

APPENDIX A: Proposed Corporate Performance Indicators and Targets for 2015/16

STAFFING INDICATORS

Directorate	Service	Ref.	Description	2012/13 Outturn	2013/14 Outturn	2014/15 Outturn	2014/15 Target	2015/16 Target	2016/17 Target	Level of Monitoring	Variable Tolerance	Link to Corporate Plan (Corporate PIs)
Corporate Health Indicators (included in all Service Plans)												
All Direct orates	All Services	CI1	Sickness absence rate per annum, per employee	7.7 days	10.5 days	TBC	7.6 days	8.5 days	TBC	CMT/Cabinet	±10%	PROUD
Corporate Performance Indicators (reported to CMT/Cabinet)												
<i>There are no Corporate Performance Indicators for Staffing</i>												

SERVICE USERS INDICATORS

Directorate	Service	Ref.	Description	2012/13 Outturn	2013/14 Outturn	2014/15 Outturn	2014/15 Target	2015/16 Target	2016/17 Target	Level of Monitoring	Variable Tolerance	Link to Corporate Plan (Corporate PIs)
Corporate Health Indicators (included in all Service Plans)												
<i>There are no Corporate Health Indicators for Service Users</i>												
Corporate Performance Indicators (reported to CMT/Cabinet)												
Communities & Resources	Culture & Leisure Services	CL2	Number of library visits (physical)	1,718,881	1,674,688	TBC	1,602,276	TBC	TBC	CMT/Cabinet	±10%	PROUD
		NEW	Number of volunteers active as Friends of Parks	NEW	NEW	NEW	NEW	TBC	TBC	CMT/Cabinet	TBC	CLEAN
		NEW	Number of volunteers assisting in the running of library services	NEW	NEW	NEW	NEW	360	TBC	CMT/Cabinet	TBC	PROUD
	Customer Services	CS1	Percentage of customers satisfied with the Contact Centre	88%	89%	TBC	85%	85%	85%	CMT/Cabinet	±10%	PROUD

Directorate	Service	Ref.	Description	2012/13 Outturn	2013/14 Outturn	2014/15 Outturn	2014/15 Target	2015/16 Target	2016/17 Target	Level of Monitoring	Variable Tolerance	Link to Corporate Plan (Corporate Pls)
		CS2	Call abandon rates	19%	12%	TBC	10%	10%	10%	CMT/Cabinet	±5%	PROUD
		CS3	Percentage of automated transactions	NEW	NEW	TBC	30%	35%	45%	CMT/Cabinet	±5%	PROUD
		CS7	Number of online report forms as a percentage of all reports	NEW	NEW	NEW	30%	35%	40%	CMT/Cabinet	±5%	CLEAN
	Policy & Performance	CSP1	MOPAC 7 - Burglary	2,753	2,396	TBC	2,465	2,320	TBC by MOPAC end 2015/16	CMT/Cabinet	0%	SAFE
		CSP3	MOPAC 7 - Robbery	401	274	TBC	424	399	TBC by MOPAC end 2015/16	CMT/Cabinet	0%	SAFE
		CSP7	MOPAC 7 – Violence with injury	1,377	1,314	TBC	1,231	1,158	TBC by MOPAC end 2015/16	CMT/Cabinet	0%	SAFE
		CSP9	Number of anti-social behaviour incidents reported	7,972	6,748	TBC	6,910	6,377	5,866	CMT/Cabinet	±10%	SAFE
		CSP 10	Repeat DV cases going to the MARAC ¹	16.6%	15.7%	TBC	24.5%	TBC ²	TBC ³	CMT/Cabinet	±5%	SAFE
		NEW	Number of volunteers participating in community clean ups	NEW	NEW	NEW	NEW	90	180	CMT/Cabinet	±10%	CLEAN
	Streetcare	SC01	Residual household waste (kg) per household	643kg	652kg	TBC	640kg	646kg	646kg	CMT/Cabinet	±10%	CLEAN
		SC02	Percentage of household waste sent for reuse, recycling & composting	35%	33%	TBC	36%	36%	36%	CMT/Cabinet	±10%	CLEAN
		SC06	Number of people killed and seriously injured on roads	74 (2011)	78 (2012)	TBC	75	73	73	CMT/Cabinet	±10%	SAFE

