

RAG Rating		Direction of Travel (DOT)	
GREEN	On or better than target On track	↑	<b>Short Term:</b> Performance is better than the previous quarter <b>Long Term:</b> Performance is better than at the same point last year
		→	<b>Short Term:</b> Performance is the same as the previous quarter <b>Long Term:</b> Performance is the same as at the same point last year
RED	Worse than target Off track	↓	<b>Short Term:</b> Performance is worse than the previous quarter <b>Long Term:</b> Performance is worse than at the same point last year

Description	
Outturns reported cumulatively	(C)
Outturns reported as a snapshot	(S)
Outturns reported as a rolling year	(R)

Line.no	Indicator and Description	Value	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Performance	Short Term DOT against Q2 2017/18	Long Term DOT against Q3 2016/17	Comments		Service & Supporting Service	
Communities: Healthy and Active Lives											
1	Rates of reoffending for those individual offenders completing drug and alcohol treatment referrals (measured through a follow-up 6 months after completion)	Smaller is better	14% (Alcohol) 38% (Drugs)	14% (Alcohol) 38% (Drugs)	39% (Alcohol) 45% (Drugs)  RED	-	NEW	-	NEW	Following Q3, the rate of those reoffending following completion of an Alcohol Treatment Requirement is at 39%, significantly higher than our target of 14%. The re-offending rate for those completing Drug Rehabilitation Requirements has seen a rate of re-offending at 45% compared to our target of 38%.  <b>Corrective Action:</b> Many offenders have complex needs, e.g. relating to substance misuse, mental health, housing and homelessness issues. The Council's commissioned drug and alcohol support services provider (the Westminster Drugs Project) is drafting a joint working protocol with mental health and children's services in order to help offenders develop more effective coping strategies and so reduce their propensity to use drugs and re-offend. Work is also taking place to strengthen the relationship with the National Probation Service and the Community Rehabilitation Company, both of which have struggled to attend meetings recently due to restructuring and other priorities within their own organisations. The CRC has now employed a specific Interventions Manager to improve communications with partner agencies so that risks of re-offending can be identified and addressed at an earlier stage.	<b>Policy, Performance &amp; Community</b> • Public Health
2	The number of people who die from preventable causes like deprivation, accidents, and air quality – but not related to clinical care, per 100,000 population (R)	Smaller is better	Better than England (Annual 3-year rolling period)	Better than England (Annual 3-year rolling period)	164 per 100,000 population (2014-2016) GREEN	-	N/A	↓	157 per 100,000 population (2013-2015)	The latest available data relates to the period 2014 - 2016. For this period, Havering's mortality rate from preventable causes (164/100,000) was not significantly different from the London average (169/100,000) but was significantly lower than the England average (183/100,000).  Although the 2014-2016 rate for Havering appears higher than the previous period (2013-2015), the difference is not statistically significant.	<b>Public Health</b> • Environment • Adult Services • Children's Services
3	% of people (aged 65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	Bigger is better	87%	N/A	N/A	-	N/A	-	N/A	This indicator is not measured until Q4	<b>Adult Services</b>
Communities: A good start for every child to reach their full potential											
4	% of LAC who are in long term foster placements (18 months+)	Bigger is better	65%	65%	61.5% RED	↓	64.4%	-	NEW	There are currently 88/143 Looked After Children who have been in their placement for at least 18 months. However there are a number of LAC who have been in their placements for just short of 18 months so we should see improvements in the upcoming months.  <b>Corrective Action:</b> There is a service wide focus on looked after children being cared for in a suitable and long term family environment. In the first instance consideration is given to adoption and Special Guardianship Orders, however long term fostering is in the best interests of many LAC. The number of LAC achieving permanency through an SGO has increased this year and it is likely that the other consideration for these children would have been long term fostering. If we combine the % of LAC in long term fostering with the % granted an SGO or adoption we can see that over 80% of our LAC are achieving permanency through some means. This focus on permanency will continue.	<b>Children's Services</b>

