



# Haverling

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

## ENVIRONMENT OVERVIEW & SCRUTINY COMMITTEE AGENDA

7.30 pm

Tuesday  
1 October 2013

Town Hall, Main Road,  
Romford

Members 6: Quorum 3

**COUNCILLORS:**

Jeffrey Brace (Chairman)  
Lynden Thorpe  
Keith Wells

John Mylod (Vice-Chair)  
Barbara Matthews  
David Durant

For information about the meeting please contact:  
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## AGENDA ITEMS

### 1 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

(if any) – received.

### 2 DISCLOSURE OF PECUNIARY INTERESTS

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

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

### 3 CHAIRMAN'S ANNOUNCEMENTS

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

### 4 MINUTES (Pages 1 - 6)

To approve as a correct record the Minutes of the meeting of the Committee held on 18 June 2013 and authorise the Chairman to sign them.

### 5 CHANGES TO MEMBERSHIP OF COMMITTEE

To note the revised membership of the Committee.

### 6 RIVER INGREBOURNE UPDATE

The Committee will receive a presentation on the maintenance of the River Ingrebourne.

### 7 ROMFORD MARKET

The Committee will receive an update on the events and initiatives being carried out to promote Romford Market

### 8 FINANCIAL STRATEGY

At the request of members, the Committee will receive details of the financial strategy within the Committee's remit.

**9 CORPORATE PERFORMANCE INFORMATION** (Pages 7 - 36)

The Committee will receive a report on the Corporate Performance Information as agreed by Cabinet at its meeting in July. This includes the Quarter 4 report.

**10 FUTURE AGENDAS**

Committee Members are invited to indicate to the Chairman, items within this Committee's terms of reference they would like to see discussed at a future meeting. Note: it is not considered appropriate for issues relating to individuals to be discussed under this provision.

**11 URGENT BUSINESS**

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

**Andrew Beesley  
Committee Administration  
Manager**

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**MINUTES OF A MEETING OF THE  
ENVIRONMENT OVERVIEW & SCRUTINY COMMITTEE  
Town Hall, Main Road, Romford  
18 June 2013 (7.30 - 9.15 pm)**

**Present:**

Councillors Jeffrey Brace (Chairman), John Mylod (Vice-Chair), Peter Gardner, Lynden Thorpe, David Durant, Barry Oddy (In place of Keith Wells) and John Wood (In place of Barbara Matthews)

Apologies for absence were received from Councillor Keith Wells and Councillor Barbara Matthews

**1 MINUTES**

The minutes of the meetings held on 29 April 2013 and 15 May 2013 (Special) were agreed as a correct record and signed by the Chairman.

**2 COMMITTEES ANNUAL REPORT**

The Committee discussed the items they had scrutinised over the last municipal year, and agreed there was some updates that they required on specific items.

The Committee noted and agreed that report and authorised the chairman to agree the final version for Council.

**3 ROMFORD MARKET**

The Committee received a presentation from the Head of Asset Management on Romford Market. The Committee noted that there were licensed traders who according to their conditions of their licenses were expected to turn up every Wednesday, Friday and Saturday. There were casual traders who paid a higher rate but were not tied into appearing every week.

The Committee raised concerns about the drop in numbers of licensed traders, in the last 5 year. The officer stated that they were working on a number of initiatives to try to bring people back to Romford Market.

The Committee was informed that the rental cost included the removal of rubbish at the end of the day. Officers explained that spot checks were

carried out to ensure that stallholders are not over generating waste. The majority of licensed traders now paid their rent by direct debit. This eliminated the safety of officers who used to have to collect rent, which could be large amounts of cash. If there were any late payments, the officers had a chip and pin machine, that stallholders could pay by card.

A member asked why the stallholders were not made to remove their own waste. Officers stated that the removal of rubbish was included in their rental agreement.

The Committee discussed issues about attracting more people to Romford. Officers stated that it was the council's view to get people into Romford however it was down to the stallholders to do the salesmanship of their goods. The officer explained how the market was marketed, though different locations and groups, these included the visitor centre, Living magazine, coach magazines, visitors guide to Havering as well as through other websites and newspaper articles.

A member asked about competing traders and how these were located in the market place. Officers stated that there was a rule that competing traders should be 80 feet away from each other.

The officer outlined the current issues and how they were being addressed. The biggest problem which was noticed by most people was the licensed traders not turning up, which created a poor visual image. There was resistance to new traders from existing ones who do not welcome competition and with the current economic climate, retailing in general was at a low point. The council was working hard to attract more short term traders but it was difficult given the surrounding environment of empty shops and mothballed development.

A number of options and initiatives were discussed about how the market could be better utilised included a new food court which would be opening on Saturday 22<sup>nd</sup> June 2013. Other options included speciality markets, incorporating the North Street trader back into the Market Place, increase promotion and events i.e. St Georges Day, Christmas.

#### **4 WASTE STRATEGY UPDATE**

The Committee received a briefing from the Head of Streetcare on the Waste Prevention and Reward Campaigns. He stated that through the Department of Communities and Local Government (DCLG) Weekly Collection Support Scheme, Havering had been awarded £1 million for a rewards and incentive scheme and £350,000 for a waste prevention campaign.

The Committee noted the number of prevention activities that had been put in place including Home Composting Bins, Love Food Hate Waste

campaign, Real Nappy campaign as well as Give and Take days which take place once a month at Central Library

For the rewards and incentive scheme, a contract was out to tender. The service was using the Royal Borough of Windsor and Maidenhead Framework and working with iESE to procure a contractor to deliver the project.

The specification had been written with key objections of encouraging resident to reduce their waste primarily by increasing recycling. Residents would be asked to sign up to the scheme and would be awarded points on a loyalty card which depended on the tonnage of recycling produced. The reward points could then potentially be either donated to local charities, school or used as discounts in local retailers.

It was anticipated that the scheme would start in late November/ early December 2013.

The Committee raised concerns about bottle boxes and how the glass was currently separated. The officer explained that glass was separated at the Bio-MRF however the quality was not as good as if the glass was separate from household waste. It was noted that the regular bottle banks were well used across the borough.

The Committee discussed about the recent flytipping that had been occurring in the borough. The officer stated that there had been significant amounts of rubbish flytipped recently which Havering had to dispose of. He added that officers had good intelligence about who was carrying out this offence and that cameras had now been erected to monitor the situation, streetcare officers were working with the Police, other Local Councils and the Environment Agency in a joint approach to the matter.

## **5 FOOTWAY PARKING BAYS**

The Committee received a briefing on the footway parking bays. There were two distinct issues, these were unregulated parking that needs enforcement and the installation of regulated footway parking bays.

