

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 3 Target	Target Tolerance	2016/17 Quarter 3 Performance	Short Term DOT against 2016/17 (Q2)	Long Term DOT against 2015/16 (Q3)	Comments	Service	O&S Sub-Committee		
CLEAN: Supporting our community													
1	Avg. number of days taken to remove flytips (C)	Smaller is Better	1 day	1 day	±10%	1.1 days GREEN	↑	1.8 days	-	NEW	Performance has improved compared to last quarter and is now within the target tolerance. There are still some data quality issues and the service predicts that the actual figure is likely to be better than indicated. Once in-cab technology has been implemented (estimated to be April 2017), data quality issues will be alleviated.	Environment <i>Local performance indicator</i>	Environment
CLEAN: Using our influence													
2	Percentage of major applications processed within 13 weeks (Note –extension of time agreements not included) (C)	Bigger is Better	65%	65%	±10%	25% (2 of 8) RED	↓	33% (4 of 12)	↓	46% (13 of 28)	For Q3 out of a total of 8 applications, 6 had Extension of Time Agreements (EoTs) and all of these were decided within the agreed time frame. This would give a revised percentage of 100% if EoT applications were treated as in time for the purposes of this PI. Corrective action: Various measures are being taken to improve performance. These include increased promotion of the Planning Performance Agreements for significant major schemes, quick turn-round of the validation process when an application is received, prompt neighbour notification and officer visit/report and committee target dates being better timed to allow optimum ability to keep major applications in time without needing an EoT. Major applications also often need a legal agreement which can take the application beyond the 13 week period.	Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i>	Towns & Communities
3	Percentage of other applications processed within 8 weeks (Note –extension of time agreements not included)(C)	Bigger is Better	80%	80%	±10%	77% (380 of 493) GREEN	↑	68% (344 of 508)	↓	86% (759 of 886)	Performance is below target but within target tolerance. Out of a total of 493 applications, 98 had Extension of Time Agreements (EoTs), 95 of which were decided within the agreed time frame. This would give a revised percentage of 96% if EoT applications were treated as in time for the purposes of this PI. Proposals are progressing to outsource the initial part of planning application process. These proposals have the potential to improve overall performance.	Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i>	Towns & Communities
4	Percentage of minor applications processed within 8 weeks (Note –extension of time agreements not included) (C)	Bigger is Better	65%	65%	±10%	62% (73 of 117) GREEN	↑	55% (62 of 113)	↑	57% (166 of 292)	Performance is below target but within target tolerance. For Q3, out of a total of 117 applications, 35 had Extension of Time Agreements (EoTs), with 33 of these decided within the agreed time frame. This would give a revised percentage of 91% if EoT applications were treated as in time for the purposes of this PI. Proposals are progressing to outsource the initial part of planning application process. These proposals have the potential to improve overall performance.	Regulatory Services <i>Reported to Department Communities & Local Govt (DCLG)</i>	Towns & Communities
5	Number of volunteers participating in community clean ups (C)	Bigger is Better	256	226	±10%	370 (GREEN)	↑	291	↑	110	The annual target of 256 for this PI has already been exceeded. In Q3 there were 11 community clean ups in which 79 volunteers took part. These include a Roneo Corner clean up as part of Tesco's Employer Supported Volunteer Scheme, a clean up at the Garden for the Blind (Secret Garden) in Harrow Lodge Park as part of the Employer Supported Volunteer scheme at Network Rail and a clean up by New Windmill Hall Community Association as part of the national 'Make a Difference Day', as well as the various other community groups who conduct regular clean ups within different parks across the borough.	Policy, Performance & Community <i>Local performance indicator</i>	Towns & Communities

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6	Percentage of appeals allowed against refusal of planning permission (C)	Smaller is Better	35%	35%	±10%	32% GREEN	↓	26%	↑	50%	Performance is within the target tolerance. For Q3, out of a total of 31 appeal decisions, 10 were allowed.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