¹ MARAC = Multi-Agency Risk Assessment Conference

² Target will be confirmed once national benchmarking data received from CAADA

³ Target will be confirmed once national benchmarking data received from CAADA

Directorate	Service	Ref.	Description	2012/13 Outturn	2013/14 Outturn	2014/15 Outturn	2014/15 Target	2015/16 Target	2016/17 Target	Level of Monitoring	Variable Tolerance	Link to Corporate Plan (Corporate Pls)
		SC07	Number of fly tipping incidents	2,842	3,620	TBC	3,500	3,000	3,000	CMT/Cabinet	±10%	CLEAN
		SC20	Number of green waste customers (green bin scheme)	NEW	21,894	NEW	22,500	23,000	TBC	CMT/Cabinet	TBC	CLEAN
Children, Adults & Housing	Adult Services	ASCOF 1C(i)	Self-directed support and direct payments	48.4	47.7	TBC	80.0	82.0	85.0	CMT/Cabinet	±10%	SAFE
		ASCOF 1C(ii)	Direct payments as a proportion of self-directed support	10.1	14.6	TBC	45.0	45.0	50.0	CMT/Cabinet	±10%	SAFE
		ASCOF 1E	Adults with Learning Disabilities in paid employment	7.9	8.3	TBC	8.5	8.7	8.8	CMT/Cabinet	±10%	SAFE
		ASCOF 1F	Adults in contact with secondary mental health services in paid employment	4.2	5.1	TBC	5.5	6.5	7.0	CMT/Cabinet	±10%	SAFE
		ASCOF 1G	Adults with learning disabilities who live in their own home or with their family	55.0	60.5	TBC	62.0	63.0	65.0	CMT/Cabinet	±10%	SAFE
		ASCOF 1H	Adults in contact with secondary mental health services living independently	95.3	93.1	TBC	94.0	94.0	96.0	CMT/Cabinet	±10%	SAFE
		ASCOF 2A(i)	Permanent admissions to residential and nursing care homes (aged 18-64)	11.1	9.7	TBC	9.0	10.0	10.0	CMT/Cabinet	±10%	SAFE
		ASCOF 2A(ii)	Permanent admissions to residential and nursing care homes (aged 65+)	697.9	584.7	TBC	584.6	598.1	TBC	CMT/Cabinet	±10%	SAFE
		ASCOF 2B(i)	Older people (65+) who were still at home (reablement)	82.0	80.7	TBC	87.0	87.5	TBC	CMT/Cabinet	±10%	SAFE
		L3	People who having undergone reablement return to ASC	6.9	5.9	TBC	5.5	5.0	TBC	CMT/Cabinet	±10%	SAFE
		L6 (BCF)	Carers who request information and advice	NEW	NEW	TBC	69.0	75.0	78.0	CMT/Cabinet	±10%	SAFE

Directorate	Service	Ref.	Description	2012/13 Outturn	2013/14 Outturn	2014/15 Outturn	2014/15 Target	2015/16 Target	2016/17 Target	Level of Monitoring	Variable Tolerance	Link to Corporate Plan (Corporate Pls)
		L8 (BCF)	Patient / service user experience (managing long term conditions)	NEW	NEW	TBC	NEW	34.0	TBC	CMT/Cabinet	±10%	SAFE
	Children's Services	13	Percentage of children who wait less than 16 months between entering care and moving in with adopting family (Note: change from 20 to 16 months 2015/16)	NEW	52%	TBC	60%	70%	75%	CMT/Cabinet	±10%	SAFE
		CY2	Percentage of looked after children (LAC) placements lasting at least 2 years	63%	79%	TBC	80%	70%	70%	CMT/Cabinet	±10%	SAFE
		NEW	Percentage of young people leaving care who are in education, employment or training at age 19 and at age 21	NEW	NEW	NEW	NEW	80%	85%	CMT/Cabinet	TBC	SAFE
		CY13	Percentage of Child Protection (CP) Plans lasting more than 18 months (Note: change from 24 to 18 months 2015/16)	3.7%	4.7%	TBC	4.0%	5.0%	5.0%	CMT/Cabinet	±10%	SAFE
		N18 (ex NI065)	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years	0.0%	5.8%	TBC	5.0%	5.0%	5.0%	CMT/Cabinet	±10%	SAFE
		NEW	Percentage of children and families reporting that Early Help services made a positive and quantifiable difference to assessed needs	NEW	NEW	NEW	NEW	80%	80%	CMT/Cabinet	TBC	SAFE
	Homes & Housing	H2	Percentage of repairs completed on time (including services contractors)	92%	88%	TBC	90%	90%	95%	CMT/Cabinet	±10%	PROUD
		H3	Average void to re-let times	22 days	28 days	TBC	25 days	22 days	19 days	CMT/Cabinet	±10%	PROUD
		L5	Total number of Careline and Telecare users in the borough	3,797	4,424	TBC	5,000	5,150	5,300	CMT/Cabinet	±10%	PROUD
		NEW	Number of persons enrolled on Keys for Change	NEW	NEW	TBC	69	50	50	CMT/Cabinet	±10%	PROUD
		CS4	Percentage of estate inspections achieving the target score	TBC	100%	TBC	100%	100%	100%	CMT/Cabinet	±10%	PROUD

