

Quarter 2 2016/17 Corporate Performance Report

RAG Rating	Direction of Travel (DOT)		Description
Green	On or within the 'tolerance' of the quarter target	↑	Short Term: Performance is better than the previous quarter Long Term: Performance is better than at the same point last year
Amber	More than the 'tolerance' off the quarter target but where performance has improved or been maintained.	→	Short Term: Performance is the same as the previous quarter Long Term: Performance is the same as at the same point last year
Red	More than the 'tolerance' off the quarter target and where performance is worsening	↓	Short Term: Performance is worse than the previous quarter Long Term: Performance is worse than at the same point last year

Line.no	Indicator and Description	Value	2016/17 Annual Target	2016/17 Quarter 2 Target	Target Tolerance	2016/17 Quarter 2 Performance	Short Term DOT against 2016/17 (Q1)	Long Term DOT against 2015/16 (Q2)	Comments		Service	O&S Sub-Committee	
CLEAN: Supporting our community													
1	Avg. number of days taken to remove streetcare flytips (C)	Smaller is Better	1 day	1 day	±10%	1.8 days (RED)	↓	1.5 days	–	N/A - New indicator	The performance for Q2 is above target (where lower is better) and has worsened compared to last quarter. Ongoing data quality issues continue to be a problem which will be alleviated by the introduction of “in-cab” technology. An order has now been placed to equip the street cleansing fleet with “in-cab” devices which will monitor performance and should speed up response times. This more accurate way of recording is likely to show a greater number of fly tips cleared as previously unreported flytips will now be recorded. There has also been an increase in demand on the service during the last quarter due to the increased number of large flytips in more rural areas of the borough which often contain contaminated waste that require a specialist team and therefore take a longer time to clear. Corrective Action: Covert operations will be taking place to identify the perpetrators of large flytips, as well as partnership work with the Police, Environment Agency and Thurrock Council to tackle this issue. Rural roads are also checked by the enforcement team on a daily basis.	Environment <i>Local performance indicator</i>	Environment
2	The number of parks with Green Flag Status	Bigger is Better	11	NA	±1%	11 (GREEN)	–	N/A	↑	9	This is an annual indicator but has been included in the Q2 report as the annual Green Flag inspections were completed by environmental charity Keep Britain Tidy over the summer period. Havering was successful in gaining 11 Green Flags, an increase of 2 since last year. The parks with new Green Flag status are Central Park and Rise Park. A Green Flag flying is a sign to the public that the space boasts the highest possible standards, is beautifully maintained and has excellent facilities.	Environment <i>Local performance indicator</i>	Environment
CLEAN: Using our influence													
3	Percentage of other applications processed within 8 weeks (Note –extension of time agreements not included)(C)	Bigger is Better	80%	80%	±10%	68% (344 of 508) (RED)	↓	78% (408 of 523)	↓	86% (759 of 886)	During Q2, out of a total of 508 applications, 141 had Extension of Time Agreements, 134 of which were decided within the agreed time frame. This would give a revised percentage of 92% if EoT applications were taken into consideration for this PI. Corrective action: Performance has been impacted this quarter due to an isolated issue regarding notification. It impacted the ability to determine a batch of householder planning applications within the usual 8 week period. This was managed with the use of Extension of Time agreements and is not envisaged to happen again so no further corrective action is being taken. Separately, consultation has now closed on restructure proposals which would facilitate the outsourcing of the initial part of the planning application process. When implemented, this will streamline the process and will improve overall performance.	Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i>	Towns & Communities

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4	Percentage of major applications processed within 13 weeks (Note –extension of time agreements not included) (C)	Bigger is Better	65%	65%	±10%	33% (4 of 12) (AMBER)	↑	28.57% (2 of 7)	↓	35% (7 of 20)	During Q2, out of a total of 12 applications 5 had Extension of Time Agreements and 4 of these were decided within the agreed time frame. This would give a revised percentage of 67% if EoT applications were taken into consideration for this PI. Corrective action: Better pre-planning of major applications to avoid revisions where possible. Quick turn-round of the validation process when applications received, neighbour notification, officer visit/report and committee target date better timed to allow optimum ability to keep major applications in time without needing an EoT. Separately, consultation has now closed on restructure proposals which would facilitate the outsourcing of the initial part of the planning application process. When implemented, this will streamline the process and will improve overall performance.	Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i>	Towns & Communities