The Head of Streetcare explained that not all footways and carriageways are suitable for footway parking. He explained that at present where there were bays in place there was no programmed regime for re-lining. However Streetcare were looking to get this regular programme in place which would be a rolling 4-5 year programme. This would include the checking of lines as well as ensuring the time plates were in place too.

The Committee was informed that there were only four officers in the team and that every request received from the public, or from members, was logged. Every request then needed to be inspected, a report, and if necessary, a drawing put together, before instructing the contractor to carry

out the works. Therefore the timescale for each request from start to finish was approximately 3 months.

## 6 **COMMITTEE'S WORK PROGRAMME REPORT**

The Committee considered and agreed their work programme for the next municipal year. It was agreed that a Topic Group on Food Safety would be carried out within the municipal year.

A copy of the agreed work programme is attached

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**Chairman**



Environment Overview and Scrutiny Committee				
Meeting 1 (18 June 13)	Meeting 2 (1 October 2013)	Meeting 3 (7 November 2013)	Meeting 4 (28 January 2014)	Meeting 5 (11 March 2014)
Committee's Work Programme Report	River Ingrebourne Update	Food Safety (although this may now be a topic group)	Romford Market update	Parks and Parks Enforcement
Committee's Annual Report	Romford Market	Operation Augusta	Carbon Footprint/ LED lighting	Air Quality
Draft Waste Strategy Department for Communities and Local Government Weekly Collections Support Scheme	Financial Strategy within the remit of the Committee	Bridge Structures	Update on tracker of vehicles	
Footway Parking Bays				
Romford Market				

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## CABINET

### 10 July 2013

<b>Subject Heading:</b>	Annual Corporate Performance Report 2012/13
<b>Cabinet Member:</b>	Councillor Michael White
<b>CMT Lead:</b>	Cynthia Griffin
<b>Report Author and contact details:</b>	Claire Thompson, Corporate Policy & Community Manager, <a href="mailto:claire.thompson@havering.gov.uk">claire.thompson@havering.gov.uk</a> 01708 431003
<b>Policy context:</b>	The report sets out the Council's annual performance for the Corporate Performance Indicators for 2012/13.
<b>Financial summary:</b>	There are no direct financial implications arising from this report. It is expected that the delivery of targets will be achieved within existing resources.
<b>Is this a Key Decision?</b>	No
<b>Is this a Strategic Decision?</b>	No
<b>When should this matter be reviewed?</b>	The Annual Corporate Performance Report will be brought to Cabinet following the end of each financial year.
<b>Reviewing OSC:</b>	Value, Towns and Communities, Individuals, Environment, Children and Learning, Adult

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

Ensuring a clean, safe and green borough	[X]
Championing education and learning for all	[X]
Providing economic, social and cultural activity in thriving towns and villages	[X]
Valuing and enhancing the lives of our residents	[X]
Delivering high customer satisfaction and a stable council tax	[X]

## SUMMARY

This report sets out the Council's annual performance for the Corporate Performance Indicators in 2012/13 (financial year) against the five Living Ambition Goals of the Corporate Plan:

- Environment
- Learning
- Towns and Communities
- Individuals
- Value

### Annual Performance 2012/13

A RAG rating has been applied for performance against the 2012/13 Annual Target as follows:-

- Green = on or within 5% of the Annual Target\*
- Amber = more than 5% off the Annual Target and where performance has *improved* compared to 2011/12\*
- Red = more than 5% off the Annual Target and where performance has *not improved* compared to 2011/12\*
- No colour = data not yet available or partnership indicator (see below)

*\* All figures have been rounded up or down to the nearest 0.5 of a per cent*

Of the 51 indicators measured annually, 42 have been given a RAG status. In summary:-

- 31 indicators (74%) are rated as Green
- 6 indicators (14%) are rated as Amber
- 5 indicators (12%) are rated as Red

A RAG rating has not been given for the partnership indicators (listed in a separate table towards the end of Appendix 1), as the Council is not solely responsible for the target nor the outturn figure.

### Direction of Travel

Also included is a Direction of Travel (DoT), which compares performance for 2012/13 with performance for 2011/12. A green arrow (↑) signifies performance is better than 2011/12 and a red arrow (↓) signifies performance is worse than 2011/12. A black arrow (→) signifies that performance is the same as in 2011/12.

Together, **85%** of indicators are rated as **Green** (on or within 5% of target) and/or have shown **better** performance since 2011/12.

## Annual Targets 2013/14

The report also includes proposed Annual Targets for 2013/14. Where the target has changed from last year, this has been highlighted in yellow.

## New Corporate Performance Indicators for 2013/14

Each year, the list of Corporate Performance Indicators is reviewed. This year, 11 new indicators have been proposed for the Corporate Performance Reports, including three new indicators for Public Health. These are listed at the end of Appendix 1.

### RECOMMENDATIONS

Members are asked to review the contents of the report.

### REPORT DETAIL

Highlighted below is the Council's annual performance for the Corporate Performance Indicators in 2012/13, where performance has been RAG rated as **Green** or **Amber** and shown an improvement on the previous year; and where performance has been RAG rated as **Red**. For these few indicators, corrective action is taking place to improve performance in 2013/14.

## Green or Amber and showing better performance than 2011/12

### Environment

Indicator	Annual Target	Annual Performance	DOT
SC11 - % of missed collections put right within target	93%	94.3%	↑
Good working relationships with BIFFA has meant we have cleared most missed collections within the required deadline and as a result we have continued to exceed our target. Performance is better than target and better than this time last year.			
CSP2 - The number of anti-social behaviour incidents reported	5,970	5,431	↑
Performance is better than target (by 9%) and better than this time last year (by 10.9%).			

Indicator	Annual Target	Annual Performance	DOT
SC18 - Total number of fly tip incidents	2,704	2,842	↑
Performance is within tolerance, despite higher levels of fly tipping in June, July and August, and is better than this time last year by 4%. The enforcement team will continue to investigate fly tipping incidents and carry out prosecutions, where possible, to reduce the overall figure.			

### Learning

Indicator	Annual Target	Annual Performance	DOT
LA6 - % of Early Years providers, including those in schools, judged Good or Outstanding by OFSTED	73%	76.4%	↑
Performance is better than target and better than this time last year. Performance is also better than Quarter 3 2012/13, when the outturn was 74.9%			
LA1 - Number of apprentices recruited in the borough	500 (AY 12-13)	242 (Q1 AY 12-13)	↑
The target of 500 was set by the 14-19 Partnership, as part of a three year programme to increase the number of apprenticeships in the borough. This indicator is measured by academic year (AY) which runs from August to July. The figure provided is therefore the Quarter 1 figure (Aug-Jul 2012). Performance is better than target and better than this time last year.			