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5	School readiness - % of children achieving a good or better level of development at age 5 (EYFSP)	Bigger is better	73%	73%	72% (2016-17) RED	-	N/A	↑	71% (15/16 Results)	The proportion of children achieving a Good or better level of development at age 5 improved again this year and remains above national levels (with Havering ranked 52nd out of 152 local authorities), but did not quite reach the local target.  <b>Corrective Action:</b> The LA has applied to the Strategic School Improvement Fund (SSIF) to help improve pupil judgements. From the first round of funding, a bid for a joint venture with Redden Court and Royal Liberty was successful. The second round of applications for funding shut at the end of October, in which a joint venture with Broadford and Mead proposed a programme to raise the number of pupils achieving higher attainment levels at the foundation stage. This funding bid was successful	<b>Learning &amp; Achievement</b> • Children's Services
6	% of children in good or outstanding schools	Bigger is better	83%	83%	81% RED	↓	84%	↑	80%	The percentage of children in good or outstanding schools has decreased during Q3 from 84% to 81% and is now just below target.  There were three inspections during the last quarter. One school retained its previous judgement, one came out of special measures and one school fell from a Good rating to Requires Improvement.  <b>Corrective Action:</b> Havering schools had been under inspected up to the end of Quarter 3, with only six inspections taking place to date compared with 12 to 15 for the same period in previous years. There have been 11 inspections in Quarter 4, the outcomes of five of which are yet to be reported publicly. If initial judgements remain, we should see an improvement in performance of one percentage point by year end.	<b>Learning &amp; Achievement</b> • Children's Services
7	Pupil progress in 8 subjects, from the end of primary school to the end of secondary school ("Progress 8" score)	Bigger is better	-0.1	N/A	-0.04 (2016/17) GREEN	→	-0.04	↑	-0.14 (15/16 Results)	The Progress 8 score improved upon last year's result to be in line with the state-funded national average (-0.03), resulting in Havering's national rank improving 42 places to 72 of 152.	<b>Learning &amp; Achievement</b> • Children's Services
8	% of looked after children who ceased to be looked after as a result of permanency (Adoption and Special Guardianship Order)	Bigger is better	20%	20%	26.7% GREEN	↑	21.3%	↑	15.9%	So far this period 2017/18 we have seen 24 children cease to be looked after due to the granting of an adoption order or a special guardianship order, which gives us a year to date outturn of 26.7%. This is a great improvement on our 16/17 outturn of 14.7%, and comfortably above our 17/18 target of 20%.	<b>Children's Services</b>
9	% of parents receiving an offer of their first choice school	Bigger is better	85% primary 80% secondary	N/A	N/A	-	NEW	-	NEW	Data is available on an annual basis and will be available in the Q4 report	<b>Learning &amp; Achievement</b> • Children's Services
<b>Communities: Families and communities look after themselves and each other</b>											
10	Carers receiving a needs assessment or review and a specific carer's service, or advice and information	Bigger is better	620	440.8	203.9 RED	↓	140		335	To date 402 carers have been assessed. At the same stage last year there had been 680.  <b>Corrective Action:</b> Work is currently ongoing to identify where carers have been involved in an assessment in order to data cleanse. Significant improvements are expected in Q4.	<b>Adult Services</b>
11	Number of volunteers supporting Council services	Bigger is better	1,135	1,090	1,172 GREEN	↓	1,226	-	NEW	Performance is very strong and the year end target was exceeded in Quarter 2. Performance has decreased as the end of Quarter 3 but has still surpassed the end of year target. The strong performance can particularly be attributed to the success of volunteering initiatives within Housing Services. The largest drop in volunteers for this quarter was in Library Services. This is due to seasonal variance as students who were available during the summer period to support the Summer Events Programme have now returned to college and university etc. Libraries have also experienced success in volunteers securing paid employment.	<b>Policy, Performance and Community</b> • Culture and Customer Access • Housing • Children's Services • Environment
12	Placeholder: Reported outcomes for residents delivered by the community and voluntary sector	Bigger is better	TBC (Annual)	N/A	N/A	-	N/A	-	N/A	This indicator is currently in development by the Joint Commissioning Unit and will be co-produced with newly commissioned providers. The start of the new contracts has been delayed from September to February, hence the delay in confirming the target and outturns associated with this indicator.	<b>Adult Services</b> • JCU
<b>Communities: Supporting vulnerable residents in our communities</b>											