5	Percentage of minor applications processed within 8 weeks (Note –extension of time agreements not included) (C)	Bigger is Better	65%	65%	±10%	55% (62 of 113) (AMBER)	↑	46.46% (46 of 99)	↓	60% (134 of 224)	During Q2, out of a total of 113 applications, 33 had Extension of Time Agreements, 31 which were decided within the agreed time frame. This would give a revised percentage of 82% if EoT applications were taken into consideration for this PI. Corrective action: Various activities such as promotion of the pre-application advice offer, quick turn-round of the validation process when applications received, neighbour notification, officer visit/report and committee target date better timed to allow optimum ability to keep minor applications in time without needing an EoT. Separately, consultation has now closed on restructure proposals which would facilitate the outsourcing of the initial part of the planning application process. When implemented, this will streamline the process and will improve overall performance.	Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i>	Towns & Communities
6	Number of volunteers participating in community clean ups (C)	Bigger is Better	256	120	±10%	291 (GREEN)	↑	112	↑	110	The annual target for this PI has already been exceeded. In Q2 there were 18 community clean ups in which 179 volunteers that took part. These included Sanders School Year 7 pupils taking part in 4 clean-ups across 4 locations as well as various other groups partaking in regular clean-ups within different parks across the borough.	Policy and Performance <i>Local performance indicator</i>	Towns & Communities
7	Levy Waste tonnage (C)	Smaller is Better	85,386 Tonnes	43,346 tonnes	±0%	36,921 tonnes (Apr-Aug16 : Q2 figure not yet available)	↓	22,598 tonnes	N/A	NEW	The full quarter 2 figure is not available until 6-8 weeks after period end, but a provisional figure until the end of August has been provided. The waste service continues to deliver various schemes, events and initiatives to encourage re-use, recycling and waste minimisation.	Environment <i>Reported to Department for Environment, Food and Rural Affairs (DEFRA)</i>	Environment
8	Percentage of appeals allowed against refusal of planning permission (C)	Smaller is Better	35%	35%	±10%	26% (9 of 34) (GREEN)	↑	32% (10 of 31)	↑	58% (19 of 33)	The percentage of appeals allowed against refusal of planning permission remains well below target (where lower is better). Performance has improved significantly since this time last year.	Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i>	Towns & Communities
SAFE: Supporting our community													
9	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+) (C)	Smaller is better	598.01	289.0	±10%	344.5 (RED)	↓	159.2	↓	291.8	Performance in this area is currently above target (where lower is better) and performance has got worse since Q1. To date there have been 158 admissions into long stay establishments. At the same stage last year there had been 133. The complexity of needs of service users is also increasing, and the higher level of activity going through the hospital is also impacting adversely on this indicator. Corrective Action: As with previous years, there is continued pressure for placements in the Borough and work within the service continues to ensure that admissions are timely and appropriate and that all other community based options have been exhausted before long term placements are made. The average age of council-supported permanent admissions of adults (aged 65+) to residential and nursing care is 85 years.	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals

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10	Number of total notifiable offences (TNO) (C)	Smaller is Better	Awaiting targets from MOPAC	Awaiting Targets from MOPAC	±0%	4,194 (RED)	↑	4,526	↓	4,102	<p>The total number of TNO recorded this financial year to date is 8,720, an increase of 10.1% from 7,922 in the previous corresponding period. London wide there has been an increase of 6.3%. The sub-category of crime ‘Violence against the Person’ has contributed to four-fifths of the current increase, resulting from continued improvements in recording practices and better integrity of recorded crime data.</p> <p>Long term monthly trend data shows that the impact of recording changes was most notable from Apr-Jun 2015 (rising steeply through this quarter), whereas monthly performance levels have been less varied since Jul 2015. It would appear that, in terms of how crime is being recorded, the data is becoming more comparable and methodology changes are embedded.</p> <p>Corrective Action: The changes made in how police forces record and classify violent crimes has contributed to a ‘manufactured’ rise in violent crime figures nationally, but equally greater integrity in recording. The changes followed recommendations made by Her Majesty’s Inspectorate of Constabularies (HMIC), which raised concerns about the level of crimes being reported to police which were not recorded officially as crimes. On average, nationally, 20% of crimes reported to police which should have been recorded as crimes were not. Given these changes in recording, performance figures will not improve this financial year. However, the ONS is exploring measuring TNO through a weighted severity score rather than counting each incident, based on harm and risk. More details on this are anticipated to be released in 2017.</p>	Policy and Performance <i>Reported to Mayor’s Office for Policing and Crime (MOPAC)</i>	Crime & Disorder