### Towns and Communities

Indicator	Annual Target	Annual Performance	DOT
R3 - Number of businesses accessing advice through regeneration initiatives	600	847	↑
Performance is better than target and better than this time last year.			
R2 - Net external funding (£) secured through regeneration initiatives	£1,000,000	£3,602,600	↑
Performance is better than target and better than this time last year.			
CL2 - Number of library visits (physical)	1,520,000	1,718,881	↑
Performance is better than target and better than this time last year.			
(ex) NI155 - Number of affordable homes delivered (gross)	250	487	↑
This total includes an additional 28 units at Rushden Gardens, 178 at Orchard Village and 6 shared ownership properties at Gladstone Place not included in the original 2012/13 target. Performance is better than target and better than this time last year.			
DC4 - % of appeals allowed against refusal of planning permission	30%	24.4%	↑

Indicator	Annual Target	Annual Performance	DOT
The service reviews all appeal decisions and keeps an eye out for trends so that any issues in our decision making can be addressed. Performance is better than target and better than this time last year.			
(ex) NI158 - % of decent council homes	58.72%	40.1%	↑
It is proposed that this indicator is replaced by the 'Number of homes made decent' (listed at the end of Appendix 1) because it is more indicative of the actual number of homes being made 'decent' and the work that is taking place in this area.			
(ex) NI157a - Processing of major applications within 13 weeks (%)	60%	56%	↑
In Quarter 1 performance was impacted by the new Community Infrastructure Levy (CIL) and in Quarter 2 a number of proposals were negotiated with developers before a decision was made. However, performance was above target in Quarter 3 (86%) and Quarter 4 (63%). Overall, performance is outside the 5% tolerance but better than this time last year.			

### Individuals

Indicator	Annual Target	Annual Performance	DOT
(ex) NI125/2B - Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement services	85%	82%	↑
The Reablement Service was outsourced in November 2012. In light of this, performance is encouraging and demonstrates the benefits of reablement in preventing hospital readmissions and admissions into residential settings. Performance is within the 5% tolerance and better than this time last year.			
CY13 - % of Child Protection Plans lasting more than 24 months	5%	3.7%	↑
Whilst there has been an increased number of child protection plans this financial year compared to previous years, the duration of those plans remains relatively short. Performance is better than target and better than this time last year.			
L5 - Total number of Careline and Telecare users in the borough	3,600	3,797	↑
There has been an increase of 2.06% compared to the figure for Quarter 3 (3,720). Performance is better than target and better than this time last year.			
L3 - % of people who, having undergone reablement, return to ASC 91 days after completing reablement and require an on-going service	7%	6.9%	↑
The Reablement Service was outsourced in November 2012. In light of this, performance is encouraging and demonstrates the benefits of reablement in preventing the need for longer term services. Performance is better than target and better than this time last year.			
(ex) NI130/1C (i) - % of people using social care who receive self-directed support and those receiving direct payments	60%	48.4%	↑
In 2012/13 there were 3031 people who received self-directed support, compared to 2656 in 2011/12. Performance is worse than target but better than this time last year. Work will continue within the Service to ensure that Self Directed Support is further embedded as the default way we work. In addition, Assessment and Care Management are introducing new			

Indicator	Annual Target	Annual Performance	DOT
supervision procedures and performance indicators to focus on this and other key performance activities at a practitioner level to embed performance management throughout the service areas.			
(ex) NI130/1C (ii) - Direct payments as a proportion of self-directed support (%)	15%	10.1%	↑
For 2012/13 a more stretching target was set for this indicator in order to continue to increase the amount of choice and control for social care clients. However, in line with the national picture, the Service continues to face challenges in increasing the take up of direct payments for older people. Performance is worse than target but better than this time last year. The Service is working hard to help people make best use of the money they receive to purchase their own care services. A dedicated team has been established to work with service users seeking to retain domiciliary care provision from providers who were unsuccessful in being part of the new Framework Agreement. The vehicle employed is a direct payment which should facilitate a significant increase in take up this year and further imbed the practise with practitioners.			
(ex) NI131/2C (ii) - Number of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and health per 100,000	3	3.2	↑
This is a partnership indicator between Adult Social Care (ASC) and Health relating to hospital discharges which measures the total number of delayed discharges across the system including in the hospital itself. Performance is slightly worse than target but has shown significant improvement in 2012/13, with an average of 6 delays per week in comparison to 10.2 per week in 2011/12.			
CY2 - % of placements lasting at least 2 years	75%	63%	↑
Performance is now more in line with the average for England (68% in 2011/12) and our statistical neighbours (70.6% in 2011/12). Performance is worse than target but significantly better than this time last year. The target of 75% was a very challenging target; especially coming from the 2011/12 outturn of 49.1%. By achieving 63% the service has made significant progress. In 2013/14, the service will continue the drive to recruit more foster carers to increase placement choice and improve processes to increase the number of placements lasting at least 2 years.			
L6 - Number of extra care housing units in the borough	216	186	↑
The developments originally expected at Cole and Cockabourne Courts did not go ahead as originally planned. Performance is worse than target but better than this time last year. The new Extra-Care Housing Strategy is currently being developed which sets out proposals for delivering Extra-Care Housing in the future.			



Value

Indicator	Annual Target	Annual Performance	DOT
CI1 - Sickness absence rate per annum per employee (days)	7.6 days	7.7 days	↑
Work to reduce levels of sickness across the Council is ongoing, including the implementation of a new Managing Sickness Absence policy, updated training for managers in dealing with sickness absence, and the ongoing development and improvement of sickness absence monitoring. Performance is within the 5% tolerance, with a considerable improvement compared to this time last year.			
CS1 - % of council tax collected	97%	97.0%	↑
This is the highest performance achieved for council tax collection in the last six years.			

**Red and showing worse performance than 2011/12**

Learning

Indicator	Annual Target	Annual Performance	DOT
(ex) NI075 - KS4: % of pupils who achieve 5 or more A*-C grades, including Maths and English	68%	61.1% (2011/12)	↓
The outturn for the academic year 2011/12 is primarily due to the issues with the English GCSE grading in the summer. Havering was one the most affected authorities in English with over 10% of our pupils not gaining their expected grade. As this was part of a national marking issue, no corrective action is required. We will continue to support all our schools and academies to achieve the best results possible.			