7	Levy Waste tonnage (C)	Smaller is Better	85,386 Tonnes	64,842 tonnes	±0%	50,556 (Provisional as at end of October 2016)	↓	44,048	↓	49,318 tonnes (as at end of October 2015)	The full Q3 figure is not available until 6-8 weeks after period end, but a provisional figure until the end of October has been provided. The waste service continues to deliver various schemes, events and initiatives to encourage re-use, recycling and waste minimisation.	Environment Reported to Department for Environment, Food and Rural Affairs (DEFRA)	Environment
SAFE: Supporting our community													
8	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+) (C)	Smaller is better	598.01	439.0	±10%	538.6 (247/45,582) RED	↓	344.5 (158/45,482)	↓	445.4 (203/45,582)	Performance in this area is currently above target (where lower is better) with 247 new admissions into permanent placements. At the same stage last year there had been 203, representing a 22% increase. The average age of council-supported permanent admissions of adults (aged 65+) to residential and nursing care has risen from 85 in Q2 to 86 in Q3. Corrective Action: As with previous years, there is continued pressure for placements in the Borough, particularly from BHRUT, and work within the service continues to ensure that admissions are timely and appropriate.	Adult Social Care Reported to Department of Health (DH)	Individuals
9	Percentage of looked after children (LAC) placed in LBH foster care (S)	Bigger is Better	40%	40%	±5%	36.8% RED	↓	39.2%	-	NEW	The percentage of looked after children placed in LBH foster care is below target and lower than last quarter. Corrective Action: The Fostering service is addressing this matter via an extensive marketing and recruitment campaign with the focus specifically relating to the recruitment of carers for 11-15 year olds, who are currently amongst our hardest children to place. There are 15 assessments underway and booked to go to Panel before the end of March 2017. Activity is also underway to provide an enhanced fostering offer to address the needs increased numbers of older children requiring care with challenging needs.	Children's Services Local performance indicator	Children & Learning
10	Number of total notifiable offences (TNOs) (C)	Smaller is Better	Awaiting targets from MOPAC	Awaiting targets from MOPAC	±0%	4335 RED	↓	4,226 (revised)	↑	4,520	The total number of TNOs recorded this financial year to date is 13,143, an increase of 4.5% from 12,573 in the previous corresponding period. London wide there has been an increase of 3.8%. Q3 was the first quarter of the financial year to record a reduction against the same period in the previous year (4,355 down from 4,520) Long term monthly trend data shows that the impact of recording changes was most notable from April-June 2015 (rising steeply through this quarter), whereas monthly performance levels have been less varied since July 2015. It would appear that, in terms of how crime is being recorded, the data is becoming more comparable as methodology changes are embedded. 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. Given these changes in recording, performance figures will not improve this financial year. However, the ONS is exploring measuring TNOs through a weighted severity score, based on harm and risk, rather than counting each incident. More details on this are anticipated to be released later in 2017.	Policy, Performance & Community Reported to Mayor's Office for Policing and Crime (MOPAC)	Crime & Disorder

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11	Number of antisocial behaviour (ASB) incidents	Smaller is Better	4,808	1,074	±10%	1,322 RED	↑ 2,096	↓ 1,140	<p>The number of ASB incidents is 23% above the target for Q3.</p> <p>The total number of ASB reports this financial year to date is 4,810, an increase of 26% from 3,817 reports in the previous corresponding period. London wide there has been an increase of 12.7%. The increase in Q2 (2,096 up from 1,468, +42.8%) was much more marked than Q1 (1,392 from 1,202, +15.8%) and Q3 (1,322 from 1,140, +15.9%).</p> <p>The largest contributor to the increase is multiple complaints regarding traveller communities occupying open spaces across the borough during the summer months. This highly visible activity generates significantly high call volumes (contributing 15% of ASB calls in the current financial year to date).