

RAG Rating	Direction of Travel (DOT)		Description
Green	On or within the 'tolerance' of the annual target	↑	Corporate Plan Indicator
			Outturns reported cumulatively
			Outturns reported as snapshot
Amber	More than the 'tolerance' off the annual target but where performance has improved or been maintained.	→	Outturns reported as rolling year
Red	More than the 'tolerance' off the annual target and where performance is worsening	↓	

Line.no	Indicator and Description	Value	2016/17 Annual Target	Target Tolerance	2016/17 Annual Performance	Short Term DOT against 2016/17 (Q3)	Long Term DOT against 2015/16 (Annual)	Comments	Service	O&S Sub-Committee		
CLEAN: Supporting our community												
1	Avg. number of days taken to remove fly tips (C)	Smaller is Better	1 day	±10%	1.3 days RED	↓	1.1 days	-	NEW	Administrative data quality issues were found to be responsible for reported poor performance in the first half of the year. These were resolved and during the last quarter of 2016/17, fly tips reported through CRM have been removed within the target of 1 working day. Corrective Action: The introduction of "in cab" technology in April 2017 will improve data management and should help to improve response times.	Environment <i>Local performance indicator</i>	Environment
2	The number of parks with Green Flag Status (Annual)	Bigger is Better	11	±1%	11 GREEN	-	N/A	↑	9	This is an annual indicator but was 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 the 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
3	Number of volunteers active as Friends of Parks (Annual)	Bigger is Better	191 (10% increase)	±10%	188 (8% increase) GREEN	-	N/A	↑	174	This is an annual indicator. Although the annual outturn is just short of the target by 3 volunteers, performance is within the target tolerance for 2016/17.	Environment <i>Local performance indicator</i>	Environment
CLEAN: Using our influence												
4	Levy Waste tonnage (C)	Smaller is Better	85,386 Tonnes	±0%	85,671 tonnes RED	↓	64,845 tonnes	↓	83,194 tonnes	The final 2016/17 figure is above the annual target (where lower is better). Waste tonnages remain a high financial risk for the Council - reducing the amount of waste collected and sent to landfill is a high priority. Havering's population is projected to increase by 5% in the next 5 years. It is predicted that the cost to dispose of waste will increase by £0.5-1million a year. The ELWA 2017/18 levy has already been set at £14.925m for Havering. This is based on tonnages collected in 2015/16. It is also worth noting that Havering's levy contribution is influenced by the other ELWA Member Boroughs and how much they increase or decrease their waste by, so our tonnages only go some way to influencing our levy payments. Corrective Action: The waste service continues to deliver various schemes, events and initiatives to encourage re-use, recycling and waste minimisation such as Love Food Hate Waste workshops, composting workshops and the Green Points Scheme. The Communications Service continues to promote these projects and schemes.	Environment <i>Reported to Department for Environment, Food and Rural Affairs (DEFRA)</i>	Environment

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5	Percentage of major applications processed within 13 weeks (Note –extension of time agreements not included) (C)	Bigger is Better	65%	±10%	30% (10 of 33) RED	→ 30% (8 of 27)	↓ 42% (15 of 36)	For the full year, out of a total of 33 applications, 19 had Extension of Time Agreements and 18 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: Actions include increased promotion of Planning Performance Agreements for significant major schemes, a quick turn-round of the validation process when an application is received, prompt neighbour notifications, officer visit/report and committee target dates better timed to allow optimum ability to keep major applications in time without needing an EoT. Major applications often need a legal agreement which can take the application beyond the 13 week period.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
6	Percentage of minor applications processed within 8 weeks (Note –extension of time agreements not included) (C)	Bigger is Better	65%	±10%	57% (237 of 418) AMBER	↑ 55% (181 of 329)	↑ 54% (188 of 351)	For the full year, out of a total of 418 applications, 135 had Extension of Time Agreements, with 127 of these decided within the agreed time frame. This would give a revised percentage of 87% if EoT applications were treated as in time for the purposes of this PI. Corrective action: Actions include increased promotion of Planning Performance Agreements for significant major schemes, a quick turn-round of the validation process when an application is received, prompt neighbour notifications, officer visit/report and committee target dates better timed to allow optimum ability to keep minor applications in time without needing an EoT. Separately, proposals are still progressing to outsource the initial part of the planning application process. These proposals have the potential to improve overall performance.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
