



# Havering

L O N D O N   B O R O U G H

## OVERVIEW & SCRUTINY BOARD AGENDA

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

### COUNCILLORS:

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

John Crowder  
Steven Kelly  
Robby Misir  
Dilip Patel  
Viddy Persaud  
Carol Smith  
Linda Trew

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

June Alexander  
Nic Dodin  
Barbara Matthews

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

Gillian Ford (Chairman)  
Linda Hawthorn

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

Ian de Wulverton  
Lawrence Webb (Vice-Chair)

#### **IRG (2)**

David Durant  
Graham Williamson

**For information about the meeting please contact:  
Richard Cursons 01708 432430  
[richard.cursons@oneSource.co.uk](mailto:richard.cursons@oneSource.co.uk)**

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

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

Reporting means:-

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

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

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

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

## **OVERVIEW AND SCRUTINY BOARD**

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

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

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

### **Terms of Reference:**

The areas scrutinised by the Board are:

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

## **AGENDA ITEMS**

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

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

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

(if any) - receive.

### **3 DISCLOSURE OF INTERESTS**

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

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

### **4 MINUTES (Pages 1 - 6)**

To approve as a correct record the minutes of the meeting of the Board held on 3 February 2016 and to authorise the Chairman to sign them.

### **5 PROPOSED CORPORATE PERFORMANCE INDICATORS, TOLERANCES AND TARGETS FOR 2016/17 (Pages 7 - 18)**

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

To receive feedback from the Chairmen of the following Sub-Committees:

- Environment;
- Health;
- Children & Learning;
- Towns & Communities;
- Individuals; and
- Crime & Disorder.

And the Debt Recovery Topic Group.

### **7 INTERIM REPORT OF THE DEBT RECOVERY TOPIC GROUP**

Report to follow.

**8 URGENT BUSINESS**

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

**Andrew Beesley**  
**Committee Administration Manager**

**MINUTES OF A MEETING OF THE  
OVERVIEW & SCRUTINY BOARD  
Havering Town Hall, Main Road, Romford  
3 February 2016 (7.00 - 8.45 pm)**

**Present:**

**COUNCILLORS**

<b>Conservative Group</b>	+Ray Best, +Garry Pain, Dilip Patel, Viddy Persaud, Carol Smith and Linda Trew
<b>Residents' Group</b>	June Alexander, Barbara Matthews and +Ray Morgon
<b>East Havering Residents' Group'</b>	Gillian Ford (Chairman) and +Darren Wise
<b>UKIP Group</b>	Ian de Wulverton and Lawrence Webb (Vice-Chair)
<b>Independent Residents' Group</b>	David Durant and Graham Williamson

Apologies were received for the absence of Councillors John Crowder, Robby Misir, Linda Hawthorn and Nic Dodin.

+Substitute members: Councillor Ray Best (for John Crowder), Councillor Garry Pain (for Robby Misir), Councillor Darren Wise (for Linda Hawthorn) and Councillor Ray Morgon (for Nic Dodin).

All decisions were taken with no votes against.

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

**35 MINUTES**

The minutes of the meetings held on 7 October, 24 November, 9 December 2015 and 12 January 2016 were agreed as correct records and signed by the Chairman.

**36 CORPORATE PERFORMANCE REPORT - QUARTER 2 2015/16**

The report before Members set out the Quarter 2 Performance Report 2015/16 that had previously been considered by Cabinet.

Also appended to the report was the Quarter 2 2015/16 Demand Pressure Dashboard which illustrated the growing demands on the Council's services

and the context that the performance levels set out in the report had been achieved within.

Members noted that 71% of the performance indicators had a RAG status of Green and 29% had a RAG status of Red or Amber.

The Council's performance on making Havering a clean borough had been positive, with **73%** (11 of 15) indicators performing within target tolerance.

The Council's performance on ensuring Havering was a safe borough had been very positive, with **61%** (22 of 36) indicators performing within target tolerance.

The Council's performance on ensuring Havering's residents were proud to live in the borough had been very positive, with **81%** (22 of 27) indicators performing within target tolerance and **52%** (14 of 27) indicators showing an improvement on the previous quarter.

Members **reviewed** the pressures set out in Appendix 1 and **noted** the content of the Demand Pressures Dashboard in Appendix 2.

## **37 THE COUNCIL'S FINANCIAL STRATEGY**

The report before Members outlined the context within which the 2016/17 budget was being set and identified the Council's overall policy direction, statutory duties and financial strategy.

