | 5.87% (June 2015) | – | NEW | | Havering's vacancy rate (4.65%) is better than target and the UK national vacancy rate (11.7%). This is a new corporate indicator for 2015/16, so a Long Term DOT cannot be provided. | Economic Development <i>Local performance indicator</i> | Towns & Communities |
| H2 (C) | Percentage of repairs completed on time (including services contractors) | Bigger is Better | 90% | 90% | ±10% | 92% (6,386 of 6,964) GREEN | ⬇ | 93% (6,703 out of 7,223) | ⬆ | 80% (11,315 of 14,220) | | Unfortunately performance has fallen back very slightly despite the introduction of the "Do it in a day" project and a greater emphasis on planned maintenance activities, but is still better than target. A series of discussions have been held with the contractor and a series of corrective actions have been instigated. | Housing <i>Local performance indicator</i> | Towns & Communities |

| Ref. | Indicator | Value | 2015/16 Annual Target | 2015/16 Quarter 2 Target | Variable Tolerance | 2015/16 Quarter 2 Performance | Short Term DOT against 2015/16 (Q1) | Long Term DOT against 2014/15 (Q2) | Comments | Service | O&S Sub-Committee |
|----------------------------|---|-------------------|--------------------------|--------------------------------|-----------------------|--|---|---------------------------------------|---|--|----------------------|
| H4 (C) | Percentage of homes currently decent | Bigger is Better | 96.08% (9,342) | 96.08% (9,342) | ±10% | 97.2% (9365 properties classed as decent) GREEN | ↓ (9,694 properties classed as decent) | - Methodology Changed | The slight dip in the total number of decent homes is due to a recent stock condition survey being carried out and the new stock condition data being uploaded into Keystone, which provides a more accurate assessment of our current stock condition. The decent homes programme is on target for 2015/16. | Housing <i>Reported to Department Communities & Local Govt (DCLG)</i> | Towns & Communities |
| HSC5 (C) | Estate inspections achieving target score | Bigger is Better | 95% | 95% | ±10% | 96.8% (11533 elements of high standard / 11977 total elements) GREEN | ↓ (10,769 elements of high standard / 11,124 total elements) | - NEW | Processes have been put in place in order that those elements which fail a high standard do not have an effect on the yearly performance by Estate Services reviewing all the low scoring areas and blocks of concern at monthly performance meetings. These areas are discussed with the staff with concerns and actions put in place to improve the level of service which is monitored. | Housing <i>Local performance indicator</i> | Towns & Communities |
| H3 (C) | Average void to re-let times | Smaller is Better | 22 days | 22 days | ±10% | 17 days (125 lets) GREEN | ↓ (226 lets) | ↑ 30 days (286 lets) | In Quarter 2 2015/16, the average void to re-let time for the quarter was 17.08 days, which represents a significant improvement on the same quarter last year where the average was 29.6 days. | Housing <i>Local performance indicator</i> | Towns & Communities |
| R2 (C) | Number of potential start-up businesses accessing advice via the Business Start-up Programme | Bigger is Better | 25 | 8 | ±10% | 18 GREEN | ↑ 0 | - NEW | The original Business Start-Up contract expired at the end of March 2015. A programme of Business Advice is included within the New Homes Bonus Funding Programme, however delays with the finalisation of the grant agreement have held up the process. An interim contract has been agreed with a local provider until November 2015 and data will be collected from Q3 2015/2016. | Economic Development <i>Local performance indicator</i> | Towns & Communities |
| PROUD: Using our influence | | | | | | | | | | | |
| LA1 (C) | Number of apprentices (aged 16-18) recruited in the borough | Bigger is Better | 660 AY 2014/15 | 514 | ±10% | 560 (Aug14 - Apr15) GREEN | ↑ (450 (Aug14 – Jan15)) | ↑ 530 (Aug13 - Apr14) | Apprenticeships remain on the increase as a post-16 option amongst learners. A recent Raising the Participation event saw an increase in demand for information about the local Apprenticeship offer and the offer of higher level apprenticeships. | Learning & Achievement <i>Local performance indicator</i> | Children & Learning |
| LA6 (S) | Percentage of Early Years providers judged Good or Outstanding by Ofsted | Bigger is Better | 80% | 80% | ±10% | 80% GREEN | ↓ 81% | ↑ 73% | The percentage of Early Years providers judged Good or Outstanding by Ofsted is on target, higher than the same period last year (Q2) but slightly below our performance last quarter (Q1) | Learning & Achievement <i>Reported to Department for Education (DfE)</i> | Children & Learning |
| (ex) NI117 (S) | Percentage of 16 to 19 year olds (school years 12-14) who are not in education, employment or training (NEET) | Smaller is Better | 4% | 4% | ±10% | 2% GREEN | ↑ 4% | ↑ 2.7% | The percentage of 16-19 year olds who are NEET is better than target, our performance for last quarter and the same period last year. Havering is performing better than that East London average of 4.0%. This has been achieved by continuing to track young learners using the targeting toolkit to identify potential people who are NEET and ensure early intervention. | Learning & Achievement <i>Reported to Department for Education (DfE)</i> | Children & Learning |
| LA26 | Percentage of schools judged to be Good or Outstanding | Bigger is Better | 76% | 76% | ±10% | 71% GREEN | ↓ 73% | - NEW | Although the performance is worse than last quarter (73%) and worse than the target (76%) it is within the 'variable tolerance' of the quarter target. | Learning & Achievement | Children & Learning |
| (ex) NI155 (C) | Number of affordable homes delivered (gross) | Bigger is Better | 300 | 300 | ±10% | 189 AMBER | → 189 | ↓ 276 | The affordable homes team continues to monitor Register Providers (RPs) completions and ensure RPs are aware of potential development opportunities in the Borough through our enabling work. Recent announcements in respect of starter homes and S106 units are likely to significantly impact negatively on the target in 2016/17. Corrective Action: RPs are currently not reporting any additional completions in Q2. Whilst a low number would be anticipated a zero outcome has been entered. The affordable homes team will engage more vigorously with RPs to ensure data flow is improved. | Housing <i>Local performance indicator</i> | Towns & Communities |
| PROUD: Leading by example | | | | | | | | | | | |
| CS2 (C) | Call abandon rates | Smaller is Better | 10% | 10% | ±5% | 9% (19,999 of 222,236) GREEN | ↑ (12.5% (14,450 of 115,791)) | ↑ 10.1% 21,201 of 210,416) | Despite channel shift initiatives, telephone continues to be the most preferred method of contact by customers. Demand has increased compared to the same period last year, however performance has improved and is within target. Services that are fully integrated with technology have been identified and we will be implementing an 'online only' approach in the coming months to reduce call demand. | Customer Services <i>Local performance indicator</i> | |
| CI1 (R) | Sickness absence rate per annum per employee (days) | Smaller is Better | 8.5 days | 8.5 days | ±10% | 10.1 days AMBER | → 10.1 days | → 10.1 days | Performance this quarter (10.1 days) is worse than target but the same as reported last quarter and the same period last year. Corrective Action: HR continues to work with Heads of Service to maintain momentum and proactively manage sickness cases. | Corporate Health <i>Local performance indicator</i> | |