7	Percentage of other applications processed within 8 weeks (Note –extension of time agreements not included)(C)	Bigger is Better	80%	±10%	76% (1,495 of 1,958) GREEN	↓ 74% (1,132 of 1,524)	↓ 86% (1,454 of 1,692)	For the full year, out of a total of 1958 applications, 388 had Extension of Time Agreements, 375 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 still progressing to outsource the initial part of planning application process. These proposals have the potential to improve overall performance.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
8	Number of volunteers participating in community clean ups (C)	Bigger is Better	256	±10%	472 GREEN	↑ 370	↓ 686	The annual target of 256 for the number of volunteers participating in community clean ups was exceeded by Q3. The final year outturn is 472 volunteers that participated in 58 community clean-ups. In Q4 alone there were 14 community clean ups in which 102 volunteers took part. As part of the national 'Keep Britain Tidy - British Spring Clean' weekend campaign (3-6 March 2017), Havering hosted 4 community clean up events. These events took place at St. Andrew's Church and surrounding roads, New Windmill Hall, Berwick Glades within Hornchurch Country Park and Raphael's Park. Various other community groups conducted regular clean ups within different parks across the borough. The 2015/16 outturn is significantly higher than the 2016/17 outturn because of the 'Clean for the Queen' campaign that took place last year. This campaign alone saw 452 people volunteer.	Policy, Performance & Community Local performance indicator	Towns & Communities
9	Percentage of appeals allowed against refusal of planning permission (C)	Smaller is Better	35%	±10%	31% GREEN	↑ 32%	↑ 44%	Performance is better than target (as lower is better) and better than the same period last year.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities

SAFE: Supporting our community

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10	Number of total notifiable offences (TNOs) (C)	Smaller is Better	Awaiting targets from MOPAC	±0%	16,173 RED	↓ 13,055	↓ 15,252	<p>The total number of TNOs recorded in 2016/17 was 16,173, an increase of 6% from 15,252 in the previous year. London wide there has been an increase of 4.6%.</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. 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.</p>	Policy, Performance & Community <i>Reported to Mayor's Office for Policing and Crime (MOPAC)</i>	Crime & Disorder
11	Number of antisocial behaviour (ASB) incidents	Smaller is Better	4,808	±10%	6,162 RED	↓ 4,810	↓ 4,906	<p>The total number of ASB reports this financial year is 6,162, an increase of 25.6% from 4,906 reports in the previous year and 28.2% over target. Q4 saw an increase from Q3 of 1,352 incidents, similar to that increase from Q2 to Q3 (1,322 incidents). The largest contributor to the increase this year has been multiple complaints regarding traveller communities occupying open spaces across the borough. This highly visible activity generates significantly high call volumes.</p> <p>Corrective Action: The Tasking Enforcement Group continues 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 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> <p>The advent of the East Basic Command Unit has seen the introduction of a Partnership Hub which will target anti-social behaviour in the Borough. Targeted activity is taking place to tackle drifting in the Rainham BID area and rough sleeping in Romford Town Centre. The Council is in the process of introducing a Public Space Protection Order in Romford Town Centre.</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%	±10%	48.9% RED (Provisional)	↓ 66.7%	- NEW	<p>This KPI is based on the number of children whose court cases complete each month and the percentage of these that were completed within 26 weeks. Unfortunately the outturn for this indicator has dropped for the second consecutive quarter during Quarter 4, to its lowest point this year. This was largely because, during March, nine children's cases (involving five families) completed, all of which exceeded the 26 weeks timescale.</p> <p>Corrective Action: Actions include reviewing the legal tracking procedure to identify any areas of improvement, working with the legal department to identify training needs and respond to them, reviewing the supervision policy and developing accountability of social workers so that when targets are missed there is a framework in place to act swiftly and rectify this.</p>	Children's Services <i>Reported to Department for Education (DfE)</i>	Children & Learning