The Council's budget needed to reflect the level of funding allocated to it by the Government. Cabinet had received reports in November and December 2015 that provided an update on developments at the national level and the consequential impact on local government funding and set out information on the financial position within Havering.

The November report also set out the Council's long term financial strategy to manage the implications of funding reductions and cost pressures over the next three years. It contained specific proposals to bridge the funding gap for the next two years, but left a funding gap of £2.4m in 2018/19 which required further steps to be taken in order to close that gap.

A further report had been made to Cabinet on 20 January 2016 which updated Members on the Local Government Financial Settlement, the impact on the proposed financial strategy for the coming financial year and the latest in year financial monitor. The report advised Cabinet that the three year funding gap had increased from £2.4m to £12.5m including £5.6m relating to 2016/17. The draft strategy recommended in the report included a range of additional measures which were intended to bridge the gap for 2016/17. Further reports would be made to Cabinet during the course of 2016/17 to consider the options for bridging the gap for the financial year 2017/18 and beyond.

The current position was that there would be an increase in the Havering element of the Council Tax of 1.99% plus a 2.00% precept for Adult Social Care.

In addition to the report members received a presentation from the Deputy Chief Executive which detailed the Government's settlement and the demand impacts this would have on Havering's budget strategy.

The presentation detailed the authority's position pre and post settlement.

Due to changes in apportionment, Havering faced a reduction of over 96% to its Revenue Support Grant (RSG) by 2019/20 leaving a funding of 1.38m by 2019/20.

The presentation showed that Havering was one of the biggest losers in outer London in terms of percentage of RSG funding and that compared to neighbouring authorities had suffered the second largest funding cut.

Havering had seen a significant reduction in funding due to new methodology that had been introduced which penalised authorities that had a high taxbase and or council tax rather than those that were reliant on central government funding.

As part of the Government's spending powers, it was assumed that councils would grow their taxbase by the same rate as previous years, increase council tax by 1.75% each year and introduce the Adult Social Care precept by 2% each year over the current parliament.

Members were advised that the overall picture was similar to what had been planned for, as it had been assumed that RSG funding would be lost, however, the savings were significantly front loaded particularly in 2016/17 and little time had been given to allow for the identification of savings. This had meant that additional savings had had to be identified that had not required the need for consultation.

The presentation detailed the savings that had been identified and what impact they would have on service level provision.

Members were advised that a combination of a core council tax increase, Adult Social Care precept and a reduction in GLA funding would result in an overall increase in council tax increase of 1.96% which was lower than the originally planned 1.99% increase.

Members noted that officers would continue to identify additional savings throughout the year.

Following the presentation Members sought and received clarification on several items of the presentation from the Deputy Chief Executive. However, Members had no specific comments regarding the budget

strategy and its demand impacts that they wished to put before Cabinet at its meeting on 10 February 2016.

**38 OVERVIEW & SCRUTINY SUB-COMMITTEES/TOPIC GROUP UPDATES**

**Environment O&S Sub-Committee**

The Chairman advised that the topic group looking at waste minimisation had now concluded and that a report to the Cabinet member was being drafted. The report recommended ideas to encourage residents to take a greater responsibility in managing their waste.

**Health O&S Sub-Committee**

Members were advised that a visit to the 111 centre had taken place which had proved to be insightful. Discussions were continuing with BHRUT regarding the changes that were taking place throughout the trust. The topic group looking at delayed treatments continued to meet with representatives of BHRUT.

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

Members were advised that the topic group looking at educational attainment were currently formalising a draft report which would be presented at the next meeting for Members to decide whether to refer the group's recommendations to Cabinet.

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

The Chairman advised that the topic group looking at anti-social behaviour was close to completion and that a report would be presented to the Sub-Committee shortly. A new topic group looking at Green Belt land designation would be starting later in the month.

**Individuals O&S Sub-Committee**

The Chairman advised that the topic group looking at social isolation in older people would shortly begin visits to community groups in the area.

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

The Chairman advised that a visit to Romford and Hornchurch town centres had taken place so Members could observe the night time economy.



Members were also looking at people who were being trialled at court who had not been assessed for mental health issues.

**Debt Recovery Topic Group**

Members were advised that following several meetings with officers the topic group was now in the process of formulating a report for the next meeting of the Board which would contain a number of recommendations for officers to take forward which would help to alleviate the problem of historical debt.