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13	% of care leavers in both education, employment or training and suitable accommodation	Bigger is better	75%	75%	55.5% RED	↑	55.2%	↑	55.2%	<p>There are currently 81/146 Care Leavers that are in both education, employment or training with suitable accommodation. Prospects is commissioned to work with schools to identify those at risk of not participating and provide early intervention to reduce NEET levels locally. Care leavers are specifically targeted for support. It is also important to note that, whilst current performance against this indicator is disappointing to the Council, the local target was set to be deliberately stretching. Havering performs well against this measure compared with other London boroughs, ranking 7th out of 33 in a peer benchmarking exercise carried out in September 2017.</p> <p><b>Corrective Action:</b> There is an ongoing focus on the outcomes of care leavers through the Face to Face Pathways Innovation Programme. Most recently, an application has been made to the DWP Community Budget to enable us to deliver a programme aimed at supporting young people to attain employment and/or embark on further education. If successful, the programme will be launched in four phases and will focus on functional skills qualifications, becoming 'work-ready' and stepping into employment. In addition to this, the Council has been awarded funding from the DWP to set up a Job Club at The Cocoon. The Job Club will officially start on 22/02/18 and will operate on a fortnightly basis. To start with, the Job Club will be comprised of drop-in sessions that provide practical support and help to unemployed young people in care and care leavers aged 16 – 24. We will also bring in employers, agencies and service providers to contribute their expertise, skills and training to the Job Club during events and workshops. The % of care leavers in suitable accommodation remains above the 95% target. Consideration is being given to ensuring that the categorising of the accommodation as 'suitable' takes into account the young person's view as well as that of the professionals involved.</p>	<b>Children's Services</b> • Policy, Performance and Community
14	The proportion of repeat victims of domestic abuse (C)	Smaller is better	27%	27%	25.2% GREEN	↑	25.8%	↑	29.5%	The reduction against last year can be largely attributed to a repeat rate of 6.2% in July 2017 against an otherwise regular level of demand. This in turn has lowered the average rate to 25.2%, which sets Havering on course to achieve the annual target of an average rate lower than 27%.	<b>Policy, Performance and Community</b> • Adult Services • Children's Services
15	Number of families assisted in finding their own housing solution/prevented from becoming homeless per month	Bigger is better	40%	40%	60% GREEN	↓	69.4%	-	NEW	An increase in prevention activity means that families can remain in their accommodation or move into alternative accommodation before they become homeless. Therefore, the need for temporary accommodation which can be costly and unsuitable is reduced.	<b>Housing</b>
16	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)	Smaller is better	660	480	356.8 GREEN	↓	209.8	↑	538.6	At the end of quarter 3, there had been 165 older people newly admitted into long term residential or nursing care. At the same stage last year there had been 247. As with previous quarters the majority of new admissions are over the age of 85.	<b>Adult Services</b>
17	Number of adults and older people who can choose how their support is provided to meet agreed health and social care outcomes in the year (self-directed support)	Bigger is better	86%	86%	87.7% GREEN	↑	86.5%	↑	85.1%	There has been an increase in the percentage of people who receive their care via self directed support from Quarter 2 to Quarter 3. There has also been an increase in the percentage of people who receive this service from December 2016 to December 2017. As at December 2017 there were 1,766 people receiving their service through self-directed support.	<b>Adult Services</b>
18	The number of instances where an adult patient is ready leave hospital for home or move to a less acute stage of care but is prevented from doing so, per 100,000 population (delayed transfers of care)	Smaller is better	TBC	TBC	5.92	↑	6.3	-	N/A	There is no target for this indicator as the definition was not approved until well into 17/18. There is also no long term direction of travel as the measurement of this indicator changed from 16/17 to 17/18. To date in 17/18 there has been an average of 11.69 days delayed. This is an improvement on Q2, when there was an average of 12.4. Data for this indicator is likely to change for the positive due to resubmissions of Non Acute data.	<b>Adult Services</b>
19	Placeholder: Residents reporting good outcomes from their community service (home care service)	Bigger is better	TBC	TBC	N/A	-	NEW	-	NEW	This indicator is currently in development by the Joint Commissioning Unit. The service has collected initial data, which appears largely positive, but is awaiting independent verification of these results from Healthwatch before reporting this.	<b>Adult Services</b> • JCU
<b>Connections: A digitally enabled borough</b>											