13	Percentage of looked after children (LAC) placements lasting at least 2 years (S)	Bigger is Better	70%	±10%	59.4% RED (Provisional)	↓ 64.5%	↓ 70.6%	<p>The percentage of LAC placements lasting at least 2 years has dropped this quarter from 64.5% in Q3.</p> <p>Corrective Action: As part of the DfE Innovation Programme we will work to recruit specialist foster carers who will care for 11-17 year olds with complex and disrupting behaviour patterns. In most cases a placement breakdown is because the carers feel unable to cope with the demands of the child or young person or the LAC is not happy with the care and support offered to them. Through the innovation programme we will create a specialist foster care offer in conjunction with young people. These foster carers will receive heightened support and training to respond to the complex needs and reduce the number of placement changes for our LAC.</p>	Children's Services <i>Reported to Department for Education (DfE)</i>	Children & Learning

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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%	±10%	47% RED (Provisional)	↓	54%	↑	33%	Of the 15 children who moved in with their adopting family during 2016/17, 7 waited less than 14 months from entering care. At 47% this is an improvement on 2015/16's outturn but still some way off the 75% target. Of the 8 children who will be placed with their adopting family at the start of Q1 of 2017/18 this has already improved slightly to 50%. Corrective Action: Actions include reviewing data that is tracked by the policy and performance team, formally reviewing the analysis of data in relation to children waiting for adoption/those with parallel plans and adopters waiting, and doing a deep dive audit and learning exercise from finalised adoption cases to identify issues which may be contributing to underperformance in relation to the percentage of children who wait less than 14 months between entering care and moving in with their adoptive family.	Children's Services Reported to Department for Education (DfE)	Children & Learning
15	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+) (C)	Smaller is better	598.1	±10%	700 (321 / 45,859) RED	↓	538.6 (247/45,582)	↓	598.1	In order to achieve the target, the Council needed to have fewer than 274 adults (aged over 65) in council-supported permanent admissions to residential and nursing care during 2016/17 (excluding transfers between residential and nursing care). By the end of the year, there had been 321, 146 of which were admitted via a hospital team and 175 of which were admitted via community teams. 201 were aged 85+, with the average age of council-supported permanent admissions of adults (aged 65+) to residential and nursing care being 86. Corrective Action: Work within the service continues to ensure that admissions are timely and appropriate and that all other community based services have been exhausted before long term placements are made.	Adult Social Care Reported to Department of Health (DH)	Individuals
16	Number of new in-house foster carers (C)	Bigger is Better	20	±10%	12 AMBER (Provisional)	↑	4	↓	19	During Q4 there were 8 new foster carer approvals. As anticipated in Q3, the full year target of 20 has not been achieved but the Fostering team already has several potential new carers booked to go to Fostering Panel during Q1 for approval so performance should improve in 2017/18.	Children's Services Local performance indicator	Children & Learning
17	Total number of in-house foster carers (S)	Bigger is Better	90	±10%	77 AMBER (Provisional)	↑	74	-	NEW	There has been 4% improvement compared to Q3 with three additional in house carers being registered. Although this is some way off the target of 90, numbers have been steadily increasing over the past three quarters.	Children's Services Local performance indicator	Children & Learning
18	Percentage of looked after children (LAC) placed in LBH foster care (S)	Bigger is Better	40%	±5%	38.7% GREEN (Provisional)	↑	36.8%	-	NEW	This indicator has improved during Q4 and the full year outturn is within the target tolerance, which should provide additional suitable placements for our looked after children.	Children's Services Local performance indicator	Children & Learning
