

## Overview & Scrutiny Board Performance Report: Quarter 3 2018/19

	Corporate Performance Indicator
--	---------------------------------

RAG Rating	Direction of Travel (DOT)		
GREEN	On or better than target On track	↑	<b>Short Term:</b> Performance is better than the previous quarter <b>Long Term:</b> Performance is better than at the same point last year
AMBER	Worse than target but within target tolerance	→	<b>Short Term:</b> Performance is the same as the previous quarter <b>Long Term:</b> Performance is the same as at the same point last year
RED	Worse than target and outside tolerance Off track	↓	<b>Short Term:</b> Performance is worse than the previous quarter <b>Long Term:</b> Performance is worse than at the same point last year

Sub-committee	Indicator and Description	Value	2018/19 Annual Target	2018/19 Q3 Target	Tolerance	2018/19 Q3 Performance	Short Term DOT against Q2 2018/189		Long Term DOT against Q3 2017/18		Comments
Towns and Communities	No. of Stage 1 complaints received	Smaller is better	N/A	N/A	N/A	587	↓	392	↓	528	The Towns & Communities OSSC has requested complaints performance data for the services within its remit.
	% of Stage 1 complaints closed in 15 days	Bigger is better	95%	95%	N/A	71.7% RED	↓	77.6%	↓	83.7%	156 out of the 166 Stage 1 complaints that missed target within T&C remit were from Housing Services.
	No. of Stage 2 complaints received	Smaller is better	N/A	N/A	N/A	143	↓	107	↓	109	<b>Corrective Action:</b> A new process has been put into place to deal with Housing complaints to bring about improvements to each of the service areas in Housing Services. Since 5 November 2018, Complaints Officers have been allocated to each of the service areas and are being managed directed by the Service Managers for: Property and Land, Tenancy Sustainment and Housing Demand. One officer remains in the Neighbourhoods Complaints Team and is responsible for the allocation of complaints, Members and MP Enquiries and FOIs.
	% of Stage 2 complaints closed within 20 days	Bigger is better	95%	95%	N/A	76.9% RED	↑	72.9%	↓	91.7%	
	% of housing repairs completed within the target timescale	Bigger is better	96%	96%	N/A	84.79% RED	↓	87.17%	↓	92%	The main reason for Brayer performance being below target is due to a backlog of overdue orders they have allowed to accumulate. Clearing the backlog will inevitably mean Brayer will not be able to achieve target within this financial year, once the backlog has been cleared the target should be met. As previously reported Brayer provided and have been working to an improvement plan and gave assurances to the Council that the actions being taken would result in improved performance, by the end of the last quarter of 2018/19.  The improvement plan has been and continues to be monitored through regular review meetings attended by Brayer's operational Director and Havering's Property Services Manager, together with operational managers from both organisations. The original improvement plan was not considered by Havering to be having sufficient impact and in view of this a new improvement plan has been developed and agreed. This new plan is reviewed more frequently (fortnightly) and should reduce the backlog and allow Brayer to achieve target by end of March 2019.
	Contractor liaison with residents during regeneration work	N/A	Residents Consulted	Residents Consulted	N/A	On Track GREEN	→	On Track	-	NEW	Residents continue to be consulted. Each of the sites has had further consultation events where residents have been updated on the latest ideas for their estates or scheme. Resident meetings are approximately every 6months when there are new updates.