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**Chairman**

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## Overview and Scrutiny Board

### Subject Heading:

Proposed Corporate Performance Indicators, Tolerances and Targets for 2016/17

### CMT Lead:

Andrew Blake-Herbert, Deputy Chief Executive (Communities & Resources)

### Report Author and contact details:

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 01708 431950

### Policy context:

Performance indicators are a key part of the corporate business planning and performance management frameworks, helping the Council to monitor its performance against the Corporate Plan and individual service plans. This report sets out for the Overview and Scrutiny Board the proposed Corporate Performance Indicators (CPIs) that will be reported in the Quarterly and Annual Corporate Performance Reports and proposed targets and tolerances for 2016/17 put forward by Heads of Services through the annual service planning process.

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

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

## SUMMARY

Each year the Council undertakes a comprehensive review of the Corporate Performance Indicators (CPIs) that are reported to the Corporate Management Team (CMT), Cabinet and Overview and Scrutiny Committees as part of the annual service

planning process. This report sets out (at **Appendix 1**) the proposed Corporate Performance Indicators and the associated targets and tolerances for 2016/17 for review by the Overview and Scrutiny Board prior to the finalisation of the Corporate Plan and individual Service Plans.

## RECOMMENDATIONS

Members of the Overview and Scrutiny Board are invited to review and comment on the appropriateness and robustness of the proposed Corporate Performance Indicators for 2016/17, along with the suggested targets and tolerances for each indicator, prior to Cabinet Members signing off the individual service plans for next year and the refreshed Corporate Plan being recommended to Cabinet in April 2016.

## REPORT DETAIL

Performance indicators are a key part of the corporate business planning and performance frameworks, helping the Council to monitor its performance against the Corporate Plan and individual Service Plans. As part of the annual service planning process, the Council's Corporate Leadership Team (CLT), in liaison with Lead Members, identifies a suite of Corporate Performance Indicators and targets that is used to monitor progress in delivering the key activities and projects set out in the Corporate Plan and individual Service Plans. Performance against this indicator set is reported on a quarterly basis to the Corporate Management Team (CMT), Cabinet and the Overview and Scrutiny Board. The relevant sections of the report are also considered by the respective Overview and Scrutiny Sub-Committees. Further indicators are agreed as part of the annual service planning process for regular reporting to Lead Members, key partnership boards (such as the Havering Community Safety Partnership), directorate management teams (DMTs) or service management teams (SMTs).

As part of the annual service planning process, tolerances are also set which determine whether performance is RAG rated "Good" (Green), "Acceptable" (Amber) or "Unacceptable" (Red). This report sets out the proposed tolerances for each of the proposed Corporate Performance Indicators. These have been informed by a combination of past performance, benchmarking carried out against other local authorities and the level of human and financial resources available to deliver the respective services during the coming financial year.

**Appendix 1** sets out the proposed Corporate Performance Indicators and associated targets and tolerances for 2016/17. It should be noted that these remain in draft form at this stage and will continue to be refined as officers continue to work through the service planning process between now and the end of March. Please note that the performance outturns for 2015/16 will not be available until the end of the financial year.

Members of the Overview and Scrutiny Board are asked to contribute to the service planning process by reviewing and commenting on the proposed Corporate

Performance Indicators and the associated targets attached at **Appendix 1**. Where new indicators have been added or existing indicators amended, notes have been included to explain the rationale for this. Members of the Overview and Scrutiny Board are also invited to review and comment on the proposed tolerances for RAG rating performance going forward.

Members' comments will be fed into the wider service planning process and will inform the finalisation of the Corporate Plan and individual Service Plans.

## **IMPLICATIONS AND RISKS**

### **Financial implications and risks:**

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

A number of the new indicators relate to specific financial amounts and these too are reflected in current budget assumptions.