19	Repeat Domestic Violence cases going to the MARAC (C)	Smaller is Better	24.5% (in line with the national average)	±5%	23.1% (60 / 259) GREEN	↑	28.8% (17 of 59)	↑	30.8%	No target was set by MOPAC for repeat referrals, but the Council 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 was 250 for 2016-17. This was exceeded with 259 referrals for the year. Cumulatively, the repeat referral rate for the full financial year was 23.1%. This is below the national average of 24.5%, and also below the recommended guidelines of 28-40% as set by Safe Lives.	Policy, Performance & Community Reported to Mayor's Office for Policing and Crime (MOPAC)	Crime & Disorder
20	Percentage of looked after children that leave care at 18 and remain living with their foster carers (Staying Put) (C)	Bigger is Better	70%	±10%	66.7% GREEN (Provisional)	→	66.7%	-	NEW	The year end outturn for the percentage of looked after children remained in a "Staying Put arrangement" beyond age 18 remains unchanged from Q3 at 66.7% and is within the 10% target tolerance.	Children's Services Reported to Department for Education (DfE)	Children & Learning
21	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%	±10%	14.7% GREEN (Provisional)	↓	15.9%	-	NEW	Although the score for this indicator has dropped compared to Q3, the 14.7% outturn remains within target tolerance and we had the same number of Adoption Orders granted as in 2015/16 (7). We currently have 8 looked after children placed with their prospective adopters so it should be expected that performance against this indicator will improve over the coming months.	Children's Services Reported to Department for Education (DfE)	Children & Learning

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22	Rate of delayed transfers of care attributable to Adult Social Care (ASC) only per 100,000 population (C)	Smaller is better	1.5	±10%	1.3 (2.5 / 194,882) GREEN	↓	1.2 (2.3/194,882)	↓	0.7 (1.4 / 192,716)	In order to hit the target, we could have afforded to have 35 episodes of delays during 2016/17 that were attributable to Adult Social Care. By the end of March, there had been 30. Of the 2.5 delays per 100,000 population per month (on average) , 1 occurred in the acute sector and 1.5 occurred in the non-acute sector.	Adult Social Care Reported to Department of Health (DH)	Individuals
23	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64) (C)	Smaller is better	12	±10%	8.7 (13 / 149,023) GREEN	↓	6.7 (10/147,134)	↑	10.2	In order to achieve the target, the Council needed to have fewer than 17 adults (aged 18-64) in council-supported permanent admissions to residential and nursing care during the year (excluding transfers between residential and nursing care). By the end of the year, there had been 13, two of which were admitted via a hospital team and 11 of which were admitted via community teams. The average age of council-supported permanent admissions of adults (aged 18-64) to residential and nursing care during 2016/17 was 52.	Adult Social Care Reported to Department of Health (DH)	Individuals

SAFE: Using our influence

24	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%	14.5% RED (Provisional)	↓	12.4%	↓	5%	This indicator has continued to decline as the year has progressed and is higher than the same point last year. Although disappointing, higher numbers of repeat CP Plans were to be expected after the high increase in the total number of Plans since 2015/16. Corrective Action: The face to face programme currently running within CYPS is providing practitioners with training to work with families in a systemic way and provide families with the tools to sustain their own progress. One aim of the face to face programme is that we will see a reduction in recidivism and repeat child protection or care episodes. The implementation of the Families Together service within Early Help also offers families and young people intensive support when they are stepping down from statutory services or at risk of becoming subject to a child protection plan or care proceedings. Over the next year we expect this service to have a positive impact upon the number of children and families being subject to repeat interventions.	Children's Services Local performance indicator	Children & Learning