Value

Indicator	Annual Target	Annual Performance	DOT
CS4 - Speed of processing changes in circumstances of HB/CTB claimants (days)	12 days	21.2 days	↓
CS3 - Speed of processing new HB/CTB claims (days)	19 days	29.7 days	↓
The indicators relating to Housing Benefit and Council Tax Benefit are recession related. There has been an increase in the numbers of people claiming housing and council tax benefit and needing to be assessed for those benefits because of changes in their circumstances. This increase has put substantial pressure on the staff processing these claims. A strategy to improve performance is in place and we are using additional government funding to clear the outstanding work. Actions are progressing; however there will be a drop in performance during Quarter 1 2013/14 while the backlog is cleared			
CS10 - % of Member/MP enquiries completed within 10 days	90%	81.1%	↓
CS7 - % of corporate complaints completed within 10 days	90%	68.4%	↓

Indicator	Annual Target	Annual Performance	DOT
<p>Initial teething problems with the ELIF system have now been resolved. However, the implementation of a new system during the second half of the year has had a large impact on performance. In addition, there were more complaints logged in 2012/13 (998) compared to 2011/12 (891). There is an expectation that performance will improve in 2013/14. The way in which we measure complaints is being reviewed to reflect more accurately the quality of response and customer satisfaction. The number of complaints has increased compared with the previous year but first time resolution (and therefore customer satisfaction) has remained high.</p>			

The full Annual Corporate Performance Report 2012/13 is attached as Appendix 1.

**REASONS AND OPTIONS**

**Reasons for the decision:** To provide Cabinet Members with an update on the Council’s annual performance for the Corporate Performance Indicators in 2012/13.

**Other options considered:** N/A

**IMPLICATIONS AND RISKS**

**Financial implications and risks:**

Adverse performance for some Corporate Performance Indicators may have financial implications for the Council. Whilst it is expected that targets will be delivered within existing resources, officers regularly review the level and prioritisation of resources required to achieve the targets agreed by Cabinet at the start of the year.

**Legal implications and risks:**

Whilst reporting on performance is not a statutory requirement, it is considered best practice to regularly review the Council’s progress against the Corporate Plan.

**Human Resources implications and risks:**

There are no specific Human Resources implications.

**Equalities implications and risks:**

The following Corporate Performance Indicators rated as ‘red’ could potentially have equality and social inclusion implications if performance does not improve:

- CS4 - Speed of processing changes in circumstances of HB/CTB claimants (days)

- CS3 - Speed of processing new HB/CTB claims

The commentary for each indicator provides further detail on steps that will be taken to improve performance.

## **BACKGROUND PAPERS**

The Corporate Plan 2011-14 and 'Plan on a Page' 2013-14 are available on the Living Ambition page of the Council website at:

<http://www.havering.gov.uk/Pages/Campaigns/living-ambition-our-20-year-vision.aspx>

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**Appendix 1: Annual Corporate Performance Report 2012/13**  
**Cabinet - 10<sup>th</sup> July 2013**

**Key**

RAG Rating		Direction of Travel (DoT)	
<b>Green</b>	On or within 5% of the Annual Target	↑	Performance is better than 2011/12
<b>Amber</b>	More than 5% off the Annual Target and where performance has <i>improved</i> compared to 2011/12	→	Performance is the same as 2011/12
<b>Red</b>	More than 5% off the Annual Target and where performance has <i>not improved</i> compared to 2011/12	↓	Performance is worse than 2011/12

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

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
(ex) NI195d	% of fly posting	Smaller is Better	1%	0%	0%	→	1%	Performance is on target as a result of continuing enforcement action in key areas such as shopping centres around the borough. Performance is better than target and the same as this time last year. The target will remain 1% for 2013/14.	Streetcare
SC11	% of missed collections put right within target	Bigger is Better	93%	94.3%	94%	↑	93%	Good working relationships with BIFFA has meant we have cleared most missed collections within the required deadline and as a result we have continued to exceed our target. Performance is better than target and better than this time last year. The target remains 93% for 2013/14.	Streetcare

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Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
CSP2	The number of anti-social behaviour incidents reported	Smaller is Better	5,970	5,431	5,995	↑	MOPAC Target	Performance is better than target (by 9%) and better than this time last year (by 10.9%). The target for 2013/14 is yet to be determined by the Mayor's Office for Policing and Crime (MOPAC).	Customer Services
SC18	Total number of fly tip incidents	Smaller is Better	2,704	2,842	2,972	↑	2,704	Performance is within tolerance, despite higher levels of fly tipping in June, July and August, and is better than this time last year by 4%. The enforcement team will continue to investigate fly tipping incidents and carry out prosecutions, where possible, to reduce the overall figure. The target remains 2,704 for this indicator.	Streetcare
(ex) NI191	Residual household waste (kg) per household	Smaller is Better	645kg	599 kg (Feb, prov.)	652.8kg	NA	640kg	The performance figure is provisional, based up to February 2013. The service is awaiting the quarterly/annual figure. Therefore no RAG rating or DoT has been provided. Performance is just worse than target to date. The target has been reduced by 5kg for 2013/14.	Streetcare
(ex) NI192	% of household waste sent for reuse, recycling and composting	Bigger is Better	36%	35% (Feb, prov.)	35.4%	NA	36%	The service will continue to encourage residents to recycle more and put their waste out for collection in the correct bags. Where there are problems with this, the service will investigate and take the appropriate action. The performance figure is provisional, based up to February 2013. The service is awaiting the quarterly/annual figure. Therefore no RAG rating or DoT has been provided. Performance is just worse than target for this indicator to date. The target remains 36% for 2013/14.	Streetcare
(ex) NI185/R8	Greenhouse gas emissions from Local Authority estate and operations	Smaller is Better	24,358 tonnes	Not available until July	25,700 tonnes	NA	To be set in July	The outturn for this indicator is not available until July. It will therefore be included in the Quarter 1 or Quarter 2 2013/14 report. The target for 2013/14 will be set in July once the outturn has been reviewed.	Customer Services

