

## Appendix 2: Overview & Scrutiny Board Performance Report: Quarter 4 2018/19

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	Tolerance	2018/19 Q4 Performance	Short Term DOT against Q3 2018/19	Long Term DOT against Q4 2017/18	Comments		
Towns and Communities	No. of Stage 1 complaints received	Smaller is better	N/A	N/A	831	↓	587	↓	764	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%	N/A	67.4% RED	↓	71.7%	↓	87.0%	258 out of the 271 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	200	-	143	-	162	Corrective Action: 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. The priority has been to clear the backlog, before ensuring performance improves overall. Complaints performance for Housing services is expected to significantly improve for Q1 2019/20.
	% of Stage 2 complaints closed within 20 days	Bigger is better	95%	N/A	76.0% RED	↓	76.9%	↓	86.4%	
	% of housing repairs completed within the target timescale	Bigger is better	96%	N/A	84.37% RED	↓	84.79%	↓	91%	The main reason for Havering's main repair contractor, Breyer, 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 in 2018/19. 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.
	Contractor liaison with residents during regeneration work	N/A	Residents Consulted	N/A	On Track GREEN	→	On Track	-	NEW	The improvement plan has been and continues to be monitored through regular review meetings attended by Breyer's operational Director and Havering's Property Services Manager, together with operational managers from both organisations. It should be noted that although Breyer have not met the KPI of "repairs completed within target" they have consistently achieved the "Right First Time" target and continue to do so.
Crime and Disorder	% of "I" calls responded to within target	Bigger is better	90%	± 0%	81.7% since September 2017 RED	↓	82% since September 2017	-	N/A	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.
	% of "S" calls responded to within target	Bigger is better	90%	± 0%	80.8% since September 2017 RED	↑	79.3% since September 2017	-	N/A	The Metropolitan Police Service has a target to reach 90% of "Immediate" (I) graded calls within 15 minutes of the call being made. The MPS target for "Significant" (S) grade calls is to reach 90% within one hour of the call being made.
	Deployable police resources compared with establishment	Bigger is better	TBC	± 0%	N/A*	-	N/A	-	N/A	I-grades: For the week commencing 25th March 2019 Havering has saw slightly lower figure in the number of I calls reaching the target time with a rate of 81.7% (compared to 85.9% for the week commencing 24th September 2018 reported in the previous report). This is slightly below the overall BCU improvement which saw response rates of 87.4% for the week (although BCU also saw a reduction of 2.57% compared to the previous period reported).
	% of ASB reports relating to traveller incursions	N/A	N/A	N/A	0.2%	↓	0.1%	↑	7.80%	By comparison for I calls, as an rolling 12 month average since to 25th March 2019, Redbridge saw an average of 86.7%, and Barking and Dagenham an average of 86.0%. Havering has seen an improved average of 82% (unchanged from the last report). However, Havering continues to sit at least 4.0% lower than the other two boroughs.
										S-grades: The 12 month rolling averages to 25th March 2019 are as follows: Locally, 80.8% of S grades are met within an hour, against 77.15% for the BCU. Domestic Abuse S grades show the figure of 78.7% locally against 78.17% for the BCU. Redbridge has a 12 month rolling average rate to 25th March of 76.3%, while Barking and Dagenham has a rate 74.4%.
										*Data was unavailable from the Metropolitan Police for this period and had been requested at the time of writing and submitting the report.
										Reported levels of ASB calls in relation to traveller incursions to the police were extremely low in Quarter 4 of 2018/19, whereby there was only 2 calls. This is a significant decrease compared to the same period last year.