Sub-committee	Indicator and Description	Value	2018/19 Annual Target	2018/19 Q3 Target	Tolerance	2018/19 Q3 Performance	Short Term DOT against Q2 2018/189		Long Term DOT against Q3 2017/18		Comments
Crime and Disorder	Average response time to Immediate "I" calls	Smaller is better	15mins	15mins	± 0%	not known	-	not known	-	N/A	<b>I-grades:</b> For the week commencing 10th December 2018 Havering has seen an improvement in the number of I calls reaching the target time with a rate of 85.9% (compared to 76.9% for the week commencing 24th September 2018, an increase of 9%). This is slightly below the overall BCU improvement which saw response rates of 87.4% for the week (an increase of 6% compared to the previous period reported).
	% of "I" calls responded to within target	Bigger is better	90%	90%	± 0%	82% since September 2017 RED	↑	79.6% since September 2017	-	N/A	For the same period, Havering DA I grade calls have seen an increase in the number of calls reaching targets with a rate of 87.8% compared to the 84.2% reported for the week commencing 24th September 2018. This is an improvement of 3.6%.
	Average response time to Significant "S" calls	Smaller is better	60mins	60mins	± 0%	not known	-	not known	-	N/A	Comparing this to the overall East Area BCU figure which saw a slight reduction in response times of 0.2% for the same period seeing a response average of 84.8%. By comparison, as an average since September 2017 Redbridge saw an average of 87.1%, and Barking and Dagenham an average of 85.6%. Havering has seen an improved average of 82% however still sits at least 2.4% lower than the other two boroughs.
	% of "S" calls responded to within target	Bigger is better	90%	90%	± 0%	79.3% since September 2017 RED	↓	81.7% since September 2017	-	N/A	<b>S-grades:</b> The rolling averages since September 2017 are as follows: Locally, 79.3% of S grades are met within an hour, against 79.2% for the BCU; and for Domestic Abuse S grades this figure is 80.0% against 79.4% for the BCU. Redbridge has an average rate since September of 77.3%, while Barking and Dagenham has a rate 76.6%.
	Deployable police resources compared with establishment	Bigger is better	TBC	TBC	± 0%	92%*	-	DWO PCs on ward 89% of time	-	N/A	*Data was unavailable for this period and had been requested at the time of writing and submitting the report. The 92% is the figure for East Area BCU for DWO and cannot, for this period currently, be broken down by borough. However, the figure is in line with that reported last quarter.
	% of ASB reports relating to traveller incursions	N/A	N/A	N/A	N/A	0.1%	N/A	1.2%	-	N/A	Reported levels of ASB calls in relation to traveller incursions to the police were extremely low in Quarter 3 of 2018/19, whereby there was only 1 call. The location was as the south of the borough and a known site by both police and the council for incursions to take place and thus action is already in place to tackle this.

Sub-committee	Indicator and Description	Value	2018/19 Annual Target	2018/19 Q3 Target	Tolerance	2018/19 Q3 Performance	Short Term DOT against Q2 2018/189	Long Term DOT against Q3 2017/18	Comments		
Health	Obese Children (4-5 years)	Smaller is better	Better than England (9%)	Better than England (9%)	Similar to England	10.9% (2016/17) RED (Worse than England)	-	N/A	↓	10.8% (2015/16)	<p>Directed by Havering's 'Prevention of Obesity Strategy 2016-19', our borough working group continues to progress actions within the gift of the local authority and partners, and within available budgets. Progress on actions since the last update are as follows:</p> <ul style="list-style-type: none"><li>- The Public Health team was successful in a bid to take part in the LGA's Childhood Obesity Trailblazer Programme Discovery phase, which for Havering will focus on engaging communities in Harold Hill and Rainham to develop their own solutions to tackling obesity. The plans developed will form our bid for the next stage, for funding to implement a three year trailblazer programme.</li><li>- A bid has also been submitted for funding of five public water fountains across the borough to encourage people to drink water instead of sugary drinks and reduce their plastic waste by refilling water bottles.</li><li>- Obesity has been incorporated into the Council's Local Implementation Plan as part of the Healthy Streets Approach.</li><li>- A further six Early Years settings in Havering have registered with the Healthy Early Years programme taking the total to 38. Sixteen have completed First Steps, four achieved the Bronze award and two the silver award.</li><li>- Everyone Active is piloting a 12-week adult weight management programme at Hornchurch Leisure Centre combining nutrition advice and physical activity for individuals with a BMI of over 25.</li><li>- HES Catering has promoted a SugarSmart campaign in secondary schools and will be introducing a traffic light system for menu items.</li><li>- A weekly lunchtime walk has been introduced for LBH staff and changes have also been made in the Pantry, reducing sugar, introducing wholemeal pasta, reducing the price of water and adding more beans and pulses to the salad bar.</li></ul> <p>Obesity is a complex issue and many of the opportunities to tackle it fall outside of the local authority's influence. As such, work continues at national level, guided by the national 'Childhood Obesity: A Plan for Action' and we continue to link with national campaigns and programmes where appropriate.</p>
	Percentage of patients who are satisfied with GP out of hours services (Partnership PI)	Bigger is better	Better than England (69%)	Better than England (69%)	Similar to England	64% AMBER (Similar to England)	-	N/A	↓	67% (July 2017)	The latest available data for patient experiences of GP out-of-hours services shows no significant difference between the percentage of patients who are satisfied with the service in Havering and the England average. This follows an overall improvement in the England average performance as compared to the previous year (2017 – 66%). Use of out-of-hours services includes contacting an NHS service by phone (e.g. 111) and going to A&E - which a vast proportion (54% and 31% respectively) of the 882 Havering respondents who answered this question say they did.
	The number of instances where an adult patient is ready to leave hospital for home or move to a less acute stage of care but is prevented from doing so, per 100,000 population (delayed transfers of care)	Smaller is better	7	7	± 10%	7.4 AMBER	↑	7.8	↓	5.1	<p>The vast majority of delays are in the acute sector and are the responsibility of Health. There was an increase in delays attributable to Social Care during the second quarter of the year, which continues to affect cumulative performance but the direction of travel over the past three months has been positive. There were a small number of lengthy delays in the Summer due to the sourcing of specialist support. Some out of borough hospitals also reported delays against Havering which are being followed up.</p> <p>Actions being put in place to reduce delayed discharges include:</p> <ul style="list-style-type: none"><li>- Care Homes in Havering being supported to create a 'Trusted Assessor' role, based primarily in BHRUT;</li><li>- Establishment of a pilot bringing together therapy resources in BHRUT and NELFT to manage the hospital / community interface differently;</li><li>- Simplification of discharge processes, including a revised screening and referral process for NELFT inpatient rehab beds.</li></ul>
Individuals	% of service users receiving direct payments	Bigger is better	35%	35%	± 5%	35.9% GREEN	↑	34.9%	↑	34.0%	Performance at the end of Quarter 3 is better than target (where higher is better) for Direct Payments and shows an improvement in outturn when compared to both the previous quarter and the same point last year. 1,865 service users are currently in receipt of a Direct Payment.
	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)	Smaller is better	660	480	± 5%	424.4 GREEN	↑	293	↓	356.8	Performance remains better than target (where lower is better) for the rate of permanent admissions for service users aged 65+ into nursing or residential care. The average age of those permanently admitted has risen from 85 years in Quarter 2, to 86 years, and of all the admissions so far this year, 62% are aged 85 or older.