## Learning - to champion education and learning for all

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
(ex) NI117	% of 16 to 19 year olds (school years 12-14) who are not in education, employment or training	Smaller is Better	5.1%	4.6 %	4.5%	↓	4.9%	Performance is better than target, although slightly worse than this time last year. A target of 4.9% has been set for 2013/14.	Learning and Achievement
LA10	KS4 - number of schools below the floor standard where fewer than 35% of pupils achieve A*-C grades in both Maths and English and make less than average progress in Maths and English	Smaller is Better	0	0 (2011/12)	0 (2010/11)	→	0	This indicator is reported by academic year. Performance is on target and we have maintained our performance from last year. The target remains 0 for 2013/14.	Learning and Achievement
LA9	KS2 - number of schools below the floor standard where fewer than 60% of pupils achieve Level 4 or above in both Maths and English and make less than average progress in Maths and English	Smaller is Better	0	0 (2011/12)	0 (2010/11)	→	0	This indicator is reported by academic year. Performance is on target and we have maintained our performance from last year. The target remains 0 for 2013/14.	Learning and Achievement
LA6	% of Early Years providers, including those in schools, judged Good or Outstanding by OFSTED	Bigger is Better	73%	76.4%	73%	↑	75%	Performance is better than target and better than this time last year. Performance is also better than Quarter 3 2012/13, when the outturn was 74.9% The target has been increased by 2% for 2013/14.	Learning and Achievement
LA1	Number of apprentices recruited in the borough	Bigger is Better	500 (AY 12-13)	242 (Q1 AY 12-13)	229 (Q1 AY 11-12)	↑	NA	The target of 500 was set by the 14-19 Partnership, as part of a three year programme to increase the number of apprenticeships in the borough. This indicator is measured by academic year (AY) which runs from August to July. The figure provided is therefore the Quarter 1 figure (Aug-Jul 2012). Performance is better than target and better than this time last year. The target for the academic year 2013/14 will be set once the 2012/13 outturn has been reviewed.	Learning and Achievement

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
LA5	% of 3 and 4 year olds who have access to an early education entitlement place if their parents wish ( <i>Whilst this refers to access to places, it is actually measured on take up of places. The wording has remained the same because this is how it is reported to the Department for Education</i> )	Bigger is Better	90%	96%	96%	→	90%	The Council is now using DfE published figures for this indicator, instead of Council termly data. This is because termly data fluctuates throughout the year and an annual figure based on the financial year provides a more accurate picture of take up. The DfE figure is also what our funding is based on. Performance is better than target and the same as this time last year  The target remains 90% for 2013/14.	Learning and Achievement
LA25	People of working-age qualified to at least level 2 (% of working age population)	Bigger is Better	63.6%	65.7% (Jan 2012)	New indicator	NA	65%	This indicator is sourced through the ONS annual population survey; therefore the figures can vary depending on the people that have taken part. This indicator is also difficult to influence and is included more for monitoring purposes. Performance is better than target, although below the figure for London (75.1%) and Great Britain (71.8%).  The target has been increased to 65% for 2013/14.	Learning and Achievement
(ex) NI075	KS4 - % of pupils who achieve 5 or more A*-C grades, including Maths and English	Bigger is Better	68%	61.1% (2011/12)	63.9% (2010/11)	↓	68%	Havering was one the most affected authorities with regards to the issues with English GCSE grading in the summer of 2012, with over 10% of our pupils not gaining their expected grade - <a href="http://www.guardian.co.uk/news/datablog/2012/oct/18/gcse-english-rates-local-authority?INTCMP=SRCH">www.guardian.co.uk/news/datablog/2012/oct/18/gcse-english-rates-local-authority?INTCMP=SRCH</a> . This has impacted on performance figures. Performance is worse than target and worse than the outturn in 2010/11. <b>Corrective Action</b> As the grade boundaries have been changed, there is no corrective action required.	Learning and Achievement



Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
LA8	% of children with a good level of achievement in Early Years Foundation Stage	Bigger is Better	NA	60% (2011/12)	58.6% (2010/11)	↑	NA	No target was set for this indicator, as the Service was awaiting the outcome of a Government report. Now this report has been received, there have been changes to the curriculum and this indicator will no longer need to be measured. A figure has been included for information for 2011/12, but the indicator will be removed from the report next year.	Learning and Achievement

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

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
R3	Number of businesses accessing advice through regeneration initiatives	Bigger is Better	600	847	666	↑	700	Performance is better than target and better than this time last year. The target has been increased to 700 for this indicator.	Regeneration
R2	Net external funding (£) secured through regeneration initiatives	Bigger is Better	£1,000,000	£3,602,600	£3,240,235	↑	£1,000,000	Performance is better than target and better than this time last year. Whilst the target has been achieved, the economic climate makes it uncertain how much funding will be available in 2013/14. Therefore, the target will remain the same for this indicator.	Regeneration
CL2	Number of library visits (physical)	Bigger is Better	1,520,000	1,718,881	1,632,643	↑	1,600,000	Performance is better than target and better than this time last year. The target has been increased to 1,600,000 for 2013/14.	Culture and Leisure
(ex) NI155	Number of affordable homes delivered (gross)	Bigger is Better	250	487	426	↑	250	This total includes an additional 28 units at Rushden Gardens, 178 at Orchard Village and 6 shared ownership properties at Gladstone Place not included in the original 2012/13 target. Performance is better than target and better than this time last year. The target remains 250 for 2013/14.	Homes, Housing and Public Protection

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
DC4	% of appeals allowed against refusal of planning permission	Smaller is Better	30%	24.4%	25%	↑	30%	The service reviews all appeal decisions and keeps an eye out for trends so that any issues in our decision making can be addressed. Performance is better than target and better than this time last year. The target remains 30% for 2013/14.	Development and Building Control
(ex) NI158	% of decent council homes	Bigger is Better	58.4%	58.7%	40.1%	↑	To be replaced with new indicator	It is proposed that this indicator is replaced by the 'Number of homes made decent' (listed at the end of this report) because it is more indicative of the actual number of homes being made 'decent' and the work that is taking place in this area. Performance is better than target and better than this time last year.	Homes, Housing and Public Protection
H5	% of rent arrears against rent debit	Smaller is Better	2%	2.2%	2.1%	↓	2.5%	This indicator falls within the 5% tolerance (approximately £18,456 in monetary terms) and has been given a RAG status of 'green'. Performance is slightly below this time last year. The target of 2% was always going to be challenging in view of a 9.2% rent increase and the current economic climate. The Income Recovery team have an action plan in place to ensure recovery action is taken without delay and cases are progressed within timescales. In addition, Welfare Reform is expected to impact on this indicator and the Welfare Reforms working group will be monitoring rent arrears and addressing any challenges in 2013/14. In light of the perceived challenges this year, the target has been increased to 2.5% for 2013/14.	Homes, Housing and Public Protection