25	Successful completion of drug treatment – opiates and non-opiates (S)	Bigger is Better	50%	±3%	52.3% GREEN	↑	49.9%	–	NEW	A new provider (WDP Havering) was commissioned at the end of Quarter 3 2015/16 and, at the request of the Council, undertook a remedial action plan until performance met the annual target of 50%. At year end 2016/17 this target has been exceeded.	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%	±5%	N/A	–	N/A	–	N/A	The outturn for this indicator is not available 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	Percentage of adults in contact with secondary mental health services living independently, with or without support (C)	Bigger is better	87%	±10%	86.5% (544 / 631) GREEN	↓	89.7% (542/604)	↑	86.1%	This performance indicator is led by the North East London Foundation trust (NELFT). Performance ended the year on target and better than at the same stage last year. At the end of the year there were 544 service users in contact with secondary mental health services living on their own or with family. At the same stage last year there were 402 (representing a 35% increase). There were, however, more people known to secondary mental health services during 2016/17 compared to the previous year.	Adult Social Care Reported to Department of Health (DH)	Individuals
28	Percentage of adults with learning disabilities who live in their own home or with their family (C)	Bigger is Better	63.5%	±10%	65.8% (335 / 509) GREEN	↑	47.4% (241/508)	↑	63.5%	Performance has met target with 335 service users with a Learning Disability confirmed as being in settled accommodation. This is an improvement on both the Q3 outturn and the 2015/16 outturn. During 2015/16, there were 322 service users in settled accommodation, so an increase of 4% has been achieved.	Adult Social Care Reported to Department of Health (DH)	Individuals
29	Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement services	Bigger is Better	87%	±10%	87.7% (193 / 220) GREEN	–	N/A	↑	84.60%	Performance has met target with 193 people still at home after a period of reablement service after discharge from hospital. This is an improvement of 3% on 2015/16, when there were 187 people still at home.	Adult Social Care Reported to Department of Health (DH)	Individuals

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SAFE: Leading by example												
30	Direct payments as a percentage of self-directed support for Service Users (S)	Bigger is better	42%	±10%	33.3% (680 / 2,042) RED	↓	35.5% (699/2,087)	↓	35.1%	In order to achieve the target, the Council needed to have at least 882 service users receiving a direct payment. At the end of the year, 680 service users were in receipt of direct payments. Corrective Action: Adult Social Care commissioning services 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
31	Percentage of carers using social care who receive self-directed support and those receiving direct payments (C)	Bigger is better	95%	±10%	100% (110 / 110) GREEN	→	100% (103/103)	→	100% (103/103)	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 110 carers who are receiving their services via self direction.	Adult Social Care Reported to Department of Health (DH)	Individuals
32	Percentage of carers using social care who are receiving direct payments as a proportion of self-directed support (C)	Bigger is better	95%	±10%	100% (110 / 110) GREEN	→	100% (103/103)	→	100% (103/103)	Direct Payments (DPs) are one component of the SDS offer. Currently there are 110 carers who are receiving their support via a Direct Payment.	Adult Social Care Reported to Department of Health (DH)	Individuals
33	Percentage of people using social care who receive self-directed support and those receiving direct payments (S)	Bigger is Better	83%	±10%	85% (1,735 / 2,042) GREEN	↓	85.1% (1,775/2,087)	↑	82.2% (1,678 / 2,041)	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 ended the year on target for this indicator. At the end of the year, there were 1,735 service users receiving their support via self direction. At the same stage last year there were 1,775 service users receiving their service via self direction.	Adult Social Care Reported to Department of Health (DH)	Individuals
PROUD: Supporting our community												
34	New housing units under construction for Mercury Land Holdings Limited (C)	Bigger is Better	100	±10%	65 AMBER	→	65	-	N/A	65 units are under construction for Mercury Land Holdings, located at the Oldchurch Hospital Site in Romford. At the beginning of the year, an additional 44 units were planned to start construction during Q4 at 75 North Street in Hornchurch. However due to a delay in obtaining planning permission, these units will start construction in 2017/18. The developments will all be private rented flatted accommodation, primarily with 1 and 2 bedrooms with some 3 bed units as well. Corrective Action: The additional 44 units will commence in Q1 2017/18.	Economic Development Local performance indicator	Towns & Communities