11	Total number of in-house foster carers (S)	Bigger is Better	90	90	±10%	73 (RED)	↓	81	–	N/A	<p>This is a new PI this financial year. Numbers have dropped again this month, linked to timings of de-registrations and when carers should be removed from the Fostering register. At 73 carers we remain outside of the 10% target tolerance.</p> <p>Corrective Action: The Fostering Service is addressing this matter via an extensive marketing and recruitment campaign. The focus specifically relates to the recruitment of carers for 11-15 year olds and it is projected that 18 new foster carers will be approved by the year end. This will bring the outturn on target so long as no further foster carers are de-registered before the end of the financial year.</p>	Children’s Services <i>Local performance indicator</i>	Children & Learning
12	Percentage of looked after children (LAC) placements lasting at least 2 years (S)	Bigger is Better	70%	70%	±10%	55.9% (RED)	↓	63%	↓	72.3%	<p>At the end of Q2, 55.9% of our eligible LAC aged under 16 years had been in the same placement for at least 2 years, which means that we are currently performing below our 2016/17 target of 70%. However if we take into account those children/young people who will reach their 16th birthday during the year, and those current placements that we assume will remain unchanged that come within the cohort our year end forecast is still currently on target at 71.2%.</p> <p>Corrective Action: No corrective action is being taken at this stage as the year end target is still predicted to be achieved.</p>	Children’s Services <i>Reported to Department for Education (DfE)</i>	Children & Learning
13	Number of antisocial behaviour (ASB) incidents (C)	Smaller is Better	4,808	1,428	±10%	2,096 (RED)	↓	1,392	↓	1,468	<p>ASB incidents (2,096) are 47% above the target (1,428) for Q2.</p> <p>The total number of ASB reports this financial year to date is 3,488, an increase of 30.3% from 2,677 reports in the previous corresponding period. London wide there has been an increase of 11.8%.</p> <p>The largest contributor to the increase is multiple complaints regarding traveller communities occupying open spaces across the borough. This highly visible activity (which is counted as ASB under the categories of trespass and vehicle nuisance) generates significantly high call volumes (contributing to 15% of ASB calls in the current financial year to date, with over 500 calls relating to just 9 sites which were occupied between late June and September).</p> <p>Corrective Action: Following the Havering Ccommunity Safety Partnership meeting on 19/10/2016 a number of options were put forward to reduce the volume of complaints relating to traveller communities occupying green spaces, including the establishment of a joint OSC topic group and cross-border working with geographical neighbours.</p>	Policy and Performance <i>Reported to Mayor’s Office for Policing and Crime (MOPAC)</i>	Crime & Disorder

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14	Percentage of care proceedings under 26 weeks (C)	Bigger is Better	80%	80%	±10%	66.1% (39 of 59) (RED)	N/A	N/A	N/A	N/A	A new manager has since been appointed and is addressing this issue. At the end of September of the 59 children involved in Care Proceedings, 39 (66%) had been in place for less than 26 weeks. The longest case has been in progress for 49 weeks and involves a family of 2 siblings with a current court status of "final hearing" with the hearing due in November. Corrective Action: Care proceedings are tracked weekly with oversight by the Group Manager and Head of Service. Staffing has stabilised within the ISS team and performance is expected to improve.	Children's Services <i>Reported to Department for Education (DfE)</i>	Children & Learning
15	Percentage of children who wait less than 14 months between entering care and moving in with their adopting family (C)	Bigger is Better	75%	75%	±10%	50% (5 of 10) (AMBER)	↑	44% (4 of 9)	↑	22% (2 of 9)	Of the 4 children who have had their adoption orders granted this period and the 6 currently placed with their adoptive families awaiting orders, 5 (50%) waited less than 14 months between starting to be looked after and moving in with their adoptive families. This is an improvement on last year's outturn, but short of our 2016/17 target of 75%.	Children's Services <i>Reported to Department for Education (DfE)</i>	Children & Learning