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20	Improved Socitm score for the www.havering.gov.uk website	Bigger is better	3	N/A	3 GREEN	→	3	↑	2	The Council has been awarded 3 out of 4 stars in a review of its website and how it provides quick and easy 'customer journeys'. The Better Connected survey was carried out on 416 council websites by The Society of IT Managers in the Public Sector (Socitm). As well as performance in tasks, the survey looks at the quality of a website's search function and its accessibility for mobile devices and for people with disabilities. The result puts Havering in the 'providing a good service' category and recognises the improvements taking place as part of our Customer Experience Programme to improve the way we do business with our customers. A web review project was started in the wake of the web project ending to further improve the customer user experience and start the more detailed page rewrites to eliminate any customer confusion as they transacted with us. The Socitm report highlighted Adult Social Care as being in need of an improved journey and as such a dedicated working group has formed to bring Carepoint content onto the Havering website whilst overhauling the entire ASC offering on the site.	Culture and Customer Access / Transformation • OneSource (ICT)
21	Avoidable customer contact for Customer Services	Smaller is better	25%	25%	18.28% GREEN	↑	22.23%	-	NEW	Monitored monthly within a two hour sample window period, Q3 has experienced a reduction in avoidable contact being recorded by the Contact Centre. The main reasons for avoidable contact are customers seeking clarification of correspondence issued and chasing visits (e.g. repairs, missed waste ) and the status of various applications / correspondence they have submitted.  During Q3 Customer Services handled 80,633 calls. 18.28% (amounting to 14,745 calls) could be classed as unnecessary.	Culture and Customer Access / Transformation • OneSource (ICT)
<b>Connections: Capitalising on our location and connectivity</b>											
22	Completion of Governance for Railway Investment Projects (GRIP) stage 3 at Beam Park station by November 2017	N/A	GRIP stage 3 achieved	N/A	Off Track	→	Off Track	-	NEW	The programme has slipped for GRIP 3 completion due to gas pipeline issues and delays to design sign off by C2C. The GLA has agreed to convert additional funding required to complete the GRIP 3 process to non repayable grant subject to LBH agreeing the terms of a Deed of Variation.  <b>Corrective Action:</b> Following a high level meeting with the GLA, the slippage due to the pipeline and subsequent redesign work has now been resolved. The GLA is now taking full project responsibility, post GRIP 3 (design stage) through to completion. Officers will continue to liaise with the GLA and other partners to ensure this integral part of the Beam Park development is delivered on time.	Development
23	Delivery of public realm improvements at the borough's three Crossrail stations	N/A	Improvements delivered	N/A	Off Track	→	Off Track	-	NEW	Romford Crossrail supplementary works have now been completed. Gidea Park works are on track and progressing well. The Harold Wood scheme is not on track due to a slipped programme from a Crossrail contractor, over which Havering has no direct control.  <b>Corrective Action:</b> It has been agreed with TFL to carry forward funding to 2018/19 to achieve full spend and deliver works. Consequently the end date has now changed to accommodate the delay.	Development
<b>Connections: Fast and accessible transport links</b>											
24	Improve air quality in the borough by reducing the level of NO2	Smaller is better	40 µgm-3	N/A	N/A	-	NEW	-	NEW	The Air Quality Action Plan has been given approval at Cabinet, and consultation launched which ends on 18/03/18. The GLA has responded with only small amendments required and complementing it as a, 'well put together plan'.  The Council has also had conversations with the GLA regarding major investment in transport infrastructure to provide residents with better and more suitable transport choices. These will inevitably contribute to meeting this Performance Indicator resulting in lower emissions.	Environment • Development
<b>Connections: Access to jobs and opportunities</b>											

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25	Proportion of adults in contact with secondary mental health services in paid employment	Bigger is better	7.2%	7.2%	8.7% GREEN	↓	10.9%	↑	7.8%	This indicator looks at the percentage of people subject to the 'Care Programme Approach' who are in paid employment. The number of people subject to the CPA will vary across the course of the year. There has been a drop in the number of people who are on CPA from December 2016 to December 2017 (a decrease from 604 in December 2016 to 527 in December 2017). There has also been a decrease in the number of service users with mental health needs (on CPA) who are in paid employment from 68 in September 2017 to 46 in December 2017. However as a percentage, performance has overall improved from 2016/17 and is above target	<b>Adult Services</b> • Policy, Performance and Community