35	Percentage of Housing repairs completed on time (including services contractors) (C)	Bigger is Better	96%	±0%	90.6% AMBER	↑	89.6%	↓	92.3%	During the course of 2016/17 several assurances were given by the contractor about improving performance which did not come to fruition. In direct response the Council issued a detailed Recovery Plan for the service with a deadline of March 2017 for performance to achieve 95%. This was achieved and the outturn for March was 95.4%. However, the annual figure remains below target. Corrective Action: No corrective action to be taken as a Recovery Plan was put in place and the target of 95% was achieved by March.	Housing Local performance indicator	Towns & Communities
36	Estate inspections achieving the target score (C)	Bigger is Better	95%	±10%	95.3% GREEN	↓	96%	↓	96.7%	Performance throughout 2016/17 has been above target, despite the service undergoing a major restructure in May 2016. New software which is used to collate the performance data was introduced in October. This has resulted in more accurate data collection than in the previous six months and will be used to monitor performance going forward. A slight dip in performance occurred during October, November and February when the service standards were recorded as 94% against the target of 95%. The areas for improvement have been identified and services reviewed to improve standards.	Housing Local performance indicator	Towns & Communities
37	Number of physical library visits (C)	Bigger is Better	1,017,000	±10%	1,240,028 GREEN	↑	942,688	↓	1,498,040	The annual outturn is well above target for 2016/17. Library hours have reduced by 33% from April 2016, however physical visits only saw a reduction of 17%.	Culture & Customer Access Local performance indicator	Towns & Communities

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38	Percentage of homes that currently meet the decency standard (C)	Bigger is Better	98%	±10%	99.2% GREEN	→	99.2%	↑	98.2%	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 Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
39	Number of potential start-up businesses accessing advice via the Business Start-up Programme (C)	Bigger is Better	100	±10%	100 GREEN	↑	63	↑	44	Due to a delay in procurement of a new contractor, the programme started in June 2016 and in the first month the contractor supported 15 start-ups and has continued to support start-ups as well as register new ones through a joint media campaign and advice workshops. The year-end target of 100 has been achieved. Start ups in Havering were offered a free ticket to a start-up conference held at KPMG, Canary Wharf in January and as a result 18 Havering start-ups attended. This 7 hour conference provided specialist advice and peer support. Two workshops were held in Q4, both at Rainham Library. Whilst this is part of the on-gong support programme so 'regulars' are expected to continue to attend, the service also gets new people registering onto the programme through these workshops. In addition, one of the start-ups from the programme launched a networking meeting in February for other local start-ups. This enabled the Council to access new start-ups for the programme as well as provide additional peer support. The programme of support is continuing into 2017/18.	Economic Development Local performance indicator	Towns & Communities
40	Number of businesses accessing advice through regeneration initiatives (C)	Bigger is Better	600	±10%	649 GREEN	↑	455	↑	645	Performance is above target. Increased engagement has taken place via the Business Awards, Business Network and targeted business support activities. Additional work has also been completed through relocation enquiries at London Riverside Housing Zone, Angel Way and Bridge Close from CPO consultation.	Economic Development Local performance indicator	Towns & Communities
PROUD: Using our influence												
41	Average void to re-let times (C)	Smaller is Better	14 days	±10%	15.8 days RED (Provisional)	↓	12.64 days	↓	11.9 days	During 2016/17 Housing services started the stock regeneration programme. This had an effect on the void re-let times as properties were ring-fenced for decanting tenants requiring support to move. The average void to re-let time with the regeneration properties excluded is 13.4 days, which is below target (where lower is better). Corrective Action: No corrective action required as the annual outturn has been impacted by regeneration properties. The service will continue to monitor this PI both with and without regeneration properties included.	Housing Local performance indicator	Towns & Communities
42	Number of free early years education offers extended to disadvantaged 2 year olds (C)	Bigger is Better	681	±10%	663 GREEN	↓	707	↓	717	The final year outturn is below target but within agreed tolerance levels. The 2015/16 outturn was higher than the 2016/17 outturn as it included a number of children with targeted funding for 2 year olds not eligible under the new criteria, but still vulnerable. In addition, the Short Term DOT figure was based on the autumn census numbers, which are usually higher than the spring census figures.	Learning & Achievement Local performance indicator	Children & Learning