</p> <p>Corrective Action: The Tasking Enforcement Group (TEG) and Strategic Enforcement Board (SEB) continue to be developed further to address location based and high volume hotspots of anti-social behaviour, using multi-agency interventions. The ASB Panel and Community MARAC (Multi-Agency Risk Assessment Conference) continue to deal with repeat victims and complex cases which produce high volumes of calls, including hate crime, mental health and personal ASB (i.e. neighbour nuisance, harassment and intimidation). Work is ongoing regarding legislation to assist in preventing unauthorised traveller sites.</p>	Policy, Performance & Community <i>Reported to Mayor's Office for Policing and Crime (MOPAC)</i>	Crime & Disorder
12	Percentage of care proceedings under 26 weeks (C)	Bigger is Better	80%	80%	±10%	66.7% AMBER	↑ 66.1%	- NEW	<p>The percentage of care proceedings completed within 26 weeks at 66.7% has increased from Q2's 66.1% and equates to 20 out of 30 children. Cases are tracked and monitored at the Permanency Planning/Tracking meeting.</p>	Children's Services <i>Reported to Department for Education (DfE)</i>	Children & Learning
13	Total number of in-house foster carers (S)	Bigger is Better	90	90	±10%	74 AMBER	↑ 73	- NEW	<p>The total number of in-house foster carers has increased by 1 during Q3 but, in line with the recruitment of new in-house foster carers (please see below), remains some way off the target of 90.</p>	Children's Services <i>Local performance indicator</i>	Children & Learning
14	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%	54% AMBER	↑ 50%	↑ 33%	<p>The percentage of children waiting less than 14 months between entering care and moving in with their adopting family has improved to 54%. This is a significant improvement on the 33% seen at this point last year but is still some way off the target of 75%.</p>	Children's Services <i>Reported to Department for Education (DfE)</i>	Children & Learning
15	Number of new in-house foster carers (C)	Bigger is Better	20	10	±10%	4 AMBER	↑ 2	↓ 12	<p>At the end of Q3, there had been 4 new in-house foster carers recruited. It is now unlikely that the year end target of 20 will be achieved, although active steps continue to be taken to recruit new in-house foster carers.</p> <p>As detailed above, the Fostering service is addressing this matter via an extensive marketing and recruitment campaign with the focus specifically relating to the recruitment of carers for 11-15 year olds, who are currently amongst our hardest children to place. There are 15 assessments underway and booked to go to Panel before the end of March 2017, though it is possible that not all of these will be approved.</p>	Children's Services <i>Local performance indicator</i>	Children & Learning

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16	Repeat Domestic Violence cases going to the MARAC (C)	Smaller is Better	24.5% (in line with the national average)	24.5% (in line with the national average)	±5%	28.8% (17 of 59) GREEN	↓	8.5% (6 of 71) ↑	29.2% (21 of 72)	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 projected demand for MARAC referrals is 250 for 2016-17. Cumulatively, the repeat referral rate for the financial year to date is 25.7%. This is slightly higher than the national average of 24.5%, but within both the agreed tolerance levels and the recommended guidelines of 28-40% as set by Safe Lives. To further reduce the rate of repeat referrals would require agencies to refrain from making repeat referrals, however this would increase risks to those the MARAC serves. It would be useful to identify and understand the common factors which result in repeated referrals (i.e. are there agencies not fulfilling MARAC actions, are there gaps in service provision for victims and/or perpetrators, societal impacts etc?). Understanding why repeat referrals are being made would highlight further potential solutions. This piece of work will be undertaken later this year.	Policy, Performance & Community Reported to Mayor's Office for Policing and Crime (MOPAC)	Crime & Disorder	
17	Percentage of looked after children (LAC) placements lasting at least 2 years (S)	Bigger is Better	70%	70%	±10%	64.5% GREEN	↑	55.9%	↓	70.0%	The percentage of looked after children in placements lasting at least 2 years has improved from 55.9% in Q2 to 64.5% in Q3 and now falls within the agreed target tolerance.	Children's Services Reported to Department for Education (DfE)	Children & Learning
