

Appendix 1: Quarter 2 Corporate Performance Report 2014/15

Cabinet (10th December)

Key

RAG Rating		Direction of Travel (DoT)	
Green	On or within 10% of the Quarter 2 Target ¹	↑	Performance is better than Quarter 2 2013/14
Amber	More than 10% off the Quarter 2 Target and where performance has <i>improved or been maintained</i> compared to Quarter 2 2013/14	→	Performance is the same as Quarter 2 2013/14
Red	More than 10% off the Quarter 2 Target and where performance has <i>not improved</i> compared to Quarter 2 2013/14	↓	Performance is worse than Quarter 2 2013/14

	Corporate Plan Indicator
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Environment - to ensure a clean, safe and green borough

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
SC01	Residual household waste (kg) per household	Smaller is Better	640kg	169kg (Q1)	173kg (Q1)	166kg (Q1)	↓	Data comes from the East London Waste Authority (ELWA) and lags by 6-8 weeks. The most recent data (Q1) shows that performance (173kg) is within target tolerance and worse than the same period last year (166kg).	Streetcare
SC02	Percentage of household waste sent for reuse, recycling & composting	Bigger is Better	36%	36% (Q1)	37% (10,204 of 27,602) (Q1)	36% (9,521 of 26,252) (Q1)	↑	Data comes from the East London Waste Authority (ELWA) and lags by 6-8 weeks. The most recent data (Q1) shows that performance (37%) is better than target and better than the same period last year (36%).	Streetcare

¹ With the exception of 'Percentage of NNDR collected' and 'Percentage of Council Tax collected' where the tolerance is 5%

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
SC07	Total number of fly tip incidents	Smaller is Better	3,500	1,750	1,462	1,953	↑	There has been a reduction in the number of fly tip incidents with 1,462 to date compared to 1,953 fly tip incidents by the same point last year.	Streetcare
SC05	Percentage of missed collections put right within target	Bigger is Better	93%	93%	Not available	Not available	N/A	The outturn for this indicator is not currently available. Serco took over the contract from Biffa in Q2 and their performance has not been captured correctly due to a system error. We are working with the respective ICT teams to resolve the issue.	Streetcare
SC04	Parking income against budget (£)	N/A	£3,964,420	£1,982,210	£1,761,920	£1,746,566	N/A	This indicator is for information only and so a Value, Direction of Travel (DOT) and RAG rating are not included. Car parking income for the quarter is lower than target and more than the same period last year.	Streetcare

Learning - to champion education and learning for all

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
LA1	Number of apprentices (aged 16-18) recruited in the borough	Bigger is Better	600	342 AY 2013/14 (Q2)	420 AY 2013/14 (Q2)	391 AY 2012/13 (Q2)	↑	Outturns for this indicator refer to the last complete Academic Year (2013/14). Performance this quarter (420) is better than target and better than the same period last year (391).	Learning & Achievement

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
LA6	Percentage of Early Years providers (PVI settings and childminders only) judged Good or Outstanding by OFSTED	Bigger is Better	75%	75%	76%	77%	↓	Performance this quarter (76%) is better than target due to the continuation of efficient processes which ably support PVI settings and child minders to achieve an Ofsted grading of good or above.	Learning & Achievement
(ex) NI117	Percentage of 16 to 19 year olds (school years 12-14) who are not in education, employment or training	Smaller is Better	4.0%	4.0%	4.9%	4.9%	→	Participation levels of the resident cohort of young people (years 12-14) remains high with 4.9% not in education, employment or training (NEET). Performance has been maintained at the same level as last year (4.9%). Quarterly fluctuations are expected due the currency rules, which result in young people being designated as NEET until they have their destination confirmed.	Learning & Achievement

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

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
CL2	Number of library visits (physical)	Bigger is Better	1,602,276	801,138	899,149	900,228	↓	Despite the huge rise in virtual access, libraries still attract large numbers of physical visitors and are currently exceeding the quarterly target by over 98,011 visits.	Culture & Leisure
R2	Net external funding (£) secured through regeneration initiatives	Bigger is Better	£2,000,000	£1,000,000	£1,410,100	£2,988,602	↓	While the outturn has not changed from Q1, substantial work has taken place this quarter writing bids for the New Homes Bonus (c.£1.4m) and Housing Zone (c.£10m). Decisions are expected for these in Q3 as well as a decision on Crossrail complementary measures (c.£3m).	Economic Development

