

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

Line.no	Indicator and Description	Value	2017/18 Annual Target	2017/18 Q4 Performance	Short Term DOT against Q3 2017/18	Long Term DOT against Q4 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)	N/A	-	39% ATR 45% DRR	-	NEW After Q3, the rate of those reoffending following completion of an Alcohol Treatment Requirement (ATR) was at 39%; significantly higher than our target of 14%. The re-offending rate for those completing Drug Rehabilitation Requirements (DRR) saw a better rate of re-offending at 45% compared to our target of 38%. It has not been possible to obtain an updated figure for Quarter 4 from the Metropolitan Police Service as yet. In the meantime, the Reducing Reoffending Group of the Havering Community Safety Partnership has been tasked with considering how performance in this area can be improved. Work has already taken place to strengthen relationships with the National Probation Service and Community Rehabilitation Company. The NPS has now nominated a SPOC for the group, whilst the CRC has employed a specific Interventions Manager to improve communications with the Police, NPS, Council services and commissioned providers in order to identify risks of reoffending at an earlier stage. In addition, offenders often have complex needs relating to issues such as substance misuse, mental health, financial inclusion and housing, so the Council's commissioned drug and alcohol support provider is working to develop a joint working protocol with mental health services and relevant Council services in order to help offenders develop more effective coping strategies and so reduce their propensity both to misuse substances and to offend.	Policy, Performance & Community • 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	Smaller is better	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 lower than the England average (183/100,000) but higher than the previous reporting period (2013-2015). The observed rise from the previous period's rate of 157/100,000 is however not statistically significant.	Public Health • 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%	88.2% GREEN	-	N/A	↑	87.7% There has been an improvement in performance against this indicator when comparing 2016/17 to 2017/18. During 2017/18, 272 service users were discharged from hospital into reablement services, of which 240 were still at home on the 91st day. This is an increase from 2016/17 when 220 users were discharged, of which 193 were still at home on the 91st day.	Adult Services
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%	60.6% RED	↓	61.5%	-	NEW The proportion of LAC in long term foster care fluctuated throughout the year but never hit the 65% target. There are currently 83/137 Looked After Children who have been in their placement for at least 18 months. Corrective Action: 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, however long term fostering is in the best interests of many LAC. If we combine the % of LAC in long term fostering with the % granted an SGO or adoption order, we can see that over 80% of our LAC are achieving permanency through some means. This focus on permanency will continue and there are a number of placements who will reach the 18 month marker in the coming months.	Children's Services

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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%	72% (2016-17) RED	-	N/A	↑	71% (2015-16 results)	Good or better levels of development at age 5 improved again this year and remain above national levels (ranked 52nd out of 152 local authorities) but did not quite reach the local target. Corrective Action: 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 Schools was successful. The second round of applications for funding shut at the end of October where a joint venture with Broadford and Mead Schools proposed a programme to raise the number of pupils achieving higher attainment levels at foundation stage. This funding bid was also successful.	Learning & Achievement • Children's Services
6	% of children in good or outstanding schools	Bigger is better	83%	82% RED	↑	81%	↑	80%	The percentage of children in good or outstanding schools has increased during Q4 from 81% to 82% and is now just below target. Corrective Action: There were additional inspections during Quarter 4, the results of which are not reflected in these figures as the reports are yet to be published publically. If these results were included, the percentage of children in good or outstanding schools would be 85% and be above target.	Learning & Achievement • 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	-0.04 (2016/17) GREEN	-	N/A	↑	-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.	Learning & Achievement • 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%	24.6% GREEN	↓	26.7%	↑	15.9%	During 2017/18 we have seen 31 children cease to be looked after due to the granting of an adoption order or a special guardianship order, which gives us an outturn of 24.6%. This is a great improvement on our 2016/17 outturn and comfortably above our 2017/18 target of 20%. Nationally, the number of children being adopted have been decreasing since 2015, whilst the number of children ceasing to be looked after due to an SGO has increased by 33% since 2013. This trend is reflective of what we are seeing in Havering.	Children's Services