26	Proportion of adults with learning disabilities in paid employment	Bigger is better	8.3%	4.3%	4.3% GREEN	-	N/A	→	4.3%	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.	<b>Adult Services</b> • Policy, Performance and Community
<b>Opportunities: First class business opportunities</b>											
27	Number of jobs created and safeguarded through Economic Development's London Riverside Programmes	Bigger is better	10	1	0 RED	→	0	-	NEW	The PI encourages strategic growth in London Riverside by supporting CEME in increasing workspace and providing relevant support to young businesses in a prominent sector for the borough. The PI complements the corporate priority identified in the Corporate Plan as "Opportunities making Havering" by maximising opportunities for businesses in the borough.  <b>Corrective Action:</b> The target is based on a 2 year programme, which ends on 31/01/19. CEME and LBH are re-profiling the outcomes because staff changes within CEME have created a delay in achieving quarterly targets. Targets should be on track by programme end.	<b>Development</b> • Policy, Performance and Community
28	Number of investment enquiries to the Borough converted into a new business or expansion	Bigger is better	50	38	81 GREEN	↑	28	-	NEW	Performance is strong and has exceeded the year end target. There was a total of 53 new/safeguarded businesses in Q3, 6 of the businesses have relocated within the borough, safeguarding jobs and retaining business rates, and 47 new businesses moved into Havering.	<b>Development</b> • Communications
29	Total number of planning applications approved for new or extended commercial floor space, providing at least or greater than 100sq of floor space.	Bigger is better	75	N/A	N/A	-	NEW	-	NEW	This is an annual target. Data collection is underway for reporting in Q4.	<b>Development</b>
<b>Opportunities: High-quality skills and careers</b>											
30	% of 16-18 year olds who are not in education, employment or training or not known	Smaller is better	4.3%	4.3%	4.2% (Provisional) GREEN	↓	3.6%	-	NEW	The NEET and Not Known three month average was changed by the DfE to cover the December, January and February period, rather than the historical calculation which was based upon the November, December and January figures.  4.2% is an indicative figure based on the following: Final December 2017 performance was 4.2% Provisional January 2018 performance was 4.2% Resulting in the indicative Dec to Feb average of 4.2% if the figures remain the same for February  As a result of the new combined measure the methodology has changed, resulting in a slight manufactured increase compared to last outturn. Performance remains better than target	<b>Learning &amp; Achievement</b> • Policy, Performance and Community
31	Number of apprentices (aged 16-18) recruited in the borough	Bigger is better	770	N/A	N/A	-	N/A	-	N/A	2017/18 data has not yet been published by the Department for Education (DfE) on the Further Education (FE) apprenticeship data library	<b>Learning &amp; Achievement</b> • Policy, Performance and Community
32	Number of apprentices (aged 19+) recruited in the borough	Bigger is better	1330	N/A	N/A	-	N/A	-	N/A	2017/18 data has not yet been published by the Department for Education (DfE) on the Further Education (FE) apprenticeship data library	<b>Learning &amp; Achievement</b> • Policy, Performance and Community
<b>Opportunities: Dynamic development and infrastructure</b>											

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33	New Hornchurch Sports Centre planning application approved and contract given to build the new centre	N/A	Timescale achieved	N/A	On Track	↑	Off Track	-	NEW	At the time of writing, the planning application for the proposed new Hornchurch Sports Centre is due to be considered by the Planning Committee on 5 April 2018. Tenders have been received by SLM for the build, with Metnors being appointed to construct the new facility subject to planning permission being granted. Construction is due to commence in May 2018.	Culture and Customer Access
34	New Romford Leisure Centre opened by Spring 2018	N/A	Facility opened	N/A	On Track	→	On Track	-	NEW	The new Romford Leisure Centre has been named "Sapphire Ice and Leisure" to celebrate the sapphire jubilee of Queen Elizabeth II.  Sapphire Ice and Leisure achieved Practical Completion on 8 January 2018, and the building has now been 'handed over' to SLM. There are some minor works to be completed before opening to the public, plus SLM's fit out is to be completed. This includes, for example, the health and fitness kit installation. The opening date has been brought forward to 3 February 2018. SLM has sold over 1,000 new memberships for Sapphire Ice and Leisure through pre-sales	OneSource (Asset Management) • Culture and Customer Access
<b>Opportunities: A thriving local economy</b>											