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
R3	Number of businesses accessing advice through regeneration initiatives	Bigger is Better	700	350	401	433	↓	Performance this quarter is made up of a combination of attendees at specific business related events (e.g. Business Awards and Women in Business) and 1-2-1 meetings between businesses and Business Development Officers within the Service.	Economic Development
H4	Number of homes made decent	Bigger is Better	1,291	289	289	388	↓	The Decent Homes Programme is on target with 289 homes made decent. While performance (289) is worse than the same period last year (388), this is due to reduced targets prescribed by the spend profile.	Homes & Housing
H1	Percentage of Leaseholder Service Charge Arrears collected (excluding major works)	Bigger is Better	93%	49%	68%	57%	↑	Performance for this indicator (68%) is significantly better than target (49%) with £106,765 of Leaseholder Service Charge Arrears collected this quarter. Performance is also better than the same period last year (57%).	Homes & Housing
H5	Percentage of rent arrears against rent debit	Smaller is Better	2.50%	2.44%	2.40%	2.38%	↓	Performance this quarter (2.40%) is better than target. Whether arrears are due to welfare reforms or tenancy issues, teams within Homes & Housing work closely together to ensure residents quickly receive the appropriate advice to minimise debts.	Homes & Housing
DC4	Percentage of appeals allowed against refusal of planning permission	Smaller is Better	30%	30%	24% (10 of 42)	35% (11 of 31)	↑	Of the 42 appeals made against refusal of planning permission, only 10 appeals were allowed (24%). This is better than target and shows clear understanding and application of government guidance and policy in respect of day to day decision-making.	Regulatory Services

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
(ex) NI157a	Percentage of major applications processed within 13 weeks	Bigger is Better	60%	60%	76% (13 of 17)	71% (10 of 14)	↑	Performance is better than target with 13 out of 17 applications determined within the statutory timeframe. It is important to note, however, that as this refers to a small number of applications, outturns can fluctuate.	Regulatory Services
(ex) NI157b	Percentage of minor applications processed within 8 weeks	Bigger is Better	65%	65%	66% (121 of 182)	30% (58 of 191)	↑	Performance this quarter (66%) is better than target and significantly better than the previous year (30%). This follows the provision of additional resources and the adoption of an action plan to bring about improvement in decision making.	Regulatory Services
(ex) NI157c	Percentage of other applications processed within 8 weeks	Bigger is Better	80%	80%	88% (683 of 774)	49% (356 of 732)	↑	Performance for the quarter (88%) is above target and is also significantly better than the previous year (49%). It is expected that additional measures to refine the validations process will increase performance.	Regulatory Services
NEW	Number of persons enrolled on Keys for Change	Bigger is Better	69	34	36	New indicator	N/A	There is no direction of travel as this is a new indicator. Performance for the quarter (36) is above target. The overall target is to assist 137 people over the 2 year programme (Nov 2013 – Oct 2015).	Homes & Housing
H2	Percentage of repairs completed on time (including services contractors)	Bigger is Better	90%	90%	79% (9,639 of 12,209)	89% (15,045 of 16,842)	↓	Repairs completed on time this quarter (79%) is worse than target and lower than the same period last year (89%). Corrective Action: The contractor is new to the provision of this service. Additional trades operatives have been employed to increase productivity, which has seen a steady increase in the last two months of the quarter and is helping clear the backlog.	Homes & Housing

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
H3	Average void to re-let times	Smaller is Better	25 days	25 days	30 days	29 days	↓	Performance (30 days) is worse than target and the same period last year (29 days). Corrective Action: The contractor has only been providing the services since June 2014. Issues with resourcing have been identified within the contractor organisation and client operations. A corrective action plan is being prepared and H&H management are reviewing all activities associated with re-letting properties. A framework for additional backup contractors is being developed. In addition, we are piloting an approach where tenants bidding for houses are asked to take properties "as seen" with works to follow on occupation.	Homes & Housing

Individuals - to value and enhance the lives of our residents

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
ASCOF 1C(i)	Percentage of people using social care who receive self-directed support and those receiving direct payments	Bigger is Better	80%	80%	73% (1,522 of 2,078)	44% (2,400 of 5,405)	N/A	The definition for this measure changed in 2014/15 to ensure consistency across authorities and so no DOT is available until 2015/16 (Q1). Performance for the quarter (73%) is within target tolerance.	Adult Social Care
ASCOF 1F	Percentage of adults in contact with secondary mental health services in paid employment	Bigger is Better	5.5%	5.5%	7.9% (38 of 483)	4.1% (19 of 465)	↑	The outturn this quarter represents 38 residents on the Care Programme who are in paid employment. This is an improvement on the same time last year where 19 residents on the Care Programme were in paid employment.	Adult Social Care