9	% of Havering parents receiving an offer of their first preference primary school	Bigger is better	85%	88% GREEN	-	NEW	-	NEW	88% of parents were offered their first preference of primary school in Havering, which is better than the target and the London average (86.55%)	Learning & Achievement • Children's Services
10	% of Havering parents receiving an offer of their first preference secondary school	Bigger is better	80%	79% RED	-	NEW	-	NEW	79% of parents were offered their first preference of secondary school in Havering. Despite just missing the challenging target, this is the second highest ranking of all the London Boroughs.	Learning & Achievement • Children's Services
Communities: Families and communities look after themselves and each other										
11	Carers receiving a needs assessment or review and a specific carer's service, or advice and information	Bigger is better	620	570.6 RED	↑	203.9	↓	594.7	There has been a significant increase in the number of carers assessed during Quarter 4, however there is a very slight decrease from 2016/17 compared to 2017/18. During 2016/17, 1,159 carers were assessed compared to 1,125 in 2017/18.	Adult Services
12	Number of volunteers supporting Council services	Bigger is better	1,135	1,304 GREEN	↑	1,172	-	NEW	Performance remains strong. The year end target was exceeded in Quarter 2 and performance continued to improve thereafter. The strong performance can particularly be attributed to the success of volunteering initiatives within Housing Services. The drop in volunteers seen last quarter in Library Services has been reversed, such that there has been a 29% increase in the number of active volunteers during Quarter 4. This increase can be attributed to local library campaigns, promotion at events and to family and friends of the service, along with recent changes made to the main council website by adding a clear link to make it easier to apply directly to Libraries to become a library volunteer.	Policy, Performance and Community • Culture and Customer Access • Housing • Children's Services • Environment
13	Placeholder: Reported outcomes for residents delivered by the community and voluntary sector	Bigger is better	TBC	N/A	-	N/A	-	N/A	This indicator remains in development by the Joint Commissioning Unit and is being co-produced with newly commissioned providers. The start of the new contracts was delayed from September to February, hence the delay in confirming the data collection methods and outturns associated with this indicator.	Adult Services • JCU
Communities: Supporting vulnerable residents in our communities										

Line.no	Indicator and Description	Value	2017/18 Annual Target	2017/18 Q4 Performance	Short Term DOT against Q3 2017/18		Long Term DOT against Q4 2016/17		Comments	Service & Supporting Service
14	% of care leavers in both education, employment or training and suitable accommodation	Bigger is better	75%	58.8% RED	↑	55.5%	↑	55.2%	There are currently 90/153 care leavers who are in both education, employment or training and suitable accommodation. The % of care leavers in suitable accommodation remains above the 95% target, however the proportion of care leavers in education, employment or training did not meet the target, though it did improve during the last two months of the year. 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. Corrective action: There is an ongoing focus on the outcomes of care leavers through the Face to Face Pathways Innovation Programme. Most recently, a successful 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. 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 Work Club at The Cocoon which officially started on 22/02/18 will operate on a fortnightly basis. To start with, the Job Club consist of drop-in sessions that provide practical	Children's Services • Policy, Performance and Community
15	The proportion of repeat victims of domestic abuse	Smaller is better	27%	28.2% (Provisional 2017-18 average) RED	↓	24%	↑	30.5% (2016-17 average)	When this indicator and target were set, the Mayor's Office for Policing and Crime (MOPAC) published performance data on its website. This has not been updated since September, so since then the outturn has been calculated internally through other means which may not be consistent. While the provisional figure shows that we have performed slightly better than last year by achieving an average rate of 28.2% for the financial year (compared with 30.5% for 2016/17), this is higher than our target rate of 27% or less. The MOPAC data should be updated within the next few months, and only then will we have a true figure for this PI. Corrective action: The Council continues to utilise its funding allocation from MOPAC to fund various services including an additional Independent Domestic Violence Advocate (IDVA), peer support groups and a helpline and other support services for male victims of DV. The Community Safety service also coordinates the Domestic Violence Multi Agency Risk Assessment Conference (DV MARAC) and provides regular training and support to an ever-expanding network of Domestic Violence Champions, as well as rolling out training to staff across the public and voluntary sectors on the Domestic Abuse, Stalking and Harrassment Risk Identification Checklist (DASH RIC).	Policy, Performance and Community • Adult Services • Children's Services