16	Number of new in-house foster carers (C)	Bigger is Better	20	10	±10%	1 (AMBER)	↑	0	↓	10	So far this year we have had 1 new approval (during August). There are currently 11 families being assessed in the next few months. Overall this could mean that this year's target of 20 may be hard to achieve although the campaign to recruit new carers is continuing.	Children's Services <i>Local performance indicator</i>	Children & Learning
17	Percentage of looked after children that leave care at 18 and remain living with their foster carers (Staying Put)(C)	Bigger is Better	70%	70%	±10%	33.3% (AMBER)	↑	0%	–	N/A	This is a new PI for 2016/17 and the calculation is based on the number of young people that cease to be looked after on their 18th birthday who have a foster care placement and who remain living with that carer. So far this year there have been 3 young people turn 18 who were living with a foster carer with 1 of these remaining with the carer in a 'Staying Put' arrangement.	Children's Services <i>Reported to Department for Education (DfE)</i>	Children & Learning
18	Rate of delayed transfers of care attributable to Adult Social Care (ASC) only per 100,000 population (C)	Smaller is better	1.5	1.5	±10%	0.9 (Q1) (GREEN)	↓	0.7 (Q4)	↓	0.5 (Q1 2015/16)	There is a 6 week time lag with this data, so the figure for Q1 has been provided. Performance in this area is worse than target for Q1 and is worse than Q4 2015/16 and worse than at the same stage last year. Adult Services continue to focus efforts with the Joint Assessment Discharge (JAD) team to ensure timely discharges take place for all clients with a social care need. For Q1 there had been an average of 1.7 delays per month where the responsibility was Adult Services' across both the acute and non acute sectors. The vast majority of delays were in the non-acute sector (4 Non Acute; 1 Acute).	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
19	Repeat Domestic Violence cases going to the MARAC (C)	Smaller is Better	24.5% (in line with national average)	24.5% (in line with national average)	±5%	8.5% (6 out of 71) (GREEN)	↑	43.9% (25 out of 57)	↑	29.7% (19 out of 64)	No target has been set by MOPAC for repeat referrals, but the Council has set a local target to be in line with the national average (24.5%). There is also a target to increase the number of cases referred to the MARAC, which forms part of a funding bid to the Mayor's Office for Policing and Crime (with funding being dependent on successfully meeting the target). The target for MARAC referrals is 250 for 2016-17. An unusually high number of cases referred in Q1 had been repeat referrals over the previous 12 months, leading to the Q1 repeat rate being 43.9% (25 of 57). Just 6 of 71 referrals made in Q2 (8.5%) had been referred on a second occasion during the previous 12 months (from referral date). Cumulatively, the repeat referral rate for the financial year to date was 31.0%. This is higher than the national average of 24.5%, but within the recommended guidelines of 28-40% as set by Safe Lives. Havering is currently under-resourced in terms of Independent Domestic Violence Advocates (IDVAs) who manage MARAC cases. issues with the pan-London service, which is commissioned and managed by MOPAC, have been raised at the highest levels by havering and other Community Safety Partnerships across London which are experiencing similar staffing / capacity issues with the new service. The Council has received assurances that this will be fully resolved by the end of November.	Policy and Performance <i>Reported to Mayor's Office for Policing and Crime (MOPAC)</i>	Crime & Disorder
20	Percentage of looked after children who ceased to be looked after as a result of permanency (Adoption and Special Guardianship) (C)	Bigger is Better	16%	16%	±10%	20.3% (GREEN)	↑	9.7%	–	N/A	So far this year we have seen 4 children cease to be looked after due to the granting of an adoption order, and 9 children cease to be looked after due to the granting of a special guardianship order, which means that we are currently performing above our 2016/17 target of 16%.	Children's Services <i>Reported to Department for Education (DfE)</i>	Children & Learning

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21	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64) (C)	Smaller is better	12	6	±10%	4 (GREEN)	↓	2	↑	6.8	The rate of permanent admissions for individuals aged between 18-64 years is currently on target. To date there have only been 6 admissions into long term care. At the same stage last year there had been 10. Services are continuing to manage a number of complex placements where clients can no longer be supported in the community. The services continue to be aware of upcoming transitions cases and all services are monitoring clients in the community that may need moving to residential placements in the near future, particularly those with older carers.	Adult Social Care Reported to Department of Health (DH)	Individuals
22	Percentage of looked after children (LAC) placed in LBH foster care (S)	Bigger is Better	40%	40%	±5%	39.2% (GREEN)	↓	41.6%	↓	43%	This is a new PI and is based on the total of in-house and family and friend placements. In September the figure was 68 in-house and 25 family and friends placements and although figures have dropped slightly as the year has progressed (from 44% in April), we continue to be within target.	Children's Services Local performance indicator	Children & Learning