| Ref. | Indicator | Value | 2015/16 Annual Target | 2015/16 Quarter 2 Target | Variable Tolerance | 2015/16 Quarter 2 Performance | Short Term DOT against 2015/16 (Q1) | | Long Term DOT against 2014/15 (Q2) | | Comments | Service | O&S Sub-Committee |
|--------------|---|-------------------|--------------------------|--------------------------------|-----------------------|--|--|---|---------------------------------------|---|---|---|----------------------|
| CS7 (C) | Percentage of Corporate Complaints completed within 15 days | Bigger is Better | 95% | 95% | ±10% | 88% GREEN | ↑ | 83% | – | (completed within 10 days) | The percentage of corporate complaints completed within 15 working days is below target (88%) but better than last quarter (83%). We are unable to monitor against last year's performance due to a change in policy and an increase in time allocated to responding to a corporate complaint (increase from 10 working days to 15). | Corporate Health <i>Local performance indicator</i> | |
| CS10 (C) | Percentage of Member/MP Enquiries completed within 15 days | Bigger is Better | 95% | 95% | ±10% | 89% GREEN | ↑ | 86% | – | (completed within 10 days) | The percentage of Member / MP Enquiries responded to within 15 working days is below target (89%) but better than last quarter (86%). We are unable to monitor against last year's performance due to a change in policy and an increase in time allocated to responding to a corporate complaint (increase from 10 working days to 15). | Corporate Health <i>Local performance indicator</i> | |
| SC04 (C) | Parking income against budget | Bigger is Better | £4,764,420 | £2,400,200 | ±10% | £2,256,835 GREEN | ↑ | £1,143,473 | ↑ | £1,761,920 | Direct debit salary payments from the Town Hall staff parking scheme were previously running from qtr 2 where we collected in excess of £50K however has now changed to qtr 1 this year meaning that when comparing like for like qtr 2 is showing a dramatic decrease in revenue. Overall the cumulative revenue as at period 6 2015/16 has significantly increased when compared to the previous year by £495k. | Streetcare <i>Local performance indicator</i> | Environment |
| H1 (S) | Percentage of Leaseholder Service Charge Arrears collected (excluding major works) | Bigger is Better | 96% | 48% | ±10% | 59.5% (£1,025,276.10 of £1,724,018.90) GREEN | ↑ | 36.2% (£623,814.20 of £1,724,018.9) | ↓ | 67.8% (£106,765.17 of £531,513) | Q2 performance is better than the target (48%). The annual arrears figure is an estimate and will be confirmed within the Q3 report. Home Ownership continually reviews current ways of working to ensure the income recovery process remains robust and effective, taking into account any changes which may occur in legislation that may have a financial impact on the organisation. | Housing <i>Local performance indicator</i> | Towns & Communities |
| H5 (S) | Percentage of rent arrears against rent debit | Smaller is Better | 2.4% | 2.4% | ±10% | 2.4% (£1,389,753.50 of £58,486,212.96) GREEN | → | 2.4% (£1,394,370.84 of £59,191,176.00) | → | 2.4% (£1,294,541.18 of £53,968,536.48) | Strong performance against this indicator is a direct result of good working practices, that have enabled the Income Recovery team to continuously improve their rent collection rate and surpass the target for reducing arrears. The Income team acknowledges that there is always room for improvement and continues to look for new ways of working in order that the collection rate increases and arrears reduce. | Housing <i>Local performance indicator</i> | Towns & Communities |