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
(ex) NI157b	Processing of minor applications within 8 weeks (%)	Bigger is Better	65%	62%	73%	↓	65%	<p>The increase in legal agreements needed to secure the Council's Planning Obligations tariff together with some incidences of staff turnover and sickness have affected continuity of application handling and the speed at which planning decisions can be made. Performance is within the 5% tolerance but worse than this time last year.</p> <p>The target remains 65% for 2013/14.</p>	Development and Building Control
(ex) NI157c	Processing of other applications within 8 weeks (%)	Bigger is Better	80%	77%	86%	↓	80%	<p>Some incidences of staff turnover and sickness have affected continuity of application handling and the speed at which a planning decision can be issued. Additional resources have now been put in place to help get performance back on track for next year. Performance is within the 5% tolerance but worse than this time last year.</p> <p>The target remains 80% for 2013/14.</p>	Development and Building Control
(ex) NI157a	Processing of major applications within 13 weeks (%)	Bigger is Better	60%	56%	45%	↑	60%	<p>In Quarter 1 performance was impacted by the new Community Infrastructure Levy (CIL) and in Quarter 2 a number of proposals were negotiated with developers before a decision was made. However, performance was above target in Quarter 3 (86%) and Quarter 4 (63%). Overall, performance is outside the 5% tolerance but better than this time last year.</p> <p><b>Corrective Action</b></p> <p>As performance has improved in Quarters 3 and 4, no corrective action is required.</p> <p>The target remains 60% for 2013/14.</p>	Development and Building Control

## Individuals - to value and enhance the lives of our residents

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
(ex) NI125/ 2B	Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement services	Bigger is Better	85%	82%	77.2%	↑	TBC	The Reablement Service was outsourced in November 2012. In light of this, performance is encouraging and demonstrates the benefits of reablement in preventing hospital readmissions and admissions into residential settings. Performance is within the 5% tolerance and better than this time last year.  A target is yet to be set for 2013/14.	Adult Social Care
CY13	% of Child Protection Plans lasting more than 24 months	Smaller is Better	5%	3.7%	6.9%	↑	4%	Whilst there has been an increased number of child protection plans this financial year compared to previous years, the duration of those plans remains relatively short. Performance is better than target and better than this time last year.  The target has been reduced by 1% for 2013/14. This is in light of the measures put in place to prevent children being on a Child Protection Plan for longer than 2 years.	Children and Young People
L5	Total number of Careline and Telecare users in the borough	Bigger is Better	3,600	3,797	3,366	↑	3,900	There has been an increase of 2.06% compared to the figure for Quarter 3 (3720). Performance is better than target and better than this time last year.  The target has been increased to 3900 for 2013/14.	Homes, Housing and Public Protection
L3	% of people who, having undergone reablement, return to ASC 91 days after completing reablement and require an ongoing service	Smaller is Better	7%	6.9%	7.8%	↑	TBC	The Reablement Service was outsourced in November 2012. In light of this, performance is encouraging and demonstrates the benefits of reablement in preventing the need for longer term services. Performance is better than target and better than this time last year.  A target is yet to be set for 2013/14.	Adult Social Care

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
(ex) NI065	% of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years	Smaller is better	8%	0.7%	NA	NA	4%	<p>This financial year, there has only been one child who became subject of a child protection plan for the second or subsequent time within two years. This demonstrates the sustained positive outcomes which local child protection services are helping to achieve.</p> <p>The wording of this indicator has been modified to include 'within 2 years' to echo the findings of the Munro report (before it had an open ended timescale). Therefore the outturn is not comparable with 2011/12 and no DoT has been provided. Performance is better than target.</p> <p>The target has been reduced by 4% for 2013/14. In light of the additional measures that have been put in place to support children and families, the service does not predict a huge increase for this indicator over the next year.</p>	Children and Young People
(ex) NI130/1C (i)	% of people using social care who receive self-directed support and those receiving direct payments	Bigger is Better	60%	48.4%	45.2%	↑	70%	<p>In 2012/13 there were 3031 people who received self-directed support, compared to 2656 in 2011/12. Performance is worse than target but better than this time last year.</p> <p><b>Corrective Action</b></p> <p>Work will continue within the Service to ensure that Self Directed Support is further embedded as the default way we work. In addition, Assessment and Care Management are introducing new supervision procedures and performance indicators to focus on this and other key performance activities at a practitioner level to embed performance management throughout the service areas.</p> <p>The target has been nationally set at 70% for 2013/14.</p>	Adult Social Care

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
(ex) NI130/1C (ii)	Direct payments as a proportion of self-directed support (%)	Bigger is Better	15%	10.1%	9.8%	↑	15%	<p>For 2012/13 a more stretching target was set for this indicator in order to continue to increase the amount of choice and control for social care clients. However, in line with the national picture, the Service continues to face challenges in increasing the take up of direct payments for older people. Performance is worse than target but better than this time last year.</p> <p><b>Corrective Action</b></p> <p>The Service is working hard to help people make best use of the money they receive to purchase their own care services. A dedicated team has been established to work with service users seeking to retain domiciliary care provision from providers who were unsuccessful in being part of the new Framework Agreement. The vehicle employed is a direct payment which should facilitate a significant increase in take up this year and further imbed the practise with practitioners.</p> <p>The target remains 15% for 2013/14.</p>	Adult Social Care
(ex) NI131/2C (ii)	Number of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and health per 100,000	Smaller is Better	3	3.2	5.5	↑	3	<p>This is a partnership indicator between Adult Social Care (ASC) and Health relating to hospital discharges which measures the total number of delayed discharges across the system including in the hospital itself. Performance is slightly worse than target but has shown significant improvement in 2012/13, with an average of 6 delays per week in comparison to 10.2 per week in 2011/12.</p> <p>The target remains 3 for 2013/14.</p>	Adult Social Care

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
CY2	% of placements lasting at least 2 years	Bigger is Better	75%	63%	49.1%	↑	68%	<p>Performance is now more in line with the average for England (68% in 2011/12) and our statistical neighbours (70.6% in 2011/12). Performance is worse than target but significantly better than this time last year.</p> <p><b>Corrective Action</b></p> <p>The target of 75% was very challenging; especially coming from the 2011/12 outturn of 49.1%. By achieving 63% the service has made significant progress. In 2013/14, the service will continue the drive to recruit more foster carers to increase placement choice and improve processes to increase the number of placements lasting at least 2 years.</p> <p>The target has been reduced to 68%, in line with the outturn figure for England in 2011/12.</p>	Children and Young People
L6	Number of extra care housing units in the borough	Bigger is Better	216	186	88	↑	TBC	<p>The developments originally expected at Cole and Cockabourne Courts did not go ahead as originally planned. Performance is worse than target but better than this time last year.</p> <p><b>Corrective Action</b></p> <p>The new Extra-Care Housing Strategy is currently being developed which sets out proposals for delivering Extra-Care Housing in the future.</p> <p>As the Extra-Care Housing Strategy is in development, a target is yet to be confirmed by the service.</p>	Homes, Housing and Public Protection
R9	% of residents that give up their time to volunteer (YCYS survey)	Bigger is Better	New indicator	NA	New indicator	NA	Increase on 2012/13 outturn	This indicator is included in the 'Your Council your Say' Survey that is currently taking place. The results from this will be available in Summer 2013.	Customer Services