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
ASCOF 1G	Percentage of adults with learning disabilities who live in their own home or with their family	Bigger is Better	62%	31%	30% (138 of 459)	26% (141 of 537)	↑	The outturn represents 138 residents with learning disabilities who live in their own home or with their family. Performance this quarter (30%) is within target tolerance and better than the same period last year (26%).	Adult Social Care
ASCOF 1H	Percentage of adults in contact with secondary mental health services living independently, with or without support	Bigger is Better	94%	94%	91% (439 of 483)	92% (430 of 465)	↓	Performance this quarter (91%) is within target tolerance and at a similar level to the same period last year (92%). This represents 439 residents on the Care Programme living independently, with or without support.	Adult Social Care
ASCOF 2A(i)	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64)	Smaller is Better	9.0	4.1	3.4	7.6	↑	There continues to be increased demand, however, performance for the rate of permanent admissions for residents aged 18-64 years has improved this quarter (3.4) compared to the same period last year (7.6) and is also better than target.	Adult Social Care
ASCOF 2A(ii)	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)	Smaller is Better	584.6	296.9	265.5	291.2	↑	There continues to be increased demand, however, performance for the rate of permanent admissions for residents aged 65+ years has improved (265.5) compared to the same period last year (291.2) and is also better than target.	Adult Social Care
ASCOF 2C(ii)	Rate of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and health per 100,000 population	Smaller is Better	3.0	3.0	1.6	1.7	↑	This indicator looks at delays where there is a joint responsibility with Adult Social Care and Health. Performance for the quarter (1.6) is better than target and better than the same period last year (1.7).	Adult Social Care

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
ASCOF 2C(iii)	Rate of delayed transfers of care attributable to Adult Social Care (ASC) only per 100,000 population	Smaller is Better	1.0	1.0	0.6	0.7	↑	This indicator looks at hospital delays where the responsibility is Adult Social Care only. Performance for the quarter (0.6) is better than target and better than the same period last year (0.7).	Adult Social Care
L3	Percentage of people who, having undergone reablement, return to ASC 91 days after completing reablement and require an ongoing service	Smaller is Better	6.0%	6.0%	3.5% (12 of 339)	5.7% (17 of 299)	↑	This indicator considers the success of reablement and measures the number of service users who return after a successful reablement phase. Performance for the quarter (3.5%) is better than target and the same period last year (5.7%).	Adult Social Care
CY2	Percentage of looked after children (LAC) placements lasting at least 2 years	Bigger is Better	80%	80%	81% (42 of 52)	70% (30 of 43)	↑	Performance (81%) is better than target and the same period last year (70%). At the 30 th September 2014, 81% of our eligible LAC aged under 16 years had been in the same placement for at least 2 years.	Children's Services
CY13	Percentage of Child Protection (CP) Plans lasting more than 24 months	Smaller is Better	4.0%	4.0%	4.1% (3 of 73)	4.7% (3 of 64)	↑	Performance is within target tolerance with three children on a CP Plan for more than 24 months. The duration of CP Plans is under constant review by Children and Young People's Services and actual or potential drift is promptly addressed.	Children's Services
N18 (ex NI065)	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years	Smaller is Better	5.0%	5.0%	0.0% (0 of 110)	8.6% (5 of 58)	↑	By the end of September, 110 children had become the subject of a CP Plan, none of which became subject of the plan for the second time within 2 years. Performance (0.0%) is therefore better than target and the same period last year (8.6%).	Children's Services