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

### **Legal implications and risks:**

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

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

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

### **Human Resources implications and risks:**

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

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

**Equalities implications and risks:**

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

**BACKGROUND PAPERS**

None

APPENDIX 1

Proposed Corporate Performance Indicators 2016/17

CORPORATE HEALTH PIs

General

Ref.	Performance Indicator	2015/16 Target	2016/17 Target	2016/17 Tolerance	Comments (for new / amended PIs)
CI1	Sickness absence rate per annum per employee (days)	8.5 days	8.5 days	±10%	
CS7	Percentage of Corporate Complaints completed within 15 days	95%	95%	±10%	
CS10	Percentage of Member/MP Enquiries completed within 15 days	95%	95%	±10%	
CS8	Percentage of Corporate Complaints escalated to Stage 2	10%	10%	±10%	
ISS10	Percentage of suppliers paid within 30 days of receipt, by Transactional Team, by invoice	95%	95%	±5%	

Communities and Resources

Culture & Leisure

Ref.	Performance Indicator (reported to CMT/Cabinet)	2015/16 Target	2016/17 Target	2016/17 Tolerance	Comments (for new / amended PIs)
V1	Number of volunteers active as Friends of Parks (Annual)	15%	10%	±10%	
CL13	Number of parks with Green Flag Status (Annual)	9	11	±10%	
V2	Increase in the number of volunteers assisting in the running of library services (Quarterly)	290	450	±10%	
CL2	Number of Library visits physical (Annual)	1,602,271	1,017,000	±10%	

## Streetcare

Ref.	Performance Indicator (reported to CMT/Cabinet)	2015/16 Target	2016/17 Target	2016/17 Tolerance	Comments (for new / amended PIs)
SC04	Parking income against budget (£)	£4,764,420	£2,744,228	5%	
SC25	Penalty charge notice (PCN) income collected	NEW	£3,318,400	5%	An important element of the service's total income collection
SC15	Average number of days taken to remove streetcare flytips	NEW	1 day	10%	This is a high profile issue so recommended for inclusion in the 2016/17 Corporate Performance Indicator set
NEW	Waste tonnage	AMENDED	85,386 Tonnes	10%	Replaces the existing corporate performance indicator of "Residual household waster per household". Reporting on waste tonnage will allow Members to have oversight of how the Council is performing in terms of maintaining and minimising (where possible) increases in disposal costs.

## Customer Services

Ref.	Performance Indicator (reported to CMT/Cabinet)	2015/16 Target	2016/17 Target	2016/17 Tolerance	Comments (for new / amended PIs)
CS1	Percentage of customers satisfied with the Contact Centre	85%	85%	±10%	
CS2	Call abandon rates	10%	10%	±10%	
CS3	Number of online transactions as a percentage of all transactions	AMENDED	50%	±5%	For 2015/16 this was based on CRM statistics and Paris automated payments (IVR and web payments). For 2016/17 it is proposed that this indicator will exclude payments, which will be reported separately.

## Economic Development

Ref.	Performance Indicator (reported to CMT/Cabinet)	2015/16 Target	2016/17 Target	2016/17 Tolerance	Comments (for new / amended PIs)
R1	Number of businesses accessing advice through regeneration initiatives	500	600	±10%	
R2	Number of potential start- up businesses accessing advice via the Business Start-up Programme	25	100	±10%	



R5	Net external funding (£) secured through regeneration initiatives	£2,000,000	£2,000,000	±10%	
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## Communications

Ref.	Performance Indicator (reported to CMT/Cabinet)	2015/16 Target	2016/17 Target	2016/17 Tolerance	Comments (for new / amended PIs)
NEW	Income generation in relation to marketing/advertising within e-bulletins.	NEW	£20,000	±10%	An important source of income for the service
NEW	Positive media coverage	NEW	No target for first 6 months	±5%	This indicator will measure positive media coverage of the Council both locally and nationally using a new scoring system. No target has been set for the first six months of 2016/17 as there is no baseline data. Once the service has six months of baseline data, a target will be set.

## Policy and Performance

Ref.	Performance Indicator (reported to CMT/Cabinet)	2015/16 Target	2016/17 Target	2016/17 Tolerance	Comments (for new / amended PIs)
CSP2	Repeat Domestic Violence cases going to the MARAC	24.5%	24.5%	±5%	The target for this indicator is based on national benchmarking data and may be revised once this is received for 2015/16
CSP3	Number of antisocial behaviour incidents reported	6,377	4,642	±10%	
CSP5	Total Notifiable Offences	NEW	TBC	0%	The current reporting period from the Mayor's Office for Policing and Crime (MOPAC) ends at the end of 2015/16. As we are unlikely to be notified of the future MOPAC targets until after the GLA elections in May, this overarching indicator has been included as a "place setter" in the Corporate Performance Indicator set until detailed targets are received.
CET2	Number of volunteers participating in community clean ups	90	256	±10%	