16	Number of families assisted in finding their own housing solution/prevented from becoming homeless per month	Bigger is better	40%	64% GREEN	↑	60%	-	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 to the Council and unsuitable for the family concerned is reduced.	Housing
17	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)	Smaller is better	660	519.01 GREEN	↓	356.8	↑	700	There has been a significant improvement in the outturn for this indicator. During 2017/18 there were 240 new admissions of service users over the age of 65 into long term care homes. This compares favourably to 321 in 2016/17.	Adult Services
18	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%	95.3% GREEN	↑	87.7%	↑	85.1%	There has been a significant improvement in the outturn for this indicator. During 2017/18 there were 1,875 service users who received there support via self-directed support. This compares favourably to 1,735 in 2016/17.	Adult Services
19	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	5.46	↑	5.92	-	N/A	A new definition was applied to this indicator part way through 2017/18, so there is no long term trend data or target. However there has been an improvement from Q3 when there was an average of 5.92 delays compared to 5.46 in Q4.	Adult Services
20	Placeholder: Residents reporting good outcomes from their community service (home care service)	Bigger is better	TBC	N/A	-	NEW	-	NEW	This indicator remains 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.	Adult Services • JCU
Connections: A digitally enabled borough										

Line.no	Indicator and Description	Value	2017/18 Annual Target	2017/18 Q4 Performance	Short Term DOT against Q3 2017/18		Long Term DOT against Q4 2016/17		Comments	Service & Supporting Service
21	Improved Socitm score for the www.havering.gov.uk website	Bigger is better	3	3 GREEN	➡	3	⬆	2	The Council has been awarded 3 out of 4 stars in a review of its website and the extent to which 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 looked 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 has been initiated to improve further the customer experience and start the more detailed page rewrites to eliminate any customer confusion as they transact 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)
22	Avoidable customer contact for Customer Services	Smaller is better	25%	15.61% GREEN	⬆	18.28%	-	NEW	Performance against this PI is monitored monthly within a two hour sample window period. During Quarter 4 Customer Services handled 99,324 calls, 15,504 (15.61%) of which were avoidable calls that could be classed as unnecessary. This constitutes a reduction in avoidable contact being recorded by the Contact Centre. The main reasons for avoidable contact are customers seeking clarification of correspondence issued, chasing visits or service provision (e.g. repairs, missed waste) and the status of various applications / correspondence they have submitted.	Culture and Customer Access / Transformation • OneSource (ICT)
Connections: Capitalising on our location and connectivity										
23	Delivery of public realm improvements at the borough's three Crossrail stations	N/A	Improvements delivered	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. Corrective Action: It has been agreed with TFL to carry forward funding to 2018/19 to achieve full spend and deliver the works. Consequently the end date has now changed to accommodate the delay.	Development
24	Completion of Governance for Railway Investment Projects (GRIP) stage 3 at Beam Park station by November 2017	N/A	GRIP stage 3 achieved	Completed	⬆	Off Track	-	NEW	The programme slipped from November 2017 for GRIP 3 completion due to gas pipeline issues and a delay to design sign off by C2C. The GRIP 3 AFC Formal Cost Plan Report was completed and circulated to stakeholders in March and the GLA has now converted the additional funding required to complete the GRIP 3 process to a non-repayable grant. A high level meeting has taken place between the GLA's Director of Land and Property, Network Rail's Regional Director for Anglia, the Chief Executive of C2C and LBH to review slippage and cost escalation, and seek assurance of future delivery. The GLA is leading on (a) value engineering and (b) considering options for delivery. The service area is waiting for the outcome of the GLA's work in this area.	Development