43	Percentage of young people leaving care who are in education, employment or training at age 18 to 21 (C)	Bigger is Better	60%	±10%	67.2% GREEN	↑	61.5%	↑	58.6%	In March there were 80/119 of our former relevant young people aged 18-21 years old in education, employment or training. This is encouraging and is the highest level seen this period. It is also an improvement on 2015/16's outturn of 59%. Prospects is commissioned to work with schools to identify those at risk of not participating and provide early intervention to reduce the NEET levels locally. Care leavers are specifically targeted for this support.	Children's Services Reported to Department for Education (DfE)	Children & Learning
44	Percentage of Early Years providers judged Good or Outstanding by Ofsted (S)	Bigger is Better	80%	±10%	84% GREEN	↑	83%	↑	79%	There has been a 1 percentage point increase since Q3. One Private, Voluntary or Independent (PVI) provider improved to good and 4 new PVIs underwent their first inspection. In total, 16 inspections were carried out in Q4. This is much lower than in previous quarters (Q1-52, Q2-29, Q3-28).	Learning & Achievement Reported to Department for Education (DfE)	Children & Learning
45	Percentage of schools judged to be Good or Outstanding (S)	Bigger is Better	80%	±10%	84% GREEN	↑	81%	↑	74%	Of the 83 schools, 8 are awaiting their first free school / academy inspection. 63 are 'good' or better. 12 are 'requiring improvement' or 'inadequate'.	Learning & Achievement Reported to Department for Education (DfE)	Children & Learning

Line.no	Indicator and Description	Value	2016/17 Annual Target	Target Tolerance	2016/17 Annual Performance	Short Term DOT against 2016/17 (Q3)		Long Term DOT against 2015/16 (Annual)		Comments	Service	O&S Sub-Committee
46	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%	±10%	3.3% GREEN	↑	4.4%	↑	3.9%	The 2015/16 outturn was 3.9% (234 young people). The outturn for 2016/17 of 3.3% represents 200 young people, illustrating that we are reducing the number of NEET and Not Known young people in Havering as participation amongst Havering learners continues to increase.	Learning & Achievement Reported to Department for Education (DfE)	Children & Learning
47	The number of volunteers assisting in the running of library services (S)	Bigger is Better	450	±10%	452 GREEN	↑	404	-	NEW	Performance is above target. 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 programme.	Culture & Customer Access Local performance indicator	Towns & Communities
48	Number of apprentices (aged 16-18) recruited in the borough (C)	Bigger is Better	720 (AY 15-16)	±10%	770 (AY 15-16) GREEN	↑	450	↑	710 (AY 14-15)	There is a 6 month data lag relating to this indicator within the Skills Funding Agency. However 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 Local performance indicator	Children & Learning
49	Percentage of adults in contact with secondary mental health services in paid employment (C)	Bigger is Better	4.8%	±10%	GREEN 7.9% (50 / 631)	↑	7.8% (47/604)	↑	4.8%	This performance indicator is led by NELFT. Performance is currently better than target in this area and is better than at the same stage last year. At present there are 50 service users in employment who are in contact with secondary Mental Health Services. At the same stage last year there were 22. There are however, more people known to Secondary Mental Health Services this year compared to last year.	Adult Social Care Reported to Department of Health (DH)	Individuals
50	Adults with learning disabilities in paid employment (S)	Bigger is Better	8.7%	±10%	GREEN 7.9% (50 / 631)	↑	4.3% (22/508)	↓	8.10%	Performance for this measure is currently within target thresholds. We currently have 40 Service Users with a Learning Disability in paid employment. At the same stage last year there were 41.	Adult Social Care Reported to Department of Health (DH)	Individuals
PROUD: Leading by example												
51	Number of online transactions as a % of all transactions (C)	Bigger is Better	50%	±5%	42.7% AMBER	↑	46.1%	↑	41.86%	This measures the percentage of customers going online for service requests (where those services use CRM). The final outturn for 2016/17 of 47.2% is below target but higher than in previous years. An increase was anticipated in March because of the annual Green Waste renewals. However a decision was taken to provide the renewals service via telephone in addition to online. Therefore renewal online wasn't as high as previously expected. Corrective Action: With the new website and further website/online improvements planned for 2017/18, we are anticipating that online usage will continue to increase over the next year as customers opt to use our website as their preferred choice of contact.	Culture & Customer Access Local performance indicator	