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
CY15	Number of new in-house foster carers	Bigger is Better	15	8	7	6	↑	Performance this quarter (7) is within target tolerance and better than the same time last year (6). Extensive recruitment activity is under way and performance will show improvement as the year progresses. There is a need to recruit foster carers for teenagers and so our recruitment campaign continues to focus on this difficult area.	Children's Services
L5	Total number of Careline and Telecare users in the borough	Bigger is Better	5,000	4,712	4,604	4,080	↑	Performance is within target tolerance; however, there are 524 more Careline and Telecare users in the borough this quarter than the same period last year. This technology has a wide range of benefits, such as enabling vulnerable adults to live at home for as long as possible.	Homes & Housing
13	Percentage of children who wait less than 20 months between entering care and moving in with their adopting family	Bigger is Better	60%	60%	50% (6 of 12)	44% (8 of 18)	↑	Performance is below target tolerance but better than the same period last year. Of the 12 children in this cohort, 6 have waited less than 20 months between entering care and moving in with their adopting family compared to 8 last year, although the number of LAC in the cohort is lower.	Children's Services
ASCOF 1C(ii)	Direct payments as a proportion of self-directed support (%)	Bigger is Better	45%	45%	37% (779 of 2,078)	16% (850 of 5,405)	N/A	The definition for this measure changed in 2014/15 and so no DOT is available until 2015/16 (Q1). As the indicator is performing below target tolerance, it is not possible to determine if the RAG rating is Red or Amber. Performance for the quarter (38%) is below target tolerance but better than the same period last year (16%).	Adult Social Care
L7 (BCF)	Total non-elective admissions in to hospital (general & acute), all-age, per 100,000 population	Smaller is Better	178.4%	178.4%	Not available	New indicator	N/A	Performance for this measure will be monitored once the Better Care Fund Submission has been signed off by NHS England.	Adult Social Care

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
L8 (BCF)	Patient/service user experience (managing long term conditions)	TBC	TBC	TBC	Not available	New indicator	N/A	Performance for this measure will be monitored once the Better Care Fund Submission has been signed off by NHS England.	Adult Social Care
PH1	Chlamydia diagnoses	Bigger is Better	475	238	Not available	249	N/A	A third sector provider coordinates the chlamydia screening programme and delivers outreach testing and training. The data collection method is currently being assessed to address the time lag in accessing outturns.	Public Health

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

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
CS7	Percentage of Corporate Complaints completed within 10 days	Bigger is Better	90%	90%	87%	74%	↑	The percentage of Corporate Complaints completed within 10 days this quarter (87%) is within target tolerance and better than the same period last year (74%). There has been a slight increase in the number of complaints, however, this may be due to the inclusion of OHMS data in 2014/15.	Corporate Health
CS8	Percentage of Corporate Complaints escalated to Stage 2	Smaller is Better	10%	10%	5.3%	6.5%	↑	The percentage of Corporate Complaints escalated to Stage 2 this quarter (5.3%) is better than target and the same time last year (6.5%). There has been a slight increase in the number of complaints, however, this may be due to the inclusion of OHMS data in 2014/15.	Corporate Health

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
ISS10	Percentage of suppliers paid within 30 days of receipt, by Transactional Team, by invoice	Bigger is Better	95%	95%	96% (50,077 of 52,422)	96% (43,563 of 45,298)	→	This indicator is performing better than target for the quarter and the same as the previous year (96%). Performance dropped in August 2014 due to the implementation of One Oracle, however, this is now embedded and performance is on track.	Corporate Health
CS21	Percentage of customers satisfied with the Contact Centre	Bigger is Better	85%	85%	90% (10,567 of 11,725)	87% (8,279 of 9,512)	↑	Performance (90%) has exceeded target and increased compared to the same period last year (87%). Of the 11,725 surveys completed, 10,567 customers were satisfied with the Contact Centre.	Customer Services
CS2	Call abandon rates	Smaller is Better	10%	10%	10% (21,201 of 210,502)	16% (23,977 of 154,170)	↑	Performance this quarter (10%) has met target and is better than the same period last year (16%), despite there being increased demand for the service. Further improvement is expected following major efforts to channel shift from face-to-face to online and telephone and the introduction of online parking permits being implemented.	Customer Services
CS3	Percentage of automated transactions	Bigger is Better	30%	30%	28% (100,900 of 355,976)	New indicator	N/A	This is a new indicator for 2014/15 so there is no scope for comparison. The drive is to complete payments online for high volume transactions including Green Waste Renewals, Council Tax, NNDR, Rents and Parking Penalty Charge Notices.	Customer Services
CS1	Percentage of Council Tax collected	Bigger is Better	97%	58%	58% (£72.4m)	58% (£71.0m)	↑	Performance (58%) is on target and is the same as the previous year. The prompt collection and enforcement of payment means that £72.4m of Council Tax has been collected compared to £71.0m by the same point last year. Procedures have been updated to take account of new rule changes, which have bedded in well.	Exchequer & Transactional Services