35	The number of businesses expressing an interest to relocate to the Borough with a turnover of £10m+ or international recognition.	Bigger is better	150	113	20 RED	↑	11	-	NEW	Nine enquiries were received expressing an interest in the borough during Quarter 3. Three of those businesses have taken on premises in the borough. This is a new indicator and the target set was overly ambitious particularly in light of the increase of permitted development activity in the borough.  <b>Corrective Action:</b> The Economic Development Strategy and Master Planning for Romford Town Centre will seek to address the current retraction in commercial development to create a balanced environment going forward. An inward investment magazine and campaign have also been launched to an audience of industry leaders from various development, planning and architecture organisations at an event in central London.	Development • Communications
36	Proportion of businesses showing employment growth	Bigger is better	79,790 (+1% growth)	N/A	83,000 (2016) GREEN	-	N/A	↑	79,000 (2015)	This indicator measures the total employee count in Havering and is only available annually using Business Register and Employment Survey data.  The data for 2016 has now been released. However the methodology of counting employees has changed and therefore the old (2012-2015) data is not comparable. Solely PAYE based businesses are now included in the count. The new methodology has also been applied to 2015 data so it is possible to continue to set a target of 1% growth. The target has been exceeded.	Development
37	Developments approved with an obligation requiring a Skills and Training Plan	Bigger is better	100%	N/A	N/A	-	NEW	-	NEW	Data is only available on an annual basis with collection beginning once the Employment, Skills and Training Planning Advice Note, which will set out basis for when a skills and training plan is needed, has been published.	Development • Policy, Performance and Community
<b>Places: A clean, safe environment for all</b>											
38	The level of waste per head of population presented to the East London Waste Authority (ELWA)	Smaller is better	441.01 kg per head	330.75 kg per head	340.05 kg per head (provisional) RED	↓	235.65 kg per head (Provisional)	-	NEW	This PI measures the total waste delivered to the ELWA. This includes collected household waste, waste from the reuse and recycling centre and municipal waste from Highways and Parks Management activities. If tonnages continue at this level throughout the year we will outturn slightly above target, however tonnages are projected to decrease through the winter months as the amount of garden waste reduces.  <b>Corrective Action:</b> Various waste prevention campaigns focusing on home composting, reuse, and Love Food Hate Waste, particularly through the Sainsbury's funded food waste reduction activities and through the Rewards and Incentives Scheme's Food Waste Challenge, are in place to help achieve the target. We are also reviewing operations in Highways and Grounds Maintenance to reduce waste and, with the ELWA, are considering strengthening policies targeting potential commercial waste entering the domestic waste stream at the household reuse and recycling centre. Without restrictions on the amount of waste we collect through the household waste collection service, containing and reducing tonnages is very challenging and relies on attitudinal change.	Environment • Communications



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39	The number of burglary offences (C)	Smaller is better	1,812	1,350	1775 RED	↓	1,070	↓	1,366	The total number of burglary offences is 30% higher than at the same point last year. When broken down into types, the residential rate has increased by 37% and the non-residential rate by 7%. This is despite pre-planned operations in the run up to Christmas to disrupt offenders.  <b>Corrective Action:</b> Delivery of Safe Zones will continue to increase awareness of crime prevention in areas which have historically experienced high levels of burglary. Future messages from the Police will also focus on raising awareness of simple proven methods, rather than using costly crime prevention products. Further engagement opportunities will also be taken to disseminate messages, as was done over the Christmas period in the pop-up safety shop in Mercury Mall.	<b>Policy, Performance and Community</b>
40	The number of non-domestic violence with injury offences (C)	Smaller is better	1,311	996	1,002 RED	↓	653	↓	975	The rate of non-domestic violence with injury offences has increased by 2.8%, which is slightly less than the 3.2% increase seen across London.  <b>Corrective Action:</b> Work continues with night-time economy partners to reduce crime in Romford town centre, which contributes a significant amount of non-domestic violence with injury. In December two multi-agency nights of action were held in Romford and Hornchurch. These involved licensing inspections, swabbing of premises for drugs, and stops and searches of individuals, which resulted in several arrests. Feedback from licenced premises and door staff was very positive, and further operations are planned for the coming months.	<b>Policy, Performance and Community</b> • Children's Services (YOS) • Culture and Customer Access (Youth Services)