Sub-committee	Indicator and Description	Value	2018/19 Annual Target	Tolerance	2018/19 Q4 Performance	Short Term DOT against Q3 2018/19	Long Term DOT against Q4 2017/18	Comments
Health	Obese Children (4-5 years)	Smaller is better	Better than England (9%)	Similar to England	10.3% (2017/18) AMBER (Similar to England)	↑ 10.9% (2016/17)	↑ 10.8% (2015/16)	Prevalence of obesity amongst 4-5 year olds in Havering has seen no significant change over the past 9 years. In 2017/18 Havering's performance was similar to London and England. Directed by Havering's 'Prevention of Obesity Strategy 2016-19', our borough working group continues to progress actions that are within the gift of the local authority and partners, and within available budgets. Progress on actions since the last update are as follows: LBH's bid to the Childhood Obesity Trailblazer Programme fund was successfully shortlisted to phase 2 of the bidding process, and a further bid submitted in April 2019. If successful, £75K p.a. for 3 years will be provided to extend the reach of HES Catering beyond the school day to provide meal kits and/or freshly prepared ready meals to families. The broader aim is that this will create and evidence demand for healthier food, and nudge local retailers into developing a healthier offer, with potential for Social Value Funds to support them to take risks. LBH hosted a visit from the Deputy Mayor of London to showcase our Healthy Early Years London work. In this quarter, a further 4 Early Years settings in Havering have registered taking the total to 42. 21 have completed First Steps, 7 achieved the Bronze award and 5 the silver award. The national Start4Life Weaning campaign was amplified locally via the LBH Twitter feed, signposting to online support as well as face-to-face local support. The success of the VeggieRun app and brand has continued, and an increase in school meal uptake by 300,000 meals (between April 2018 and April 2019) is thought to be largely attributable to this. Workplace Health - Step Jockey has been introduced at Mercury House to encourage LBH employees to use the stairs instead of the lift.
	Percentage of patients who are satisfied with GP out of hours services (Partnership PI)	Bigger is better	Better than England (69%)	Similar to England	64% AMBER (Similar to England)	- N/A	↓ 67% (July 2017)	The GP survey results are now collected only once per annum rather than every six months and are therefore slower to reflect changes. Trends will therefore only be discernible from the July 2017 data collection point onwards. The latest available data (2018) for patient experience of GP out-of-hours services shows no significant difference between the percentage of patients who are satisfied with the service in Havering (64%, 95%CI: 59%-68%) and the England average (69%, 95%CI: 68%-69%). This follows an overall improvement in the England average performance as compared to the previous year (2017 - 66%) whereas Havering's performance has not significantly changed. 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	± 10%	7.3 AMBER	↑ 7.4	↓ 5.5	During 2018/19, there has been an average of 14.53 delayed discharges per month (7.3 days per 100,000) whereas at the same stage last year there had been an average of 11. This is a slight improvement on the previous quarter and performance remains rated amber. The vast majority of delays are in the acute sector (80%) and are the responsibility of Health. There was an increase in delays attributable to Social Care during the second quarter (as reported previously) and a further increase has been seen in the fourth quarter, mainly in the Non-Acute Sector. Actions being put in place to reduce delayed discharges include: - Care Homes in Havering continue to be supported in a 'Trusted Assessor' role, based primarily in BHRUT; - Establishment of a pilot brought together therapy resources in BHRUT and NELFT to manage the hospital / community interface differently; - Simplification of discharge processes, including a revised screening and referral process for NELFT inpatient rehab beds. - Adult Social Care are reviewing lengths of stay with BHR on a weekly basis. - Attending "Perfect Week" at Queens and King George hospitals to support with any complex cases awaiting discharge.
Individuals	% of service users receiving direct payments	Bigger is better	35%	± 5%	36.2% GREEN	↑ 35.9%	↑ 34.1%	Performance at the end of Quarter 4 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. 687 service users are in receipt of a Direct Payment compared to 679 in Q3.
	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)	Smaller is better	660	± 5%	601.1 GREEN	↑ 424.4	↓ 519	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 86 years, and of all the admissions so far this year, 59% are aged 85 or older.

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Environment	Average no. of days taken to remove fly-tips	Smaller is better	1 day	± 0%	0.49 days GREEN	↑	0.8 days	↑	0.95 days	Q4 performance is within the 1 day target, and is a continued improvement compared to last quarter. Once the reported incident has been passed to the Street Cleansing team the vast majority of fly tips are cleared within the 1 day target.