Connections: Fast and accessible transport links										
25	Improve air quality in the borough by reducing the level of NO2	Smaller is better	40 µgm-3	N/A	-	NEW	-	NEW	The draft Air Quality Action Plan was given approval at Cabinet, and the consultation ended on 18/03/18 with over 80 responses. These are currently being collated for review to then make any necessary updates to the document. The proposed final AQAP is on the Forward Plan for Cabinet for June 2018. The Council has also had conversations with the GLA for 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
Connections: Access to jobs and opportunities										
26	Proportion of adults in contact with secondary mental health services in paid employment	Bigger is better	7.2%	8.5% GREEN	⬇	8.7%	⬆	7.9%	There has been an improvement in performance against this indicator in 2017/18 compared to 2016/17 from 7.9% to 8.5%. At the end of March 2018 there were 45 people in contact with secondary mental health services in employment.	Adult Services • Policy, Performance and Community

Line.no	Indicator and Description	Value	2017/18 Annual Target	2017/18 Q4 Performance	Short Term DOT against Q3 2017/18		Long Term DOT against Q4 2016/17		Comments	Service & Supporting Service
27	Proportion of adults with learning disabilities in paid employment	Bigger is better	8.3%	8.1% RED	↑	4.3%	↑	7.9%	There has been an improvement in performance against this indicator compared with the previous financial year (with the number of adults with learning disabilities in paid employment increasing from 40 to 42), however performance did not quite meet the target. The Joint Commissioning Unit will be reviewing the provision of employment support in 2018/19 to ensure that there is appropriate support available for all adults with learning disabilities.	Adult Services • Policy, Performance and Community
Opportunities: First class business opportunities										
28	Number of jobs created and safeguarded through Economic Development's London Riverside Programmes	Bigger is better	10	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. Corrective Action: The target is based on a 2 year programme, which ends on 31/03/19. CEME and LBH are re-profiling the outcomes because of staff changes within CEME impacting on delivery, and LBH is investigating ways to assist CEME in achieving the outcomes within the timeframe of the contract.	Development • Policy, Performance and Community
29	Total number of planning applications approved for new or extended commercial floor space, providing at least 100sq ft of floor space.	Bigger is better	75	12 RED	-	NEW	-	NEW	This target measures the number of planning applications which are approved each year for the development type described in order to support businesses in making applications which are likely to be supported. Granting permission for new buildings or extensions to existing commercial floor space enables local businesses to establish or remain in the Borough. This benefit is evidenced through increased NNDR income and employment opportunities for Borough residents. Corrective Action: The Planning Team offers a pre-application advice service whereby proposals can be explored before a formal submission is made. This advice is offered on a face to face or written basis, depending on the proposal. This target was new for 2017-18. During the year, 12 applications were approved against a target of 75 overall. Data collection for the year ahead requires refinement to ensure that all relevant applications are identified. Equally, in the absence of proposals being submitted which are captured by this PI, then performance against this target will be difficult to achieve.	Development
30	Number of investment enquiries to the Borough converted into a new business or expansion	Bigger is better	50	96 GREEN	↑	81	-	NEW	There were 15 new/safeguarded businesses in Q4. The overall total for the year was 96 new businesses/safeguarded, which exceeds the target annual target of 50.	Development • Communications
Opportunities: High-quality skills and careers										
31	Number of apprentices (aged 16-18) recruited in the borough	Bigger is better	770	680 (provisional 2016/17) RED	-	N/A	-	N/A	The introduction of the Apprenticeship Levy has seen an impact on the number of apprenticeships starts. Nationally there has been over a 60% drop in starts. The introduction of the new funding reforms put the emphasis on employers to deliver the apprenticeship strategy of 3 million apprentices by 2020.	Learning & Achievement • Policy, Performance and Community
32	Number of apprentices (aged 19+) recruited in the borough	Bigger is better	1330	1330 (provisional 2016/17) GREEN	-	N/A	-	N/A	Employers have fed back to the department on a number of issues ranging from lack of appropriate frameworks/standards to the 20% off the job training time required contributing to the increased cost of the new requirements.	Learning & Achievement • Policy, Performance and Community