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

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
CS11	% of NNDR collected	Bigger is Better	97%	96.1%	96.9%	↓	96.5%	Currently, the service is provided by the London Borough of Barking and Dagenham. However, the Council has decided to bring the service back in-house, although this will not be implemented until 2014/15. Performance is within the 5% tolerance but slightly down on this time last year. The target is 96.5% for 2013/14.	Customer Services
CI1	Sickness absence rate per annum per employee (days)	Smaller is Better	7.6 days	7.7 days	8.2 days	↑	7.6 days	Work to reduce levels of sickness across the Council is ongoing, including the implementation of a new Managing Sickness Absence Policy, updated training for managers in dealing with sickness absence, and the ongoing development and improvement of sickness absence monitoring. Performance is within the 5% tolerance, with a considerable improvement compared to this time last year. The target remains 7.6 days for 2013/14.	Internal Shared Services
ISS10	% of suppliers paid within 30 days of receipt, by Transactional Team, by invoice	Bigger is Better	97%	97%	97%	→	97%	For 2013/14, No PO and NO Pay, identification of disputed invoices and more efficient passing of invoices into ISS should see the target exceeded. Performance is on target for 2012/13 and is the same as this time last year. The target remains 97% for 2013/14.	Internal Shared Services
CS1	% of council tax collected	Bigger is Better	97%	97.0%	96.6%	↑	97%	This is the highest performance achieved for council tax collection in the last six years. The target remains 97% for 2013/14.	Customer Services
(ex) NI014	% avoidable contact	Smaller is Better	8%	4.5%	5.9%	NA	6%	CRM is not yet set up to measure this indicator because of delays in the CRM programme. Therefore the outturn for 2012/13 is based on sample contacts between April and October 2012. It is hoped that we will be able to measure Avoidable Contact via CRM by early Summer 2013. The target has been reduced by 2% for 2013/14 as outlined in the Corporate 'Plan on a Page 2013/14'.	Customer Services



Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
CS21	% customer satisfaction with the Contact Centre	Bigger is Better	80%	87.5%	New PI	NA	85%	Customer satisfaction is a high priority for the Council. Good performance on this indicator shows that customers are happy with the service that they receive in the Contact Centre. This is a new indicator for 2012/13, therefore no DoT has been provided. The target has been increased by 5% for 2013/14 as outlined in the Corporate 'Plan on a Page 2013/14'.	Customer Services
CS4	Speed of processing changes in circumstances of HB/CTB claimants (days)	Smaller is Better	12 days	21.2 days	11.8 days	↓	18 days	Performance has improved since Quarter 3 when the outturn was 28.9 days. However, it remains worse than target and worse than this time last year. <b>Corrective Action</b> A strategy to improve performance is in place and we are using additional Government funding to clear the outstanding work. Actions are progressing; however there will be a drop in performance during Quarter 1 2013/14 whilst the backlog is cleared. The target has been increased to 18 days for 2013/14, which is more realistic whilst still stretching for the service.	Customer Services
CS3	Speed of processing new HB/CTB claims (days) (NEW)	Smaller is Better	19 days	29.7 days	23.3 days	↓	24 days	The number of new claims has increased significantly in 2012/13. Performance has improved since Quarter 3 when the outturn was 30.9 days. However, it remains worse than target and worse than this time last year. <b>Corrective Action</b> A strategy to improve performance is in place and we are using additional Government funding to clear the outstanding work. Actions are progressing; however there will be a drop in performance during Quarter 1 2013/14 while the backlog is cleared. The target has been increased to 24 days for 2013/14, which is more realistic whilst still stretching for the service.	Customer Services

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
CS10	% of Member/MP enquiries completed within 10 days	Bigger is Better	90%	81.1%	85.4%	↓	90%	<p>The implementation of a new system during the second half of the year has had a large impact on performance for 2013/14. Performance is worse than target and worse than this time last year.</p> <p><b>Corrective Action</b></p> <p>Initial teething problems with the ELIF system have now been resolved and there is an expectation that performance will improve in 2013/14.</p> <p>The target for response to complaints remains 90%.</p>	Customer Services
CS7	% of corporate complaints completed within 10 days	Bigger is Better	90%	68.4%	73.2%	↓	90%	<p>Initial teething problems with the ELIF system have now been resolved. However, the implementation of a new system during the second half of the year has had a large impact on performance. In addition, there were more complaints logged in 2012/13 (998) compared to 2011/12 (891). Performance is worse than target and worse than this time last year.</p> <p><b>Corrective Action</b></p> <p>There is an expectation that performance will improve in 2013/14. The way in which we measure complaints is being reviewed to reflect more accurately the quality of response and customer satisfaction. The number of complaints has increased compared with the previous year but first time resolution (and therefore customer satisfaction) has remained high.</p>	Customer Services

**Partnership Performance Indicators (Council not solely responsible for target and/or performance)**

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Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
CSP1	The number of residential burglaries reported	Smaller is Better	1,909	2,101	2,075	↓	1,996 (MOPAC Target)	<p>There has been an increase in residential burglaries over the last 6 months, despite extra resources being put into place. These include a communication campaign to raise awareness and the deployment of a Police Territorial Support Group (a group of officers who target a specific problem). Performance is worse than target (by 10%) and also worse than this time last year (by 1.3%).</p> <p><b>Corrective Action</b></p> <p>Neighbouring boroughs have also seen an increase in burglaries over the last few months and a meeting of East London Boroughs took place in April to look at ways to address this.</p> <p>The target for 2013/14 has been determined by the Mayor's Office for Policing and Crime (MOPAC) and is a 6% reduction on the 2012/13 outturn.</p>	Customer Services
SC13	Casualty reductions - killed and seriously injured in Road Traffic Accidents	Smaller is Better	65	74 (2011)	63 (2010)	↓	65 (2012)	<p>Data for 2012 will not be available until Summer 2013, so the outturn from Summer 2012 has been provided. Performance is worse than target and worse than the previous year.</p> <p><b>Corrective Action</b></p> <p>Whilst the Council is just short of reaching the target set by Transport for London (TfL) this year, we are still performing better than 2009 (75), 2008 (84) and 2007(129). Therefore no corrective action is required.</p> <p>A target of 65 has been set for the 2012 outturn.</p>	Streetcare