SAFE: Using our influence													
23	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years (C)	Smaller is Better	10%	10%	±10%	14.3% (20 of 140) (AMBER)	↑	15.9% (10 of 63)	↓	5.1% (12 of 235)	At the end of September there had been 20 (out of 140) new CP Plans relating to children who have previously been on a CP plan during the past 2 years, with 6 of these starting during September, the highest number since May. These 6 cases include a sibling group of 3. These new plans have resulted in a year to date total of 14.3%, outside of the target and an increase on 12.5% at the end of August but an improvement on the Q1 outturn.	Children's Services Local performance indicator	Children & Learning
24	Percentage of adults in contact with secondary mental health services living independently, with or without support (C)	Bigger is better	76%	76%	±10%	90.5% (GREEN)	↑	75.6%	↑	86.7%	This performance indicator is led by the North East London Foundation Trust (NELFT) and is currently exceeding target. To date this year there have been 515 service users with mental health difficulties living independently. At the same stage last year there had been 417.	Adult Social Care Reported to Department of Health (DH)	Individuals
25	Successful completion of drug treatment – opiates and non-opiates (S)	Bigger is Better	50%	50%	±3%	48.6% (GREEN)	↑	40.5%	–	N/A	Performance has improved since Q1 and is within target tolerance. There is no long term DOT available as a new provider (WDP Havering) was commissioned in Q3 2015/16. At the request of the Council, the provider is to continue with its remedial action plan until performance meets the annual target of 50%.	Public Health Reported to Department for Health (DH) (PHOF)	Health
26	Percentage of adults with learning disabilities who live in their own home or with their family (C)	Bigger is Better	63.5%	32%	±10%	32.1% (GREEN)	↑	20%	↑	29.2%	Performance is on target with 160 service users with a learning disability confirmed as being in settled accommodation. This is an improvement on the outturn at the same stage last year when there were 147.	Adult Social Care Reported to Department of Health (DH)	Individuals
27	Percentage of children and families reporting that Early Help services made an improvement to assessed needs (C)	Bigger is Better	80%	80%	±5%	N/A	–	N/A	–	N/A	No outturn is available for this indicator as it will be replaced with a new indicator from the outcomes star, a tool that practitioners are currently piloting which tracks customer progress before, during and after intervention.	Children's Services Local performance indicator	Children & Learning
28	Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement services	Bigger is Better	87%	N/A	±10%	N/A	–	N/A	–	N/A	The outturn for this indicator is not available until Quarter 4.	Adult Social Care Reported to Department of Health (DH)	Individuals
SAFE: Leading by example													
29	Direct payments as a percentage of self-directed support for service users (S)	Bigger is better	42%	42%	±10%	32.6% (RED)	↓	33.8%	↓	36.6%	Direct Payments (DPs) are one component of the self-directed support (SDS) offer. Adult Services are currently below target for this indicator and performance is worse than at the same point last year. There were 698 service users receiving a direct payment at the end of Quarter 2. At the same stage last year there were 738. However, in line with the national picture, Adult Services continues to face challenges in increasing the take up of DPs for older people and considering Havering's significant older population this explains the scale of the challenge the service has in this area. Corrective Action: Adult Services Commissioning are leading on a number of initiatives to increase the take up of Direct Payments including the introduction of a payment card and the development of the Personal Assistant market.	Adult Social Care Reported to Department of Health (DH)	Individuals
30	Percentage of carers using social care who receive self-directed support and those receiving direct payments (C)	Bigger is better	95%	95%	±10%	100% (GREEN)	→	100%	→	100%	Self-Directed Support (SDS) and personalisation continue to be at the heart of the service offer within Adult Services. This indicator monitors the services provided to carers via self direction. At present there are 93 carers who are receiving their services via self direction.	Adult Social Care Reported to Department of Health (DH)	Individuals
31	Percentage of carers using social care who are receiving direct payments as a proportion of self-directed support (C)	Bigger is better	95%	95%	±10%	100% (GREEN)	→	100%	→	100%	Direct Payments (DPs) are one component of the SDS offer. Currently there are 93 carers who are receiving their support via a Direct Payment.	Adult Social Care Reported to Department of Health (DH)	Individuals