33	% of 16-18 year olds who are not in education, employment or training or not known	Smaller is better	4.3%	2.9% GREEN	↑	4.2%	-	NEW	Prospects (the commissioned service provider) has continued the rigorous tracking and monitoring of learners in Havering and those resident in Havering and educated out of borough. The strong partnership with local education providers has continued to target Information, Advice and Guidance (IAG) support to those learners at risk of becoming NEET. The young people's education and skills team continues to host the annual 'raising the participation age and parent and learner apprenticeship' event to ensure all young Havering residents have access to a sufficient breadth and offer of post-16 education opportunities.	Learning & Achievement • Policy, Performance and Community
Opportunities: Dynamic development and infrastructure										

Line.no	Indicator and Description	Value	2017/18 Annual Target	2017/18 Q4 Performance	Short Term DOT against Q3 2017/18		Long Term DOT against Q4 2016/17		Comments	Service & Supporting Service
34	New Hornchurch Sports Centre planning application approved and contract given to build the new centre	N/A	Timescale achieved	On Track	↑	Off Track	-	NEW	The planning application for the proposed new Hornchurch Sports Centre has been approved by Regulatory Services Committee. The decision is now referred to The Mayor at the GLA for Stage 2 Clearance. Subject to clearance by The Mayor, and the planning conditions being discharged, it is expected works to create a temporary car park will commence in July with the main build works commencing in August 2018.	Culture and Customer Access
35	New Romford Leisure Centre opened by Spring 2018	N/A	Facility opened	Facility Opened	→	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 opened on 3 February 2018, with over 14,000 attendances during the opening weekend. The first month of opening saw over 60,000 visits to the new facilities.	OneSource (Asset Management) • Culture and Customer Access
Opportunities: A thriving local economy										
36	The number of businesses expressing an interest to relocate to the Borough with a turnover of £10m+ or international recognition.	Bigger is better	150	31 RED	↑	20	-	NEW	11 enquiries were received expressing an interest in relocating to the borough during Quarter 4. Four of these businesses have moved into the borough and are recorded as inward investment conversions elsewhere. This target is not realistic, principally because the borough does not currently have sufficient high quality commercial property, particularly of significant size. Corrective Action: The service is currently working on a Economic Development Strategy and through this we should agree the level of ambition in relation to the level of intervention in the property market, and develop an offer we can promote through inward investment and marketing.	Development • Communications
37	Proportion of businesses showing employment growth	Bigger is better	79,790 (+1% growth)	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
38	Developments approved with an obligation requiring a Skills and Training Plan	Bigger is better	100%	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. The note is being progressed alongside the Local Plan. A Skills and Training Plan will be secured via the planning process in connection with major development proposals. Each plan will ensure that employment opportunities are available to local people during the construction and end-user phases of developments, thereby securing investment in the local workforce. This will benefit household incomes and employment rates within the Borough. Where on site opportunities cannot be secured in connection with the development granted planning permission, a financial contribution will be secured as an alternative towards a job brokerage scheme and / or other employment and skills initiatives. To date, the Planning Advice Note has yet to be adopted for day to day use through the planning process as the Local Plan has only recently been submitted for Examination to the Planning Inspectorate.	Development • Policy, Performance and Community
Places: A clean, safe environment for all										

Line.no	Indicator and Description	Value	2017/18 Annual Target	2017/18 Q4 Performance	Short Term DOT against Q3 2017/18		Long Term DOT against Q4 2016/17		Comments	Service & Supporting Service