18	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%	66.7% GREEN	↑	33%	-	NEW	The percentage of looked after children who remained in a "Staying Put arrangement" beyond age 18 during Q3 is below target but within target tolerance. Performance has improved markedly since last quarter.	Children's Services Reported to Department for Education (DfE)	Children & Learning
19	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%	1.2 (2.3/194,882) GREEN	↓	0.8 (1.4/194,882)	↓	0.7 (1.4/192,716)	Performance in this area is within target tolerance but is slightly worse than both last quarter and than at the same point last year. Adult Social Care continues to focus efforts with the Joint Assessment Discharge (JAD) team to ensure timely discharges take place for all clients with a social care need. Up to the second month of Q3 there had only been an average of 2.3 delays per month where the responsibility was Adult Social Care's across both the acute and non acute sectors.	Adult Social Care Reported to Department of Health (DH)	Individuals
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%	15.9% GREEN	↓	20.3%	-	NEW	Performance is very slightly below target but remains within target tolerance. Performance in Quarter 3 was worse than in Quarter 2, however there are currently four children placed with prospective adopters and it is hoped that at least some of these will have Adoption Orders granted during Quarter 4.	Children's Services Reported to Department for Education (DfE)	Children & Learning
21	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64) (C)	Smaller is better	12	9	±10%	6.7 (10/147,134) GREEN	↓	4 (6/147,134)	↑	10.2 (15/147,134)	The rate of permanent admissions for individuals aged between 18-64 years is currently below target (where lower is better). To date there have only been 10 admissions into long term care, whereas at the same stage last year there had been 15. Services are continuing to manage a number of complex placements where clients can no longer be supported in the community. The services are 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
SAFE: Using our influence													
22	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%	12.4% AMBER	↑	14.3%	↓	6.1%	The percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years remains above target for Q3 (where smaller is better). Performance has improved compared with last quarter but is considerably higher than at the same point last year. Children's Services have recently experienced fewer repeat contacts to the service, so it is hoped that this recent trend will be maintained and give rise to fewer repeat plans during Quarter 4 and into 2017/18.	Children's Services Local performance indicator	Children & Learning
23	Percentage of adults in contact with secondary mental health services living independently, with or without support (C)	Bigger is better	76%	76%	±10%	89.7% (542/604) GREEN	↓	90.5% 515/569	↑	84.8% 418/493	This performance indicator is led by North East London Foundation Trust (NELFT). Performance is currently above target (where bigger is better) and is better than at the same stage last year. At present there are 542 Mental Health service users living on their own or with family. At the same stage last year there were 418, representing a 30% increase.	Adult Social Care Reported to Department of Health (DH)	Individuals

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24	Percentage of adults with learning disabilities who live in their own home or with their family (C)	Bigger is Better	63.5%	47%	±10%	47.4% (241/508) GREEN	↑	32.1% (160 of 499)	→	47.4% (240/506)	Performance is on target with 241 service users with a learning disability confirmed as being in settled accommodation. This is on par with the outturn at the same stage last year when there were 240.	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%	49.9% GREEN	↑	48.6%	-	NEW	At the request of the Council, the Provider (WDP Havering) 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 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	The outturn for this indicator is not available for Quarter 3 as the methodology for measuring the “distance travelled” by children, young people and families known to Children’s Services is changing. The current survey methodology is to be replaced with findings from the Outcomes Star, a tool that practitioners across the service are currently embedding which tracks the client’s progress before, during and after an intervention.	Children’s Services Local performance indicator	Children & Learning