	The level of waste per head of population presented to East London Waste Authority (ELWA)	Smaller is better	441.01 kg per head	± 0%	423.94kg per head (provisional) GREEN	-	326.84kg per head	↑	436.07kg per head	Measures total waste delivered to the ELWA, including collected household waste, waste from the reuse and recycling centre and municipal waste from Highways and Parks management activities.  Performance this Quarter is below target, which in this instance is a positive result and is also an improvement on the comparable quarter last year (436.07).  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 achieving attitudinal change.
Children and Learning	Percentage of early years providers judged to be good or outstanding	Bigger is better	80%	±1.5%	91%	→	91%	↓	94%	The percentage of early years providers judged to be good or outstanding remains very comfortably above target.
	Percentage of 16-18 year olds who are not in education, employment or training (NEET), or not known	Smaller is better	3.5%	±5%	3.1% GREEN	↑	3.6%	↑	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 3.1% for 2018/19, which is better than both the England average of 5.5% and the London average of 4.8%, and places us in the top quintile. The continued focus on tracking and reporting on the cohort has delivered successful outcomes and the targeted work carried out by Prospects Personal Advisors in supporting NEET learners has resulted in improved participation. The LA's high performance of 98.6% for the September offer (which ensures all Year 11 learners have an offer of a place before leaving school) and achieving 98% on the Activity Survey have also contributed to the low NEET & Not Known numbers in Havering.
	Percentage of children in good or outstanding schools	Bigger is better	84%	±1.5%	87.8% GREEN	↑	85%	↑	82%	The percentage of children in good or outstanding schools has improved further during the final quarter of 2018/19 as a result of eleven schools being inspected in the period. All of these received a 'Good' judgement, with two Primaries improving their rating from 'Requiring Improvement' (RI).
	Number of children missing from education at month end (average for the quarter)	Smaller is better	N/A	N/A	7	↓	5	→	7	The average number of children missing from education has increased in comparison to last quarter by two children; however when compared to the same point last year, we have the same number of individuals. Two of the seven children reported are from the same family and, overall, figures remain consistently low.
	Percentage of Initial Child Protection conferences held within 15 days	Bigger is better	90%	10%	84% AMBER	↓	84.8%	↑	79.5%	The percentage of initial child protection conferences (ICPCs) held within 15 working days is slightly outside of the agreed tolerance for our annual target of 90%. Year to date performance remains affected by lower performance in the first half of the year but performance was consistently above target during the last quarter and is better than the London average. There remains continued close scrutiny of performance in this area by managers within the service.
	Number of children missing from care, missing from home or away from placement without authorisation	Smaller is better	N/A	N/A	98	↑	120	↑	126	The number of children missing from care, missing from home or away from placement without authorisation is lower than last quarter and the same period last year. Our new approach to safeguarding adolescents will include a strong focus on missing children and the associated risks for this cohort.
	Number of new in-house foster carers (cumulative)	Bigger is better	16	±10%	14 RED	-	7	↓	16	The target for the number of new in-house foster carers in 2018/19 was missed by two. Foster carer recruitment across London and nationwide is proving to be a challenge. Our recruitment and marketing is under review, with fostering ambassadors taking on a more active role. Foster Care Fortnight has seen increased activity in and around Havering in a bid to recruit more carers. Targeted recruitment will focus on carers who can meet the needs of the older young people we have seen coming into care over the last two years. Havering continues to outperform neighbouring boroughs in terms of recruitment. There are plans to collaborate with other LAs to look at recruitment and a joined-up approach to attracting the right candidates, speeding up the recruitment process and reviewing foster carer allowances; all of which impact on shaping the market.
	Number of adopters approved (cumulative)	Bigger is better	8	7	9 GREEN	-	7	↑	1	The number of adopters approved during 2018/19 has outperformed the target set by 1 adopter. Adopter recruitment remains focussed, intuitive, timely and thorough; enabling a more efficient process through to panel and ADM (Agency Decision Maker) sign-off.