39	The number of burglary offences	Smaller is better	1,812	2,310 RED	↓	1,775	↓	1,849	<p>When broken down into the two categories of burglary, burglary of a dwelling has increased by 37.3%; while burglary other than dwelling is 5.6% higher than the end of last financial year. Despite pre-planned operations in the autumn and winter, the number of burglaries of a dwelling during October, November and December in isolation increased by 86.5% compared to last year (326 crimes in Oct-Dec 2016/17 against 608 crimes in 2017/18). This rise played a large part in the increase on year-end figures seen locally; although Operation Mexico has contributed to managing burglary levels, causing Q4 as a whole to be just 11.6% higher than Q4 in 2016/17.</p> <p>Corrective Action: The Metropolitan Police's Operation Mexico continues to target those suspected of burglary and disposal of stolen goods. The Havering Community Safety Partnership also continues to deliver Safe Zones in response to persistent burglary problems, with the Havering Park ward (Dominion Drive and Victoria Avenue) visited in February and the Hylands (Candover Road, Fairfield Close and Dorian Road) and Brooklands (Pretoria Road and Mildmay Road) wards visited in March. The burglary problem profile is being refreshed, with a focus on locations and times, both with a view to reviewing the rollout plan for Safe Zone and also in order to target crime prevention messages.</p>	Policy, Performance and Community
40	The level of waste per head of population presented to the East London Waste Authority (ELWA)	Smaller is better	441.01 kg per head	437.43kg (provisional) GREEN	↑	340.05 kg per head (provisional)	-	NEW	<p>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. As expected lower tonnage was seen in February and March allowing us to reach target for the year.</p> <p>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 have assisted in meeting our 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.</p>	Environment • Communications
41	The number of non-domestic violence with injury offences	Smaller is better	1,311	1,296 GREEN	↓	1,002	↑	1,305	<p>The rate of non-domestic violence with injury offences has fallen by 15.8% when comparing Q4 2016/17 against Q4 2017/18. When comparing against the year as a whole, we have seen 0.7% fewer offences than we had experienced at the end of Q4 2016/17; with two quarters experiencing reductions compared to last year, and two quarters seeing higher levels. The level for the whole of London has increased by 0.9% against the end of year figure for 2016/17, so Havering is bucking this rising trend.</p> <p>A strand of work with the Portman Group will aim to improve co-ordination between existing town centre services to provide safer havens which aim to further reduce the strain on emergency services.</p>	Policy, Performance and Community • Children's Services (YOS) • Culture and Customer Access (Youth Services)
42	The number of anti-social behaviour (ASB) offences	Smaller is better	6,100	5,368 GREEN	↓	4,187	↑	6,162	<p>There has been a reduction of 794 ASB offences against last year. Our figure for the financial year 13% lower than at the same point last year. The level of reduction seen locally is greater than the London-wide reduction of 9%.</p>	Policy, Performance and Community • Children's Services (YOS) • Culture and Customer Access (Youth Services)
43	Local Plan progressed and successfully adopted in accordance with the timeframe set out in the Local Development Scheme	N/A	Timescale achieved	On Track	→	On Track	-	NEW	<p>The Local Plan was submitted to the Planning Inspectorate in March 2018 in accordance with corporate requirements. Advice is awaited from the Planning Inspectorate regarding Examination</p>	Development
44	Making Safeguarding Personal: % of cases where desired outcomes were expressed and these were either partially or fully met	Bigger is better	90%	TBC		96.2%		92.1%	Data not available until early June 2018.	Adult Services
Places: High-quality homes										

Line.no	Indicator and Description	Value	2017/18 Annual Target	2017/18 Q4 Performance	Short Term DOT against Q3 2017/18	Long Term DOT against Q4 2016/17	Comments		Service & Supporting Service	
45	Delivery partner selected for the HRA regeneration programme by March 2018	N/A	Delivery partner selected	On Track	➡	On Track	-	NEW	The procurement standstill period for the selection of the 12 Sites Joint Venture Development Partner officially ended on Sunday 4th March 2018. The announcement of the preferred partner (Wates Construction) took place on Tuesday 13th March 2018. The formation of the new JV company is scheduled for early 2018/19. However, an exact date is still to be determined.	Housing
46	% of council homes that meet the decent homes standard which ensures standards of fitness, structure, energy efficiency and facilities in council properties.	Bigger is better	98%	99.8% GREEN	⬆	99.2%	⬆	99.2%	The number of council homes which meet the decent homes standard has increased during Quarter 4 as the capital investment programme for the year has completed. The focus of the programme for 2018/19 will be to increase further the percentage of decent homes and to prevent other homes, by virtue of the age of their components, becoming non-decent during the course of the year.	Housing
Places: Award-winning parks and open spaces										
47	% of parks supported by a "Friends" group	Bigger is better	17%	17% GREEN	➡	17%	-	NEW	17 out of 100 parks and green spaces continue to be supported by a Friends Group	Environment • Policy, Performance and Community
48	Number of Green Flag Awards	Bigger is better	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.	Environment • Policy, Performance and Community