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
(ex) NI131/2C (i)	Overall number of delayed transfers of care from hospital per 100,000 population	Smaller is Better	7	10.5	13.3	↑	10	<p>This is a partnership indicator relating to hospital discharges which measures the total number of delayed discharges across the system including in the hospital itself. A challenging target was set for 2012/13, which the Service and its partners have not met; however, there has been considerable improvement on last year's outturn. In 2012/13 there was an average of 19.6 delays per week, and in 2011/12 there were 24.7 delays per week. Performance is worse than target but better than this time last year.</p> <p><b>Corrective Action</b></p> <p>The Council continues to work with partners including BHRUT and NELFT to improve systems, processes and care in the community in order to prevent unnecessary hospital admissions and improve performance.</p> <p>The target has been increased to 10, as it is felt that 7 was an unrealistic target and 10 is more achievable in the current context.</p>	Adult Social Care

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Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
(ex) NI112	Teenage pregnancies per 1,000 population (< 18 year old girls)	Smaller is Better	35	28 (Q3 2011/12)	36.1 (Q3 2010/11)	↑	35	<p>In 2009, the outturn for this indicator was 40 per 1,000 girls. The Prevention Strategy in 2010 meant that investment in this area was maintained following the end of the national strategy and performance has continued to improve. The Council and its partners aim to reach a target of 35.0 per 1000 population by the end of 2013/14 and we remain on track to meet this target. Performance is better than target and better than this time last year at the end of 2012/13.</p> <p>NB. The figures do not correspond to the 2011/12 annual target and a RAG and DoT cannot be stated. This is because the ONS release conception statistics around 14 months after the period to which they relate (as information on a birth may not be available until 11 months after the date of conception and the ONS then require 3 months to compile the conception statistics).</p>	Children and Young People

**New Corporate Performance Indicators for 2013/14 (subject to approval)**

**Environment (1 indicator to be added)**

Ref.	Indicator	Value	2013/14 Annual Target	Comments	Service
New	Parking income against budget	NA	TBC	This is a new indicator to be added to the Corporate Performance Reports, which will measure parking income against budget.	Streetcare

**Towns and Communities (4 indicators to be added)**

Ref.	Indicator	Value	2013/14 Annual Target	Comments	Service
TBC	Number of homes made decent	Bigger is Better	2,224	This is a new indicator to be added to the Corporate Performance Reports and is intended to replace % Decent Council Homes as it is more indicative of homes being made decent.	Homes and Housing
TBC	Average void to re-let times	Smaller is Better	22 days	This is a new indicator to be added to the Corporate Performance Reports. The indicator is a driver of insuring there is a minimum waiting time between when a property is void and when it is re-let. This is significant as the Council does not receive rates for void properties.	Homes and Housing
TBC	Percentage of Leaseholder Service charge arrears (excluding major works) collected (quarterly snapshot set against estimated and actual figures)	Bigger is Better	95%	This is a new indicator to be added to the Corporate Performance Reports and is significant as the Leaseholder picks up some of the costs of the repairs to properties.	Homes and Housing
TBC	Percentage of repairs completed on time (including services contractors)	Bigger is Better	90%	This is a new indicator to be added to the Corporate Performance Reports and monitors repairs to Council properties.	Homes and Housing

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**Individuals (5 indicators to be added)**

Ref.	Indicator	Value	2013/14 Annual Target	Comments	Service
(ex) NI131 2C (iii)	Delayed transfers of care that are attributable to Adult Social Care only per 100,000 population (quarterly)	Smaller is Better	3.5	This is a new indicator to be added to the Corporate Performance Reports. The first two parts of this indicator are already Corporate Performance Indicators and the service would like to add this indicator as it highlights delayed transfers of care that are attributable to ASC only.	Adults Services
13	% children who wait less than 21 months between entering care and moving in with their adopting family (quarterly)	Bigger is Better	55%	This is a new indicator to be added to the Corporate Performance Reports. This is because adoption is a focus, both locally and nationally, reflected by new adoption scorecards that all local authorities will need to report on. A challenging target has been set for this indicator for 2013/14.	Children's Services

Ref.	Indicator	Value	2013/14 Annual Target	Comments	Service
TBC	Participation in National Child Measurement Programme (NCMP) (annual)	Bigger is Better	85% for Reception and Year 6	The NCMP is a surveillance system tracking the weight of children at two key stages. It is proposed that a target of 85% (set by the Department of Health) is retained for 2013/14 because it gives sufficient public health intelligence to monitor the health of the population and it is an indicator of the effectiveness of the public health transfer – that systems/contracts and processes have been stabilised, and not negatively affected by the transition.	Public Health
TBC	Take up of NHS Health Checks (quarterly) <b>(Partnership Target)</b>	Bigger is Better	16.5% offered 49% of those offered, received	The target will be to offer a health check to 16.5% of the eligible population; and of those offered 49% will receive a health check.  This would represent a very substantial increase in both the number of residents offered a check and the number of checks delivered in 2012/13 when this service was commissioned by the NHS. This improvement will require Public Health to build on existing good and effective relationships with general practice and explore the opportunities regarding alternative providers.  There are currently some information governance issues to be cleared and this is being discussed at a national level. If unresolved, this may impact on the quality of the data received by the Public Health Team.	Public Health
TBC	Chlamydia diagnoses (quarterly, but with a time lag of up to two quarters)	Bigger is Better	475 positive cases	This is the same number of positive cases as was commissioned last year (2012/13). The 2013/14 target is a stretch, as rates of chlamydia are falling in Havering amongst under 25s (which indicates the past effectiveness of the programme). As rates of chlamydia fall, then case finding becomes more difficult, thus 475 positive cases is an ambitious target.  The service will set trajectory targets throughout the year for this indicator. The rationale for this is some pharmacies require training, so will not be able to deliver the programme until quarter two, the uptake through outreach fluctuates during the year, and there is a seasonal dip in the summer. In addition, trajectory targets mitigate against the potential risk that transition arrangements (at Public Health England) may affect collecting/reporting schedules.	Public Health

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**Value (1 indicator to be added)**

Ref.	Indicator	Value	2013/14 Annual Target	Comments	Service
TBC	% of corporate complaints escalated to stage 2	Smaller is Better	10%	A stage 2 complaint provides more context around satisfaction with complaints by looking at the small percentage of complaints that are escalated to the Head of Service due to the customer's dissatisfaction with the initial response	Customer Services

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