27	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 data for this PI is not available until Q4.	Adult Social Care Reported to Department of Health (DH)	Individuals
SAFE: Leading by example													
28	Direct payments as a percentage of self-directed support for Service Users (S)	Bigger is better	42%	42%	±10%	35.5% (699/2,087) AMBER	↑	32.6% (698/2,143)	↓	36.8% 741/2,013	Direct payments are one component of the self-directed support (SDS) offer. Adult Social Care (ASC) is currently performing below target against this indicator and worse than at the same point last year. There are currently 699 service users receiving a direct payment, whereas at the same stage last year there were 741 (a 6% reduction). There has been a very slight improvement since Q2 where there were 698 service users. In line with the national picture, ASC continues to face challenges in increasing the take up of direct payments by older people and considering Havering’s significant older population this explains the scale of the challenge the service have in this area. ASC Commissioning Services are leading on a number of initiatives to increase the take up of direct payments including the introduction of a payment card.	Adult Social Care Reported to Department of Health (DH)	Individuals
29	Percentage of carers using social care who receive self-directed support and those receiving direct payments (C)	Bigger is better	95%	95%	±10%	100% (103/103) GREEN	→	100% (93/93)	→	100% (42/42)	Self-Directed Support (SDS) and personalisation continue to be at the heart of the service offer within Adult Social Care (ASC). This indicator monitors the services provided to carers via self direction. At present there are 103 carers, all of whom are receiving their services via self direction.	Adult Social Care Reported to Department of Health (DH)	Individuals
30	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% (103/103) GREEN	→	100% (93/93)	→	100% (42/42)	Direct Payments (DPs) are one component of the Self-Directed Support (SDS) offer. Currently there are 103 carers, all of whom are receiving their support via a direct payment.	Adult Social Care Reported to Department of Health (DH)	Individuals
31	Percentage of people using social care who receive self-directed support and those receiving direct payments (S)	Bigger is Better	83%	83%	±10%	85.1% (1,775/2,087) GREEN	↑	84.6% (1,814/2,143)	↑	71.4% (1438/2013)	Self-Directed Support (SDS) and personalisation continue to be at the heart of the service offer within Adult Social Care (ASC). ASC continues to provide services via Self Directed Support and performing slightly above target for this indicator. There are currently 1,775 service users receiving their support via self direction. At the same stage last year there were 1,438 service users receiving their service via self direction, representing a 23% increase.	Adult Social Care Reported to Department of Health (DH)	Individuals
PROUD: Supporting our community													
32	Percentage of Housing repairs completed on time (including services contractors) (C)	Bigger is Better	96%	96%	±0%	89.63% RED	↑	89.4%	↓	92.2%	Performance has seen a slight improvement from the last quarter but remains below target and lower than the standard achieved at the same point last year. Corrective Action: The fundamental barrier to achieving the target is the volume of overdue orders completed every month. The main repairs contractor has produced a recovery plan to deal with the level of out of target orders and has a sustainable action plan to prevent continuing poor performance. A tangible improvement in the proportion of repairs completed on time is expected by the end of Q4.	Housing Local performance indicator	Towns & Communities

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33	Number of potential start-up businesses accessing advice via the Business Start-up Programme (C)	Bigger is Better	100	75	±10%	63 AMBER	↑	45	↑	39	Performance is lower than target but improved compared with both the previous quarter and the same time last year. This is because of the gap in service provision at the beginning of the financial year whilst a new contractor was procured. Enterprise Nation started in June and are working hard at improving performance. They deliver workshops, coaching, one-to-one health checks, online webinars, masterclasses and podcasts to local businesses. However, given the gap in provision at the start of the year, the year-end target of 100 may not be achieved. The shortfall will be made up through 2017-18 as this is a 24 month programme.	Economic Development <i>Local performance indicator</i>	Towns & Communities