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32	Percentage of people using social care who receive self-directed support and those receiving direct payments (S)	Bigger is Better	83%	83%	±10%	84.6% (GREEN)	↓	85.9%	↑	67.8%	Self-Directed Support (SDS) and personalisation continue to be at the heart of the service offer within Adult Services. ASC continues to provide services via Self Directed Support and is on target for this indicator. There are currently 1,814 service users receiving their support via self direction. At the same stage last year there were 1,368 service users receiving their service via self direction.	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
PROUD: Supporting our community													
33	Number of potential start-up businesses accessing advice via the Business Start-up Programme (C)	Bigger is Better	100	50	±10%	45 (GREEN)	↑	15	↑	18	The number of potential start-up businesses accessing advice via the Business Start-up Programme is below target but within expected tolerance levels. Performance has increased compared to last quarter and is recovering from the gap in service provision at the beginning of the year whilst a new contractor was procured. Enterprise Nation started in May and is confident that performance will continue to improve throughout the year and meet the year-end target. The contractor will deliver workshops, coaching, one-to-one health checks, online webinars, masterclasses and podcasts to local businesses.	Economic Development <i>Local performance indicator</i>	Towns & Communities
34	Number of businesses accessing advice through regeneration initiatives (C)	Bigger is Better	600	300	±10%	287 (GREEN)	↑	270	↑	167	Whilst performance is below target, it is within the target tolerance. The numbers of businesses accessing advice is traditionally lower in the summer months and performance is expected to improve next quarter.	Economic Development <i>Local performance indicator</i>	Towns & Communities
35	Percentage of Housing repairs completed on time (including services contractors) (C)	Bigger is Better	96%	96%	±10%	89.7% (GREEN)	↑	89.4%	↓	92.0%	Performance is below target but remains within agreed tolerance levels. There has always been a historical seasonal drop in performance during the month of September for the repairs services and contractors. The maintenance services are aware of the continuing decreases in the current year to date performance from our contractors and are working with them to deliver the actions laid out in the Chartered Institute of Housing (CIH) deep dive review.	Housing <i>Local performance indicator</i>	Towns & Communities
36	Percentage of homes that currently meet the decency standard (C)	Bigger is Better	98%	98%	±10%	98.8% (GREEN)	↑	98.2%	↑	97.2%	There are currently 8,774 homes which are at a decent standard and only 96 properties which are currently at a non-decent standard. It must be noted that the figures provided for Q2 do not include any property which has been listed for the regeneration programme.	Housing <i>Reported to Department Communities & Local Govt (DCLG)</i>	Towns & Communities
37	Estate inspections achieving target score (C)	Bigger is Better	95%	95%	±10%	97% (GREEN)	↑	96%	→	97%	Performance is above target for this indicator. Due to a change of directorship of the Estates service team (moving from Housing to Environment) the use of mobile devices previously used to produce this indicator was put on hold until the relevant training and resourcing issues had been resolved. From the beginning of October 2016 the Estates services team will be using the 'Commontime' mobile device software. Moving forwards this means that the information provided will be a more accurate picture of any elements which are failing and causing disrepair on the Housing estates areas.	Housing <i>Local performance indicator</i>	Towns & Communities
38	New housing units under construction for Mercury Land Holdings Limited (C)	Bigger is Better	100	65	±10%	65 (GREEN)	→	65	—	N/A	There are 65 units under construction for Mercury Land Holdings at the end of Q2. These are located at the Old church Hospital Site in Romford, and a further 44 units will be commenced in Q4 at 75 North Street in Hornchurch. The developments will all be private rented flatted accommodation, primarily 1 and 2 bedrooms with some 3 bed units as well.	Economic Development <i>Local performance indicator</i>	Towns & Communities
39	Number of physical library visits (C)	Bigger is Better	1,017,000	508,500	±10%	661,106 (GREEN)	↑	318,992	↓	795,820	Visitor figures peak during July and August due to children participating in the Summer Reading Challenge which encourages children to read 6 books during the 6 weeks summer holiday. Performance is 17% lower than the same period last year, despite a 32% reduction in library opening hours.	Culture & Customer Access <i>Local performance indicator</i>	Towns & Communities
PROUD: Using our influence													