Sub-committee	Indicator and Description	Value	2018/19 Annual Target	2018/19 Q3 Target	Tolerance	2018/19 Q3 Performance	Short Term DOT against Q2 2018/189		Long Term DOT against Q3 2017/18		Comments
Environment	Average no. of days taken to remove fly-tips	Smaller is better	1 day	1 day	± 0%	0.8 days GREEN	↓	0.5 days	↑	0.95 days	This PI measures the time from when a fly tip is reported to the Council until it is removed but excludes the majority of incidents that have been passed to Enforcement Officers to investigate for evidence. The average number of days taken to remove fly-tips is below target, and is better than the same period last year.
	The level of waste per head of population presented to East London Waste Authority (ELWA)	Smaller is better	441.01 kg per head	330.75kg per head	± 0%	326.84kg per head (provisional) GREEN	-	226.44kg per head (provisional)	↑	338.93kg per head	Performance this Quarter it is below target, which in this instance is a positive result and is also an improvement on the comparable Quarter last year (338.93). The changes have come from a reduction in street cleansing waste including fly tipping and Highways waste.  This PI measures the total waste delivered to the ELWA. This includes collected household waste, waste from the reuse and recycling centre and municipal waste from Highways and Parks management activities. Various waste prevention campaigns focusing on home composting, reuse, and Love Food Hate Waste have contributed towards this target. We are also reviewing operations in Highways and Grounds Maintenance to reduce waste and, with ELWA, continue to review policies to prevent commercial waste entering the domestic waste stream at the household reuse and recycling centre. Without restrictions on the amount of waste we collect through the household waste collection service containing and reducing tonnages is very challenging and relies on attitudinal change.
Children & Learning	Percentage of 16-18 year olds who are not in education, employment or training (NEET), or not known	Smaller is better	3.5%	3.5%	±5%	3.6% AMBER	-	N/A	↓	3.5 (207/18)	The percentage of 16-18 year olds who are not in education, employment or training (NEET), or not known was recently confirmed as 3.5% for 2017/18; better than the England average of 6% and placing us in the top quintile. Performance at the end of Quarter 3 is off-target but within the agreed tolerance. Action being taken to further improve performance includes increased tracking activities using admissions data and intelligence to reduce the number of 'Not Knowns', and the introduction of a new NEET to EET programme in central Romford. The programme will focus on addressing barriers to participation and supporting young people to gain English and Maths qualifications, along with engaging parents / carers to ensure successful retention and progression.
	Number of new in-house foster carers (cumulative)	Bigger is better	16	12	±10%	7 RED	-	5	↓	14	The number of new in-house foster carers is below the target set for this point in the year. Work continues to recruit high quality foster carers, with marketing targeted at the caring professions, certain faith communities and those prepared to look after older children (age 11+) and sibling groups.We also continue to promote the message that IFA (independent fostering agency) carers can easily transfer to the local authority. A Christmas fostering campaign was undertaken with positive results and the service will consider any adjustments to the current marketing plan following this. Although the campaign resulted in a number of applications which are being progressed through assessment, these will not come to fruition in terms of approvals until the new financial year.