34	Number of businesses accessing advice through regeneration initiatives (C)	Bigger is Better	600	450	±10%	455 GREEN	↑	287	↑	398	The Start-Up Britain Bus (in October 2016) generated a high volume of interest and enquiries from businesses. Various business events in this quarter, including Pro-Actions and Procurement workshops, meant that we achieved the Q3 target.	Economic Development <i>Local performance indicator</i>	Towns & Communities
35	Percentage of homes that currently meet the decency standard (C)	Bigger is Better	98%	98%	±10%	99.21% GREEN	↑	98.81%	↑	97.24%	There are currently 8,784 homes which meet the decent homes standard within the HRA stock and currently only 70 properties are classed as being of a non-decent standard.	Housing <i>Reported to Department Communities & Local Govt (DCLG)</i>	Towns & Communities
36	Estate inspections achieving the target score (C)	Bigger is Better	95%	95%	±10%	95.9% GREEN	↓	97%	↓	96.6%	Though there has been a slight decrease in performance compared to last quarter and last year, performance remains slightly above the 95% target.	Housing <i>Local performance indicator</i>	Towns & Communities
37	New housing units under construction for Mercury Land Holdings Limited (C)	Bigger is Better	100	65	±10%	65 GREEN	→	65	-	N/A	Performance remains on target for this quarter. No further units were profiled to be completed until Quarter 4. However, given a delay with the planning permission, it is likely that these additional units will not be 'under construction' until Q1 2017/18. The year end target may therefore be missed.	Economic Development <i>Local performance indicator</i>	Towns & Communities
38	Number of physical library visits (C)	Bigger is Better	1,017,000	762,750	±10%	942,688 GREEN	↑	661,106	↓	1,155,298	The number of physical library visitors is above target for this quarter. Performance is 18% lower than the same period last year, which is better than expected following a 32% reduction in library opening hours.	Culture & Customer Access <i>Local performance indicator</i>	Towns & Communities
PROUD: Using our influence													
39	Average void to re-let times (C)	Smaller is Better	14 Days	14 Days	±10%	12.64 days GREEN	↓	12.1 days	↑	15.3 days	Performance continues to be lower than the target of 14 days (where lower is better). So far this year all quarterly outturns have been below 13 days. This performance has been maintained due to the continuing success of the 'whole process reviews' undertaken in 2015/16 and the review of policies and processes undertaken in 2016/17.	Housing <i>Local performance indicator</i>	Towns & Communities
40	Percentage of adults in contact with secondary mental health services in paid employment (C)	Bigger is Better	5.4%	5.4%	±10%	7.8% (47/604) GREEN	↑	7.2% (41/569)	↑	5.1% (25/493)	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 both last quarter and at the same stage last year. At present there are 47 service users in employment who are in contact with secondary Mental Health Services. At the same stage last year there were 25. There are however, more people known to Secondary Mental Health Services this year compared to last year.	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
41	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%	61.5% GREEN	↓	63%	↑	54%	The percentage of young people leaving care who are in education, employment or training at ages 18 to 21 is at 61.5% against a target of 60%. Whilst there has been a small decrease since the end of Quarter 2, the long term trend projects that the annual target will be met.	Children's Services <i>Reported to Department for Education (DfE)</i>	Children & Learning
42	Percentage of Early Years providers judged Good or Outstanding by Ofsted (S)	Bigger is Better	80%	80%	±10%	92% GREEN	↑	83%	↑	79%	The percentage of Early Years providers judged to be Good or Outstanding by Ofsted is above target and has been steadily improving for the past 2 years.	Learning & Achievement <i>Reported to Department for Education (DfE)</i>	Children & Learning
43	Percentage of schools judged to be Good or Outstanding (S)	Bigger is Better	80%	80%	±10%	81.3% GREEN	↑	75%	↑	73%	The percentage of schools that achieved an Ofsted rating of Good or Outstanding is 81.3%, significantly higher than the same period last year (73%) and slightly better than target (80%)	Learning & Achievement <i>Reported to Department for Education (DfE)</i>	Children & Learning