| CY1 (C) | Number of new in-house foster carers | Bigger is Better | 15 | 8 | ±10% | 10 GREEN | ↑ | 5 | ↑ | 1 | So far this year there have been 10 new households registered - we continue to be on target for 15 new carers by the end of the year. This is also an improvement on this point last year when there had been only 1 new carer approved. | Children's Services <i>Local performance indicator</i> | Children & Learning |
| CS8 (C) | Percentage of Corporate Complaints escalated to Stage 2 | Smaller is Better | 10% | 10% | ±10% | 2.5% GREEN | ↑ | 4% | | NEW | The percentage of Corporate Complaints escalated to stage 2 is better than target and better than quarter 1 performance (4%). We seen a dramatic decrease in the number of Stage 2 complaints raised. | Corporate Health <i>Local performance indicator</i> | |
| ISS10 (C) | Percentage of suppliers paid within 30 days of receipt, by Transactional Team, by invoice | Bigger is Better | 95% | 95% | ±10% | 96% (50,879 of 52,946) GREEN | → | 96% (25,637 of 26,591) | → | 96% (50,077 of 52,422) | The proportion of suppliers paid within 30 days (96%) is better than target (95%) and equivalent to the same period last quarter and last year (96%). | Corporate Health <i>Local performance indicator</i> | |
| CS1 (C) | Percentage of Customers Satisfied With the Contact Centre | Bigger is Better | 85% | 85% | ±10% | 89% (10,477 of 10,974) GREEN | → | 89% (5,034 of 5,278) | ↓ | 90% (10,567 of 11,725) | Performance is the same as last quarter (89%), but slightly below the performance as at the same time last year, although we recieved 751 less responses than the same time last year. | Customer Services <i>Local performance indicator</i> | |
| CS3 (C) | Percentage of automated transactions | Bigger is Better | 35% | 35% | ±5% | 32% (142,334 of 440,814) AMBER | ↓ | 34% (73,726 of 219,575) | ↑ | 28% (99,352 of 351,746) | This is a new PI for 2015/16, however data is available for 2014/15 therefore this has been included for comparison. Targeted marketing of online services is underway for 2015/16 to increase automated transactions and reduce demand for other more costly channels (telephone and face to face). | Customer Services <i>Local performance indicator</i> | |
| EXS1 (C) | Percentage of Council Tax collected | Bigger is Better | 97% | 58% | ±5% | 58.40% (£75.9m) GREEN | ↑ | 31.0% | ↑ | 58% (£72.4m) | Performance is on track to achieve target. However, the taxbase continues to grow therefore additional resources (recruitment of staff and review of processes) is underway to maintain and improve upon target. | Exchequer & Transactional Services <i>Reported to Department Communities & Local Govt (DCLG)</i> | |

| Ref. | Indicator | Value | 2015/16 Annual Target | 2015/16 Quarter 2 Target | Variable Tolerance | 2015/16 Quarter 2 Performance | Short Term DOT against 2015/16 (Q1) | | Long Term DOT against 2014/15 (Q2) | | Comments | Service | O&S Sub-Committee |
|-------------|--|------------------|--------------------------|--------------------------------|-----------------------|----------------------------------|--|--------|---------------------------------------|--------|---|--|----------------------|
| EXS2 (C) | Percentage of National Non-Domestic Rates (NNDR) collected | Bigger is Better | 98% | 59% | ±5% | 59.51% GREEN | ↑ | 32.84% | ↑ | 57.64% | NNDR collected (60%) is over target (59%) and slightly higher than the same period last year (58%). This is due to Queen's Hospital paying in monthly instalments (rather than in full at the beginning of the year). | Exchequer & Transactional Services <i>Reported to Department Communities & Local Govt (DCLG)</i> | |

Appendix 3: Quarter 2 2015/16 Demand Pressure Dashboard



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