## Regulatory Services

Ref.	Performance Indicator (reported to CMT/Cabinet)	2015/16 Target	2016/17 Target	2016/17 Tolerance	Comments (for new / amended PIs)
RS5	Percentage of appeals allowed against refusal of planning permission	33%	35%	±10%	

RS6	Percentage of major applications processed within 13 weeks (Note –extension of time agreements not included)	62%	65%	±10%	
RS7	Percentage of minor applications processed within 8 weeks (Note –extension of time agreements not included)	65%	65%	±10%	
RS8	Percentage of other applications processed within 8 weeks (Note –extension of time agreements not included)	80%	80%	±10%	

ONESOURCE

Exchequer Services

Ref.	Performance Indicator (reported to CMT/Cabinet)	2015/16 Target	2016/17 Target	2016/17 Tolerance	Comments (for new / amended PIs)
	Percentage of Council Tax collected	97%	97%	±5%	
	Percentage of National Non-Domestic Rates (NNDR) collected	98%	98%	±5%	
	Speed of processing new Housing Benefit/Council Tax Support claims	20 days	20 days	±10%	
	Speed of processing changes in circumstances of Housing Benefit/Council Tax Support claimants	12 days	12 days	±10%	

CHILDREN, ADULTS & HOUSING

Children's Services

Ref.	Performance Indicator (reported to CMT/Cabinet)	2015/16 Target	2016/17 Target	2016/17 Tolerance	Comments (for new / amended PIs)
13	Percentage of children who wait less than 14 months between entering care and moving in with adopting family	70%	75%	±10%	
CY2	Percentage of looked after children (LAC) placements lasting at least 2 years.	70%	70%	±10%	
CH1	Percentage of young people leaving care who are in education, employment or training at age 18 and at age 21	80%	60%	±10%	

NEW	Percentage of care proceedings completed in under 26 weeks	NEW	80%	±10%	An area for development for the service and has an impact on children and families in terms of timeliness and stability. Performance as at 31 January 2016 was 76%.
NEW	Percentage of looked after children who ceased to be looked after as a result of permanency (Adoption and Special Guardianship)	NEW	16%	±10%	Combines both adoption and special guardianship, which are both methods of achieving permanence for children. Performance as at 31 January 2016 was 15% (21 out of 136).
NEW	Percentage of looked after children that leave care at 18 and remain living with their foster carers (Staying Put)	NEW	70%	±10%	A new statutory indicator for 2016/17
N18 (ex NI065)	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years	5%	10%	±10%	
CH2	Percentage of children and families reporting that Early Help services made an improvement to assessed needs.	AMENDED	80%	±5%	Performance against this indicator is currently measured through a Viewpoint survey. The service has recently procured the Outcomes Star evaluation tool and proposes to use this to measure performance against this indicator going forwards, as it is considered to be a more robust way of measuring the impact of the service.
CH21	Percentage of looked after children (LAC) placed in LBH foster care	40%	40%	±5%	
CH22	Percentage of referrals to Children's Social Care progressing to assessment	90%	85%	±10%	
CY15	Number of new in-house foster carers	15	20	±10%	
NEW	Total number of in-house foster carers	NEW	90	±10%	Complements the existing Corporate Performance Indicator set out above. This indicator provides a better measure of overall in-house fostering capacity by taking into account those foster carers who reach retirement age or otherwise cease to provide services as well as new recruits. Performance as at 31 January 2016 was 88.

## Learning and Achievement

Ref.	Performance Indicator (reported to CMT/Cabinet)	2015/16 Target	2016/17 Target	2016/17 Tolerance	Comments (for new / amended PIs)
(ex) NI117	Percentage of 16 to 19 year olds (school years 12-14) who are not in education, employment or training	4%	4%	±10%	
LA1	Number of apprentices (aged 16-18) recruited in the borough	660 (Aug 2014 to Jul 2015)	690 (Aug 2015 to Jul 2016)	±10%	
	Percentage of Early Years providers judged Good or Outstanding by Ofsted	80%	80%	±10%	

	Percentage of schools judged Good or Outstanding by Ofsted	76%	80%	±10%	
LA27	Number of free early years education offers extended to disadvantaged 2 year olds	NEW	681	±10%	This measure has been made a statutory deliverable and as such should be reported corporately.