Line.no	Indicator and Description	Value	2016/17 Annual Target	2016/17 Quarter 3 Target	Target Tolerance	2016/17 Quarter 3 Performance	Short Term DOT against 2016/17 (Q2)	Long Term DOT against 2015/16 (Q3)	Comments	Service	O&S Sub-Committee		
44	Percentage of 16 to 17 year olds (school years 12-13) who are not in education, employment or training (NEET) and not known (S)	Smaller is Better	4.5%	4.5%	±10%	4.4% (Provisional) GREEN	↑	52.1%	→	4.4%	This is the same position as at Q3 last year when performance was at 4.4% NEET and Not known. Havering has a robust tracking service provided via Prospects which has meant the Unknown cohort remains at low levels and participation advisers support learners back into positive destinations to reduce the NEET cohort. The Q2 figure was considerably higher than at other points throughout the year. This is because at this time in the year all learners are termed 'Unknown' until we track and validate their post-16 place in education and training.	Learning & Achievement <i>Reported to Department for Education (DfE)</i>	Children & Learning
45	The number of volunteers assisting in the running of library services (S)	Bigger is Better	450	400	±10%	404 GREEN	↑	380	-	NEW	Performance is above target in Q3 and the service is confident that the year-end target will be met. Volunteer Management Software has now been implemented to manage the volunteers i.e. recruitment, training, communication, roles. Staff have been trained to use it and generate reports to assist with the analysis and evaluation of the whole programme.	Culture & Customer Access <i>Local performance indicator</i>	Towns & Communities
46	Number of free early years education offers extended to disadvantaged 2 year olds (C)	Bigger is Better	681	681	±10%	707 GREEN	↓	787 (Aug 16)	↑	623 (Aug 15)	The number of free early years education offers extended to disadvantaged 2 year olds remains above target (at 707 against a target of 681)	Learning & Achievement <i>Local performance indicator</i>	Children & Learning
47	Adults with Learning Disabilities in paid employment (S)	Bigger is Better	8.7%	4.3%	±10%	4.3% (22/508) GREEN	-	N/A	→	4.3% (22/506)	Performance for this measure is currently on target. We currently have 22 Service Users with a Learning Disability in paid employment. At the same stage last year there were also 22. This PI is measured in Q3 and Q4 only.	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
48	Number of apprentices (aged 16-18) recruited in the borough (C)	Bigger is Better	720 (Aug 2015 to Jul 2016)	514	±10%	770 GREEN (July 2016)	↑	450	-	N/A	There is a 6 month data lag relating to this indicator within the Skills Funding Agency. The figure of 770 is the final year outturn as this indicator is measured over the academic year rather than the financial year. Apprenticeship numbers at ages 16-18 have seen an increase amongst Havering residents. The local apprenticeship provider forum works closely with the school and colleges to promote the apprenticeship offer. The young people's education and skills team hosts a parent and learner apprenticeship event annually as part of national apprenticeship week. We also hosted the Raising the Participation Age (RPA) moving on transitions event in October where we had up to 3,000 secondary school learners and up to 500 parents attend. The event had 30 exhibitors attend, of which 11 are apprenticeship training providers.	Learning & Achievement <i>Local performance indicator</i>	Children & Learning
PROUD: Leading by example													
49	Number of online transactions as a % of all transactions (C)	Bigger is Better	50%	50%	±5%	46.11% RED	↓	47.7%	↑	26.11%	Whilst the figure is below the 50% target, and slightly worse than during Quarter 2, the proportion of online transactions compared with the same quarter last year is considerably higher. Corrective Action: Customers are encouraged to go online and there are automated messages advising customers of the Council's online facilities. Green Waste Renewals start in March this year and although customers will have the option to renew via the telephone, it is expected there will still be a proportion of customers renewing on line, which will enhance the overall percentage figure.	Culture & Customer Access <i>Local performance indicator</i>	