40	Average void to re-let times (C)	Smaller is Better	14 Days	14 Days	±10%	12.07 days (GREEN)	↓	11.9 days	↑	17 days	The Q2 'average void to re-let times' performance outturn is currently exceeding the annual target of 14 days by 14% (1.9 days). This is because of the continuing success of the 'whole process reviews' undertaken in 2015/16, and the review of policies and processes in 2016/17.	Housing <i>Local performance indicator</i>	Towns & Communities
41	Percentage of adults in contact with secondary mental health services in paid employment (C)	Bigger is Better	5.4%	5.4%	±10%	7.2% (GREEN)	↑	6.4%	↑	5.4%	This performance indicator is led by the North East London Foundation Trust (NELFT). Performance is currently better than target in this area and is better than at the same stage last year. At present there are 41 service users in employment who are in contact with secondary mental health services. At the same stage last year there were 26.	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
42	Percentage of young people leaving care who are in education, employment or training at age 18 to 21 (C)	Bigger is Better	60%	60%	±10%	64% (67 of 105) (GREEN)	↑	63%	—	N/A	This is a new PI for 2016/17. In September there were 67 of our former relevant young people aged 18-21 years old in education, employment or training. This has dropped by 1.5% since August but remains above target. Prospects is commissioned to work with schools to identify those at risk of not participating and providing early intervention to reduce the Not in Education, Employment or Training (NEET) levels locally and Care Leavers are specifically targeted for support.	Children's Services <i>Reported to Department for Education (DfE)</i>	Children & Learning

Line.no	Indicator and Description	Value	2016/17 Annual Target	2016/17 Quarter 2 Target	Target Tolerance	2016/17 Quarter 2 Performance	Short Term DOT against 2016/17 (Q1)		Long Term DOT against 2015/16 (Q2)		Comments	Service	O&S Sub-Committee
43	Percentage of Early Years providers judged Good or Outstanding by Ofsted (S)	Bigger is Better	80%	80%	±10%	83% (GREEN)	↑	81%	↑	80%	There were 71 inspections since last period, in which 16 Private, Voluntary or Independent providers (PVIs) improved to either Good or Better. 20 new providers had a first judgement of good or better. 4 PVIs had judgements of Requires Improvement or Inadequate. 7 PVIs were inspected while there were no children on roll so a judgement could not be given. The remaining inspections were PVIs with either the same grade or didn't affect the indicator.	Learning & Achievement <i>Reported to Department for Education (DfE)</i>	Children & Learning
44	Percentage of 16 to 19 year olds (school years 12-14) who are not in education, employment or training (NEET) (S)	Smaller is Better	4.0%	4.0%	±10%	3.3% (August 2016) (GREEN)	↓	3.0%	↑	3.4% (August 2015)	The 3.3% figure is from August 2016 as the Q2 (September) data is not yet available. There was a slight increase on previous month which was 3.2%. This is due to academic year end and learners transitioning to post-16 options after the summer. There is a slight decrease in the number of learners who are NEET compared to the August 2015 figure of 3.4%. This is as a result of increased awareness amongst young learners and parents about post-16 options, including the annual Raising the Participation Age (RPA) transitions event, apprenticeship week events and robust tracking and targeted information, advice and guidance (IAG) interventions via Prospects.	Learning & Achievement <i>Reported to Department for Education (DfE)</i>	Children & Learning
45	Percentage of schools judged to be Good or Outstanding (S)	Bigger is Better	80%	80%	±10%	75% (GREEN)	↑	74%	↑	71%	There were 5 inspections since last period, in which 2 primary schools improved from Requiring Improvement to Good. The remaining schools retained their Good judgement.	Learning & Achievement <i>Reported to Department for Education (DfE)</i>	Children & Learning
46	The number of volunteers assisting in the running of library services (S)	Bigger is Better	450	350	±10%	380 (GREEN)	↑	312	–	N/A	The number of volunteers assisting in the running of Library Services continues to increase. The quarterly target has been exceeded this quarter by 9% .	Culture & Customer Access <i>Local performance indicator</i>	Towns & Communities
47	Number of free early years education offers extended to disadvantaged 2 year olds (C)	Bigger is Better	681	681	±10%	787 (August 2016) (GREEN)	↑	607 (January 2016)	↑	623 (August 2015)	The figure quoted represents the actual number of children taking up a place between April and August 2016. Performance is better than target and better than this time last year. A performance outturn is only available three times a year for this indicator, as figures are provided termly, therefore a figure for January 2016 has been provided in the short term DoT. By January 2017 we anticipate 841 two year olds to be in a funded childcare place.	Learning & Achievement <i>Local performance indicator</i>	Children & Learning
48	Adults with Learning Disabilities in paid employment (S)	Bigger is Better	8.7%	N/A	±10%	Not available until Q3	–	N/A	–	N/A	This Indicator is not measured until Quarter 3	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