41	The number of anti-social behaviour (ASB) offences (C)	Smaller is better	6,100	4,762	4,187 GREEN	↓	3,037	↑	4,810	A reduction of 623 calls against last year represents good progress towards achieving our target of fewer than 6,100 incidents at the end of Q4. Our figure for the financial year to date is 13% lower than at the same point last year, and the London-wide rate has also seen a reduction, at 9% lower than the same period last year.	<b>Policy, Performance and Community</b> • Children's Services (YOS) • Culture and Customer Access (Youth Services)
42	Local Plan progressed and successfully adopted in accordance with the timeframe set out in the Local Development Scheme	N/A	Timescale achieved	N/A	On Track	→	On Track	-	NEW	On 17th January 2018 Cabinet endorsed a number of material modifications to the Local Plan arising from the public consultation that took place in 2017. The Cabinet and Council have agreed to these modifications which now enables the submission of the Local Plan to the Secretary of State.	<b>Development</b>
43	Making Safeguarding Personal: % of cases where desired outcomes were expressed and these were either partially or fully met	Bigger is better	90%	90%	96.2% GREEN	↑	93.6%	↑	92.1%	There has been an increase in performance in this indicator when comparing Q2 to Q3. There has also been an increase in performance when comparing December 2017 to December 2016. As at quarter 3, 237 service users who had gone through the safeguarding process had expressed their desired outcomes. This compares favourably with 228 at the same stage last year.	<b>Adult Services</b>
<b>Places: High-quality homes</b>											
44	Delivery partner selected for the HRA regeneration programme by March 2018	N/A	Delivery partner selected	N/A	On Track	→	On Track	-	NEW	The procurement process for the selection of the 12 sites Joint Venture (JV) Development Partner will be concluding shortly. A Cabinet report to approve the selection of the partner is due for 17 January 2018 and formal contract award is scheduled for 10 March 2018, subject to the mandatory standstill period.	<b>Housing</b>
<b>Places: Award-winning parks and open spaces</b>											
45	% of parks supported by a "Friends" group	Bigger is better	17%	17%	17% GREEN	→	17%	-	NEW	17 out of 100 parks and green spaces continue to be supported by a Friends Group	<b>Environment</b> • Policy, Performance and Community
46	Number of Green Flag Awards	Bigger is better	13	13	13 GREEN	→	13	↑	11	The Green Flag Award is the benchmark national standard for publicly accessible parks and green spaces. Havering has been awarded a further two awards from last year increasing the total to 13. The parks that currently hold the award are: Harrow Lodge Park, Haynes Park, Raphael Park, Bedfords Park, Cottons Park, Harold Wood Park, Hylands Park, Lawns Park, Lodge Farm Park, St. Andrew's Park, Upminster Park, Rise Park and Central Park.	<b>Environment</b> • Policy, Performance and Community
<b>Places: A vibrant cultural and leisure destination</b>											

Line.no	Indicator and Description	Value	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Performance	Short Term DOT against Q2 2017/18		Long Term DOT against Q3 2016/17		Comments	Service & Supporting Service
47	Deliver the Romford Market Transformation Support Programme for 2017/18	N/A	Transformation support programme delivered	N/A	On Track	→	On Track	-	NEW	<p>The Romford Market Transformation Support Programme is progressing. A business plan and brief is being prepared setting out the short, medium and long term objectives of the programme.</p> <p>A range of events was held in Romford Market over the Christmas period including the Kingdom of Elves, a mini fun fair and Winter Wonderland.</p>	Development
<b>Perception / Engagement PIs</b>											
Police Public Attitude Survey	% of respondents worried about crime in the area ®	Smaller is better	28%	28%	29% (Q1 17-18) RED	↑	33% (Q4 16-17)	↑	32% (Q1 16-17)	<p>This figure was at 32% a year ago and sat at this level until the survey covering the period up to March 2017 when it rose to 33%, before falling to 29% in the most recent survey.</p> <p><b>Corrective Action:</b> Reducing this figure relies upon disseminating the right messages to the public to attempt to overcome these fears and demonstrate that the area is relatively safe. This will form the basis of the community safety aspect of the communications plan for the year ahead</p>	Policy, Performance and Community