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
CS2	Percentage of National Non-Domestic Rates collected (NNDR)	Bigger is Better	98%	60%	58% (£43.9m)	59% (£44.0m)	↓	New Government measures were implemented in 2014/15 to assist businesses with payments now spread out over 12 months instead of 10. This will affect performance against the quarterly targets, however, collection should remain on track for the annual target.	Exchequer & Transactional Services
CS3	Speed of processing new Housing Benefit/Council Tax Support claims (days)	Smaller is Better	24 days	24 days	18 days	33 days	↑	New claim processing is prioritised above all other benefit transactions to ensure people in need receive help with their rent and council tax payments. The speed of processing new Housing Benefit and Council Tax Support claims this quarter (18 days) is significantly better than target and the same time last year (33 days).	Exchequer & Transactional Services
CS4	Speed of processing changes in circumstances of Housing Benefit/Council Tax Support claimants (days)	Smaller is Better	16 days	16 days	13 days	16 days	↑	Exchequer & Transactional Services were awarded additional resources to maintain and improve benefit processing in 2014/15. The speed of processing changes this quarter (13 days) is better than target and the same period last year (16 days).	Exchequer & Transactional Services
CS10	Percentage of Member/MP Enquiries completed within 10 days	Bigger is Better	90%	90%	79%	78%	↑	The percentage of Member/MP Enquiries completed within 10 days (79%) is below target tolerance but better than the same period last year (78%). There has been a slight increase in the number of complaints. However, this may be due to the inclusion of OHMS data in 2014/15.	Corporate Health
CI1	Sickness absence rate per annum per employee (days)	Smaller is Better	7.6 days	7.6 days	10.1 days	9.3 days	↓	Performance this quarter (10.1 days) is worse than target and worse than the same period last year (9.3 days). However, performance has steadily improved since Q4 2013/14 (10.5 days) and Q1 2014/15 (10.4 days). Corrective Action: HR continue to work with Heads of Service to maintain momentum and proactively manage sickness cases.	Corporate Health

Partnership Indicators (the Council is not solely responsible for the target and/or performance)

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
CSP1	Number of burglaries reported	Smaller is Better	2,252	1,021	852	1,086	↑	The number of burglaries reported is exceeding the target set by the Mayor's Office for Policing & Crime (MOPAC) to reduce offending by 20% by March 2016. Performance (852) is better than target and the same time last year (1,086).	Corporate Policy & Community
CSP2	Number of antisocial behaviour (ASB) incidents	Smaller is Better	6,910	3,190	2,861	3,190	N/A	The methodology changed in Oct 2013 and so a DOT is not available. While performance this quarter (2,861) is better than target, it should also be noted that there is a high number of other ASB calls received by non-police agencies in Havering.	Corporate Policy & Community
ASCOF 2C(i)a	Overall rate of delayed transfers of care from hospital per 100,000 population	Smaller is Better	7.0	7.0	4.1	5.4	↑	This indicator measures delays across both Health and Adult Social Care. Performance for the quarter (4.1) is better than target and the same period last year (5.4).	Adult Social Care
ASCOF 2C(i)b	Rate of delayed transfers of care from hospital per 100,000 population (average per month)	Smaller is Better	135.5	135.5	125.6	New indicator	N/A	This indicator has been developed for the Better Care Fund (BCF) and monitors days delayed over the month rather than people delayed as a snapshot. Performance is better than target with an average 126 days delayed per month per 100,000.	Adult Social Care
PH3a	Percentage of eligible patients offered an NHS Health Check	Bigger is Better	20%	10%	10.4% (Provisional)	8.1%	↑	There has been a problem with the interface between GP clinical systems and Health Analytics and so the outturn for Q2 is provisional. According to the current outturn, performance (10.4%) is better than target and the same period last year.	Public Health

Ref.	Indicator	Value	2014/15 Annual Target	2014/15 Quarter 2 Target	2014/15 Quarter 2 Performance	2013/14 Quarter 2 Performance	DOT	Comments	Service
PH3b	Percentage of eligible people receiving an NHS Health Check	Bigger is Better	66%	33%	18% (2,441)	24% (2,717)	↓	<p>Performance (18%) is below target and worse than the previous year (24%). To date, 2,441 people have received an NHS Health Check; 276 fewer than in 2013/14.</p> <p>Corrective Action: Underperformance will be addressed by developing a cluster arrangement with GPs, putting in place improvement plans for GPs that are underperforming, attending nurse and practice manager meetings as well as developing marketing materials.</p>	Public Health
TBC	Health Premium Indicator (1)	TBC	TBC	TBC	Not available	New indicator	N/A	This measure has yet to be defined and it is not possible to report on this indicator this quarter.	Public Health
TBC	Health Premium Indicator (2)	TBC	TBC	TBC	Not available	New indicator	N/A	This measure has yet to be defined and it is not possible to report on this indicator this quarter.	Public Health