49	Number of apprentices (aged 16-18) recruited in the borough (C)	Bigger is Better	720 (Aug 2016 to Jul 2017)	N/A	±10%	Data not available until late November 2016	–	N/A	–	560 (Aug14 to Apr15)	Data not available until late November 2016.	Learning & Achievement <i>Local performance indicator</i>	Children & Learning
PROUD: Leading by example													
50	Sickness absence rate per annum per employee (days) (R)	Smaller is Better	8.5 days	8.5 days	±10%	10.2 days (AMBER)	↑	10.4 days	↓	10.1 days	Performance has improved compared to the Q1 figure of 10.4 days but is worse than this time last year and worse than the target. Managers continue to support staff during sickness absence. A 24/7 Absence Line pilot scheme has been launched in October for Environment, Catering and Grounds Maintenance. Employees are required to call a dedicated telephone line instead of their line manager to register any sickness absence. They are then directed to a medical professional to receive further support and advice. If successful, this will be rolled out to the rest of the organisation in an effort to reduce sickness levels.	Corporate Health <i>Local performance indicator</i>	
51	Percentage of suppliers paid within 30 days of receipt, by Transactional Team, by invoice (C)	Bigger is Better	95%	95%	±5%	97.2% (55,004 of 56,590) (GREEN)	↑	96.9% (28,265 of 29,183)	↑	96.1% (50,879 of 52,946)	The percentage of suppliers paid within 30 days of receipt by the Transactional Team by Invoice continues to improve and at the end of Q2 was 2.2% above target.	Corporate Health <i>Local performance indicator</i>	
52	Percentage of Customers Satisfied With the Contact Centre (C)	Bigger is Better	85%	85%	±10%	89.91% (2,103 of 2,339) (GREEN)	↑	88.49% (1,968 of 2,224)	↓	95.48% (10,477 of 10,974)	Customer Satisfaction is above target and better than last quarter.	Culture & Customer Access <i>Local performance indicator</i>	
53	Number of online transactions as a % of all transactions (C)	Bigger is Better	50%	50%	±5%	51.82% (35,089 of 67,709) (GREEN)	↑	51.49% (20,586 of 39,978)	↑	27.34% (13,612 of 49,780)	This is a new indicator included as part of the Corporate Performance Report for 2016/17. However it was collected at service level last year so a long term direction of travel have been provided. The number of customers using online methods continues to increase. This PI is above target and shows an improvement on last quarter and this time last year.	Culture & Customer Access <i>Local performance indicator</i>	

Line.no	Indicator and Description	Value	2016/17 Annual Target	2016/17 Quarter 2 Target	Target Tolerance	2016/17 Quarter 2 Performance	Short Term DOT against 2016/17 (Q1)		Long Term DOT against 2015/16 (Q2)		Comments	Service	O&S Sub-Committee
54	Percentage of Council Tax collected (C)	Bigger is Better	96.7% (£134.67m)	58.39% (£78.63m)	±1%	58.28% (£78.56m) (GREEN)	↑	30.93% (£41.66m)	↑	58% (£72.4m)	Performance is below target but within the target tolerance. The increase in properties coupled with a 2% rise in Council Tax is reflected in Q2 performance figure. Plans are in place however to improve performance and expedite collection which include prompt action on changes to council tax accounts and encouraging direct debit.	Exchequer & Transactional Services <i>Reported to Department Communities & Local Govt (DCLG)</i>	
55	Percentage of National Non-Domestic Rates (NNDR) collected (C)	Bigger is Better	98.6%	58.68% (£45,698,387)	±1%	58.45% (£45,516,579) (GREEN)	↑	32.74% (£25,140,486)	↓	59.51%	Performance is below target but within the target tolerance. A drop in performance is partially due to Retail Relief ceasing with effect from April 2016.	Exchequer & Transactional Services <i>Reported to Department Communities & Local Govt (DCLG)</i>	
56	Speed of processing new Housing Benefit/Council Tax Support claims (C)	Smaller is Better	20 days	20 days	±10%	21 days (GREEN)	↑	22 days	↑	22 days	Performance is below target but within the target tolerance. Performance has improved when compared to Q1 (22 days) and is expected to achieve the target in Q3.	Exchequer & Transactional Services <i>Reported to Department for Work and Pensions (DWP)</i>	
57	Speed of processing changes in circumstances of Housing Benefit/Council Tax Support claimants (C)	Smaller is Better	10 days	10 days	±10%	10 days (GREEN)	↓	8 days	↓	7 days	The processing of Changes in Circumstances is on track due increased automation. There are plans to make New Claim processing automated as well which will improve performance.	Exchequer & Transactional Services <i>Reported to Department for Work and Pensions (DWP)</i>	
58	Percentage of Corporate Complaints completed within 15 days (C)	Bigger is Better	95%	95%	±10%	Not yet available	—	99%	—	88%	These performance figures are not yet available. A verbal update will be provided at the Committee meeting.	Corporate Health <i>Local performance indicator</i>	
59	Percentage of Member/MP Enquiries completed within 15 days (C)	Bigger is Better	95%	95%	±10%	Not yet available	—	97%	—	89%	These performance figures are not yet available. A verbal update will be provided at the Committee meeting.	Corporate Health <i>Local performance indicator</i>	