	% of respondents worried about ASB in the area (R)	Smaller is better	15%	15%	15% (Q1 17-18) GREEN	→	15% (Q4 16-17)	↓	14% (Q1 16-17)	<p>This figure has fluctuated between 14% and 15% for Havering over the last five periods data is available for, which covers back to July 2015. The London wide figure was at 20% a year ago and is currently at 23%</p> <p>Reducing this figure relies upon disseminating the right messages to the public to attempt to overcome these fears and attempt to demonstrate that the area is relatively safe and this will form the basis of the community safety aspect of the communications plan for the year ahead.</p> <p>The Strategic Assessment highlighted a discrepancy between local and national reporting rates; which shows that although concerns about ASB are higher in Havering than the national average, the rate of incidents reported is lower than average. This suggests that the level of worry is based on a wider perception rather than just issues which residents have actually experienced and reported to police. As shown above, there has been a significant improvement on last year's reported level of ASB.</p>	Policy, Performance and Community
LGA / Populus Survey	Satisfaction with the way Havering Council runs things	Bigger is better	65%	N/A	N/A	-	N/A	-	61% (2016)	Performance against this PI is measured biennially. The last survey was completed in 2016. The next survey is scheduled to be carried out in 2018.	Communications
	Satisfaction with Havering as a place to live	Bigger is better	88%	N/A	N/A	-	N/A	-	88% (2016)		Communications
	Strength of belonging to the local area	Bigger is better	80%	N/A	N/A	-	N/A	-	79% (2016)		Communications
	Trust in Havering council	Bigger is better	70%	N/A	N/A	-	N/A	-	70% (2016)		Communications
Housing Status Survey	Satisfaction with the service provided by LBH Housing Services	Bigger is better	85%	N/A	N/A	-	N/A	-	N/A	The 2017/18 survey has been sent to residents and the responses are being collated and analysed. Results are expected to be available next quarter. No survey was completed in 2016/17. The outturns for 2015/16 were 85% and 73% respectively	Housing
	Satisfaction that LBH Housing Services listens to tenants' views and acts upon them	Bigger is better	75%	N/A	N/A	-	N/A	-	N/A		Housing
Adult Social Care Survey	% of respondents reporting control over their daily life?	Bigger is better	71%	N/A	N/A	-	N/A	-	75.5% (Annual 16-17)	The Adult Social Care Survey is completed annually. The 2017/18 survey was distributed in January 2018 and provisional results should be available for Q4 17/18	Adult Services
	Overall satisfaction with the care and support services received	Bigger is better	61%	N/A	N/A	-	N/A	-	62.4% (Annual 16-17)		Adult Services
	% of respondents reporting feeling safe	Bigger is better	68%	N/A	N/A	-	N/A	-	69% (Annual 16-17)		Adult Services



Line.no	Indicator and Description	Value	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Performance	Short Term DOT against Q2 2017/18		Long Term DOT against Q3 2016/17		Comments	Service & Supporting Service
Carers Survey	Overall carers' satisfaction with the support or services carers and service users have received from Social Services in the last 12 months	Bigger is better	35%	N/A	N/A	-	N/A	-	34.2% (Annual 16-17)	The Carers Survey is completed biennially. The last survey was completed last year, and is therefore not scheduled to be completed again until 2018/19.	Adult Services
	% carers reporting that, over the last 12 months, they have been involved or consulted as much as they wanted to be, in discussions about the support or services provided to the person they care for	Bigger is better	66%	N/A	N/A	-	N/A	-	71.4% (Annual 16-17)		Adult Services
	% carers reporting that, over the last 12 months, they have found it easy to find information and advice about support, services or benefits	Bigger is better	67%	N/A	N/A	-	N/A	-	66% (Annual 16-17)		Adult Services
Early Help Service	Proportion of families who show continued overall progress after their initial assessment.	Bigger is better	50%	50%	67% (GREEN)	-	N/A	-	N/A	Performance against this indicator is measured through the Outcome Star assessments. An outturn is now available for January to December 2017 and is positive (67%).	Children's Services
Public Health Outcomes Framework	Percentage of respondents scoring 0-4 in response to the question "Overall, how happy did you feel yesterday?"	Smaller is better	Better than England	N/A	7% (2015/16) GREEN	-	N/A	↑	9.8% (2014-15)	The most recent data available from Public Health England is for the period 2015-16. Havering's outturn of 7% is better than England's (8.8%, where smaller is better) and better than the year before.	Public Health
	Percentage of respondents scoring 6-10 in response to the question "Overall, how anxious did you feel yesterday?"	Smaller is better	Better than England	N/A	18% (2015/16) GREEN	-	N/A	↑	21% (2014/15)	The most recent data available from Public Health England is for the period 2015-16. Havering's outturn of 18% is better than England (19.4%, where smaller is better) and better than the year before.	Public Health
Annual Resident Survey	Questions to cover Environment services (TBC)	N/A	TBC	N/A	N/A	-	N/A	-	N/A	The Council has plans to undertake a full residents' survey which will include questions covering Environment services. The survey is planned for early 2018/19.	Environment & Communications