50	Sickness absence rate per annum per employee (days) (R)	Smaller is Better	8.5 days	8.5 days	±10%	9.8 days AMBER	↑	10.2 days	↑	10.1 days	Average sickness absence across the council for Q3 was 9.8 FTE days per employee, a decrease of 0.4 FTE days from Q2. Sickness rates between October and December 2016 were also lower compared to the same months in 2015. Factors influencing the decrease include continued managerial support at all stages of the sickness procedure, timely referrals to Occupational Health and the introduction of a 24/7 absence reporting line pilot scheme which is still on trial in Environment and Catering Services.	Corporate Health <i>Local performance indicator</i>	

Line.no	Indicator and Description	Value	2016/17 Annual Target	2016/17 Quarter 3 Target	Target Tolerance	2016/17 Quarter 3 Performance	Short Term DOT against 2016/17 (Q2)	Long Term DOT against 2015/16 (Q3)	Comments	Service	O&S Sub-Committee
51	Percentage of suppliers paid within 30 days of receipt, by Transactional Team, by invoice (C)	Bigger is Better	95%	95%	±5%	96.9% (82,462 of 85,065) GREEN	↓ 97.2% (55,004 of 56,590)	↑ 96.18% (77,636 of 80,718)	Performance in Q3 stood at 96.9% which is slightly lower than the previous quarter but still above the 95% target. This is due to the final completion of the Transactional Services restructure in the month of November and relocation of the team. It is therefore anticipated that this strong performance will continue into Quarter 4.	Corporate Health <i>Local performance indicator</i>	
52	Percentage of Customers Satisfied With the Contact Centre (C)	Bigger is Better	85%	85%	±10%	90.51% GREEN	↑ 89.91%	↑ 90.03%	Customer satisfaction is above target and is performing better than last quarter and better than the same quarter last year.	Culture & Customer Access <i>Local performance indicator</i>	
53	Percentage of Council Tax collected (C)	Bigger is Better	96.7% (£134.67m)	85.77% (£115.68m)	±1%	85.21% (£114.93m) GREEN	↑ 58.28% (£78.56m)	↓ 86% (£111.6m)	Performance is slightly below target but within the agreed tolerance levels. This is due to more accurate reporting of the collection rate in 2016/17 compared to previous years. This means there is no shortfall in actual income, however, the target may have been set a fraction too high to be achievable because of this. However, additional resources are being utilised to maximise collection and minimise debt. Therefore, performance should improve over the next three months.	Exchequer & Transactional Services <i>Reported to Department of Communities & Local Government (DCLG)</i>	
54	Percentage of National Non-Domestic Rates (NNDR) collected (C)	Bigger is Better	98.6%	82.74%	±1%	83.08% (£64,746,024) GREEN	↑ 58.45% (£45,516,579)	↓ 91%	Performance is above target for Quarter 3 and the end of year target is on track to be achieved.	Exchequer & Transactional Services <i>Reported to Department of Communities & Local Government (DCLG)</i>	
55	Speed of processing new Housing Benefit/Council Tax Support claims (C)	Smaller is Better	20 days	20 days	±10%	21 days GREEN	→ 21 days	→ 21 days	Performance is slightly above target (where lower is better) but remains within tolerance. New claims performance remains the highest priority for the service. Annual leave in December has affected performance but it is anticipated it will improve over the next three months.	Exchequer & Transactional Services <i>Reported to Department of Work and Pensions (DWP)</i>	
56	Speed of processing changes in circumstances of Housing Benefit/Council Tax Support claimants (C)	Smaller is Better	10 days	10 days	±10%	9.5 days GREEN	↑ 10 days	↓ 7.55 days	Performance is below target (where lower is better) and it is believed this will be sustained throughout the rest of the financial year. Initiatives such as the automation of rents increases are being considered to maintain performance.	Exchequer & Transactional Services <i>Reported to Department of Work and Pensions (DWP)</i>	
57	Percentage of Corporate Complaints completed within 15 days (C)	Bigger is Better	95%	95%	±10%	95% GREEN	↓ 98%	↑ 88%	Performance is on target and has improved compared to the same period last year, but is worse than last quarter. The highest numbers of complaints continue to be received by Housing and Neighbourhood Services.	Corporate Health <i>Local performance indicator</i>	
58	Percentage of Member/MP Enquiries completed within 15 days (C)	Bigger is Better	95%	95%	±10%	99% GREEN	↑ 98%	↑ 88%	Performance is better than target, better than at the same point last year, and better than last quarter.	Corporate Health <i>Local performance indicator</i>	