## Adult Services

Ref.	Performance Indicator (reported to CMT/Cabinet)	2015/16 Target	2016/17 Target	2016/17 Tolerance	Comments (for new / amended PIs)
ASCOF 1C(i)	Percentage of people using adult social care who receive self-directed support and those receiving direct payments	82%	83%	±10%	
ASCOF 1C(ii)	Direct payments as a proportion of self-directed support	45%	42%	±10%	
ASCOF 1C - Part 1(Carers)	Number of carers receiving self-directed support in the year	NEW	95	±10%	A new statutory indicator for 2016/17 and beyond
ASCOF 1C - Part 2 (Carers)	Number of carers receiving direct payments	NEW	95	±10%	A new statutory indicator for 2016/17 and beyond
ASCOF 1E	Adults with Learning Disabilities in paid employment	NEW	8.7	±10%	This performance measure is proposed for inclusion as a Corporate Performance Indicator due to the linkages with the measure relating to mental health service users in paid employment performance and its associated impacts on social inclusion for vulnerable people.
ASCOF 1F	Adults in contact with secondary mental health services in paid employment	6.5%	NELFT to confirm	±10%	This performance indicator is led by the North East London Foundation Trust (NELFT)
ASCOF 1G	Adults with learning disabilities who live in their own home or with their family	63%	63.5%	±10%	
ASCOF 1H	Adults in contact with secondary mental health services living independently	94%	NELFT to confirm	±10%	This performance indicator is led by the North East London Foundation Trust (NELFT)
ASCOF 2A(i)	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64)	10	12	±10%	
ASCOF 2A(ii)	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)	598.1	598.1	±10%	

ASCOF 2B(i)	Percentage of older people (aged 65+) who were still at home 91 days after completing reablement	AMENDED	87%	±10%	Currently we report on the percentage of people who return to Adult Social Care 91 days after completing reablement (the reverse of the proposed new indicator). The proposed new indicator is now both statutory and a Better Care Fund (BCF) measure which can be benchmarked against.
(BCF)	New local BCF indicator (patient service user experience)	NEW	TBC	±10%	Part of the 2016/17 Better Care Fund (BCF) submission. A target has not been set yet as we are awaiting the final BCF guidance
(BCF)	New local BCF indicator	NEW	TBC	±10%	Part of the 2016/17 Better Care Fund (BCF) submission. A target has not been set yet as we are awaiting the final BCF guidance
ASCOF 2C(i)a	Overall rate of delayed transfers of care from hospital per 100,000 population	6	5	±10%	
ASCOF 2C(ii)	Rate of delayed transfers of care from hospital (attributable to Adult Social Care and Health) per 100,000 population	2.8	2	±10%	
ASCOF 2C(iii)	Rate of delayed transfers of care from hospital (attributable ASC only) per 100,000 population	1.0	1.0	±10%	

## Housing

Ref.	Performance Indicator (reported to CMT/Cabinet)	2015/16 Target	2016/17 Target	2016/17 Tolerance	Comments (for new / amended PIs)
H2	Percentage of repairs completed on time (including services contractors)	90%	96%	±10%	
H3	Average void to re-let times (days)	22	14	±10%	
H4	Number of homes that are currently non-decent	NEW	200	±10%	Replaces the current Corporate Performance Indicator of "Percentage of homes that are decent"
HSC5	Estate inspections achieving target score	95%	95%	±10%	
H5	Percentage of HRA rent arrears against rent debit	2.4%	2%	±10%	
H1	Percentage of Leaseholder Service Charge Arrears collected	96%	100%	±10%	

## Public Health

Ref.	Performance Indicator (reported to CMT/Cabinet)	2015/16 Target	2016/17 Target	2016/17 Tolerance	Comments (for new / amended PIs)
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PH4	Percentage of new patients attending sexual health services accepting an offer of HIV test	85%	75%	±5%	
PH2	Participation in the National Child Measurement Programme	NEW	85%	±5%	Performance against this indicator was previously monitored at service level but is proposed to be elevated to corporate level monitoring due to the increasing problem with childhood obesity
PH6	Percentage of women smoking at Time of Delivery	10%	0	±2%	
PH7	Successful completion of drug treatment – opiates and non-opiates	NEW	1	±3%	Performance against this indicator was previously monitored at service level but is proposed to be elevated to corporate level monitoring due to the fact that a new provider and model of care are being used from 2016/17
PH10	Percentage of new birth visits by Health Visitors (at 10-14 days)	NEW	85%	±5%	Public Health has recently taken on responsibility for this service and would like performance to be reported corporately in order to ensure that the service performs well.