52	Sickness absence rate per annum per employee (days) (R)	Smaller is Better	8.5 days	±10%	9.7 days AMBER	↑	9.8 days	↑	10.5 days	Average sickness absence across the council for Q4 2016/17 was 9.7 FTE days per employee, a decrease of 0.1 FTE days from Q3 and a significant decrease of 0.75 FTE days from Q4 2015/16. Factors influencing this decrease include continued managerial support at all stages of the sickness procedure, timely referrals to Occupational Health and the continued success of a 24/7 absence line pilot scheme in Environment and Catering Services.	Corporate Health Local performance indicator	

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53	Percentage of Customers Satisfied With the Contact Centre (C)	Bigger is Better	85%	±10%	90.01% GREEN	↓	90.51%	↑	89.89%	<p>The customer satisfaction survey for the contact centre includes the following questions:</p> <ul style="list-style-type: none"> • How satisfied were you with the service today? • How polite and friendly was the advisor? • Please rate the quality of information given • Was your query fully resolved? • Have you tried to resolve the query previously, for example, using our website? • There is also an option to leave personal comments. <p>In total for 2017/18 we had 10,057 respondents which accounts for 2.9% of total calls handled.</p> <p>The final outturn figure of 90.01%, whilst above target, should be qualified with the caveat that the current survey form is manually initiated by officers asking customers to complete it. This can skew figures with the potential for cherry picking, so a new solution is being looked at for 2017/18, that will provide a better reflection of satisfaction levels.</p>	Culture & Customer Access <i>Local performance indicator</i>	
54	Percentage of Council Tax collected (C)	Bigger is Better	96.7%	±1%	96.85% (£130.5m) GREEN	↑	85.21% (£114.93m)	↓	97% (£126.0m)	<p>The year-end target has been achieved following the investment of significant resources in the Council Tax Service. Business cases will be developed in 2017 to ensure those resources can be retained throughout this year to continually improve performance.</p>	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	±10%	20.58 days GREEN	↑	21 days	↓	20.42 days	<p>Whilst performance is above target (where lower is better), it falls within the agreed target tolerance. Assessment resources will be retained at the current level throughout the coming year to ensure performance is maintained.</p>	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%	9.32 days GREEN	↑	9.5 days	↓	6.84 days	<p>Performance is better than target. Assessment resources will be retained at the current level throughout the coming year to ensure performance is maintained.</p>	Exchequer & Transactional Services <i>Reported to Department of Work and Pensions (DWP)</i>	
57	Percentage of Member/MP Enquiries completed within 15 days (C)	Bigger is Better	95%	±10%	97% GREEN	↓	99%	↑	95%	<p>Performance is better than target, and better than at the same point last year,</p>	Corporate Health <i>Local performance indicator</i>	
58	Percentage of suppliers paid within 30 days of receipt, by Transactional Team, by invoice (C)	Bigger is Better	95%	±5%	96.9% (112,916 of 116,526) GREEN	→	96.9% (82,462 of 85,065)	↑	95.8% (105,557 of 110,142)	<p>Performance achieved in 2016/17 is 96.9% which is above the target that was set at 95% and also above last year's achievement.</p>	Corporate Health <i>Local performance indicator</i>	
59	Percentage of Corporate Complaints completed within 15 days (C)	Bigger is Better	95%	±10%	95% GREEN	→	95%	↑	92%	<p>Performance is on target and has improved compared to both the previous year and the previous quarter. The highest numbers of complaints continue to be received by Housing and Neighbourhood Services.</p>	Corporate Health <i>Local performance indicator</i>	

Line.no	Indicator and Description	Value	2016/17 Annual Target	Target Tolerance	2016/17 Annual Performance	Short Term DOT against 2016/17 (Q3)		Long Term DOT against 2015/16 (Annual)		Comments	Service	O&S Sub-Committee
60	Percentage of National Non-Domestic Rates (NNDR) collected (C)	Bigger is Better	98.6%	±1%	98.64% (£76,000,017.73) GREEN	↑	83.08% (£64,746,024)	↑	98.53% (£75,861,868)	The year-end target has been exceeded by 0.04%.	Exchequer & Transactional Services Reported to Department of Communities & Local Government (DCLG)	