Places: A vibrant cultural and leisure destination										
49	Deliver the Romford Market Transformation Support Programme for 2017/18	N/A	Transformation support programme delivered	On Track	➡	On Track	-	NEW	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. The revised action plan and business plan is being prepared. Planning is taking place for this year's events programme in the Market Place.	Development
Perception / Engagement Pls										
Police public attitude survey	% of respondents worried about ASB in the area	Smaller is better	15%	19% (12 months up to September 2017) RED	⬇	15% (Q4 16-17)	⬇	14% (Q1 16-17)	The borough has seen an increase in the proportion of residents concerned about anti-social behaviour compared with the same time last year, however local levels of concern are lower than the London-wide figure, which is currently at 27% having risen gradually over recent quarters from 20% a year ago. 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 and has actually reduced by 12.9% over the past 12 months. This suggests either that the level of worry is based on a wider perception rather than just issues which residents have actually experienced and reported to police and / or that residents lack confidence that action will be taken if they report incidents to the police. Corrective Action: Reducing this figure relies upon disseminating the right messages to the public (including those demonstrating the successes of the partnership in tackling ASB) to attempt to overcome these fears and to demonstrate that the area is relatively safe. This will form the basis of the community safety aspect of the communications	Policy, Performance and Community
	% of respondents worried about crime in the area	Smaller is better	28%	28% (figure covers 12 months up to September 2017) GREEN	⬆	29% (12 months to June 2017)	⬆	32% (12 months to Sep 2016)	This figure has been falling steadily since March 2017 and is now on target. Reducing this figure further 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	Policy, Performance and Community
/ Populus Survey	Satisfaction with the way Havering Council runs things	Bigger is better	65%	N/A	-	N/A	-	61% (2016)	Performance against this PI is measured biennially. This survey is due to take place in 2018/19.	Communications
	Satisfaction with Havering as a place to live	Bigger is better	88%	N/A	-	N/A	-	88% (2016)		Communications
	Strength of belonging to the local area	Bigger is better	80%	N/A	-	N/A	-	79% (2016)		Communications

Line.no	Indicator and Description	Value	2017/18 Annual Target	2017/18 Q4 Performance	Short Term DOT against Q3 2017/18		Long Term DOT against Q4 2016/17		Comments	Service & Supporting Service
LG	Trust in Havering council	Bigger is better	70%	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	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. The feedback received will be collated into our CIH 2017/18 Action Plan. The survey data will also be built into the new Open Housing system when it goes live in June.	Housing
	Satisfaction that LBH Housing Services listens to tenants' views and acts upon them	Bigger is better	75%	N/A	-	N/A	-	N/A		Housing
Adult Social Care Survey	% of respondents reporting control over their daily life	Bigger is better	71%	77% GREEN	-	N/A	↑	75.5%	There has been an improvement in the outturn for this indicator from 75.5% in 2016/17 to 77% in 2017/18	Adult Services
	Overall satisfaction with the care and support services received	Bigger is better	61%	60% RED	-	N/A	↓	62.4%	There has been a slight decrease in the percentage of service users who are satisfied with the care and support services they receive from 62.4% in 2016/17 to 60% in 2017/18, bringing performance very slightly below target.	Adult Services
	% of respondents reporting feeling safe	Bigger is better	68%	71% GREEN	-	N/A	↑	69%	There has been an improvement in outturn for this indicator from 69% in 2016/17 to 71% in 2017/18	Adult Services
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	-	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	-	71.4%		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	-	66%		Adult Services
Early Help Service	Proportion of families who show continued overall progress after their initial assessment	Bigger is better	50%	66% GREEN	↓	67%	-	N/A	Performance against this indicator is measured through the 'Outcome Star Family Star Plus Assessments' used by practitioners with families in Early Help. Performance has decreased by 1% compared to last quarter but is still above target	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 (8.8%)	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 (19.9%)	17.7% (2016/17) GREEN	-	N/A	↑	21% (2014/15)	The most recent data available from Public Health England is for the period 2016/17. Havering's outturn of 17.7% is better than England (19.9%, 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	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