Directorate	Service	Ref.	Description	2012/13 Outturn	2013/14 Outturn	2014/15 Outturn	2014/15 Target	2015/16 Target	2016/17 Target	Level of Monitoring	Variable Tolerance	Link to Corporate Plan (Corporate Pls)
	Learning & Achievement	LA1	Number of apprentices (aged 16-18) recruited in the borough	596	643 (Aug 2012 to Jul 2013)	TBC	630 (Aug 2013 to Jul 2014)	660	690	CMT/Cabinet	±10%	PROUD
		LA5	Percentage of 3 and 4 year olds who have access to an early education entitlement place if their parents wish	96%	101%	TBC	96%	90%	90%	CMT/Cabinet	±10%	PROUD
		LA6	Percentage of Early Years providers (PVI settings and child minders only) judged Good or Outstanding by OFSTED	76%	75%	TBC	75%	80	85	CMT/Cabinet	±10%	PROUD
		NEW	Percentage of schools judged Good or Outstanding by OFSTED	79%	77%	TBC	85%	76%	80%	CMT/Cabinet	TBC	PROUD
		LA9	Schools below floor standard where less than 85% of pupils attain at age related expectations and where fewer than the national percentage make expected progress in both English and Mathematics (NEW)	1 of 49	1 of 49	TBC	0 of 49	0 Current FFT projection suggest 17 schools at risk	0 Current FFT projection suggest 19 schools at risk	CMT/Cabinet	±10%	PROUD
		NEW	Percentage of young people leaving care with at least one GCSE at grade A*-C	NEW	63%	TBC	60%	64%	67%	CMT/Cabinet	±10%	PROUD
		(ex) NI117	Percentage of 16 to 19 year olds (school years 12-14) who are not in education, employment or training	4.6% (Mar 2013)	4.1% (Mar 2014)	TBC	4.0%	4.0%	4.0%	CMT/Cabinet	±10%	PROUD
		NEW	Percentage of pupils whose attainment meets the national average	NEW	NEW	TBC	NEW	In line with national	In line with national	CMT/Cabinet	TBC	PROUD
		TBC	Achievement gap between disadvantaged pupils and their peers, at Key Stage 2	NEW	NEW	TBC	20%	16%	14%	CMT/Cabinet	±2%	PROUD
		TBC	Achievement gap between disadvantaged pupils and their peers, at Key Stage 4	NEW	NEW	TBC	23%	28%	26%	CMT/Cabinet	±8%	PROUD
		TBC	Ensure high average attendance in Primary schools	95% (-0.2pts)	TBC	TBC	95.2%	95.5%	96%	CMT/Cabinet	±10%	PROUD
		TBC	Ensure high average attendance in Secondary schools	94.3% (+0.1pts)	TBC	TBC	95%	95.2%	95.5%	CMT/Cabinet	±10%	PROUD

Directorate	Service	Ref.	Description	2012/13 Outturn	2013/14 Outturn	2014/15 Outturn	2014/15 Target	2015/16 Target	2016/17 Target	Level of Monitoring	Variable Tolerance	Link to Corporate Plan (Corporate Pls)
		TBC	Minimise Primary school persistent absence rate	4.3% (+0.7pts)	TBC	TBC	3.5%	3.1%	2.7%	CMT/Cabinet	±10%	PROUD
		TBC	Minimise Secondary school persistent absence rate	6.2% (-0.3pts)	TBC	TBC	6.0%	5.6%	5.2%	CMT/Cabinet	±10%	PROUD
	Public Health	NEW	Percentage of new patients attending sexual health services accepting offer of HIV test	Not Known	67%	TBC	NEW	75%	80%	CMT/Cabinet	±5%	SAFE
		NEW	Number of schools achieving stated level of healthy schools award	NEW	NEW	TBC	NEW	N registered = 65 N Bronze = 25 N Silver = 8 N Gold = 2	N registered = 77 N Bronze = 40 N Silver = 18 N Gold = 4	CMT/Cabinet	Underperformance on more than 1 element	SAFE
		NEW	Women's Smoking Status at Time of Delivery	13.0%	11.4%	TBC	NEW	10%	9.5%	CMT/Cabinet	±1%	SAFE
		PH3b	Number of eligible patients receiving an NHS health check	4,780	6,396	TBC	8,879	6,004	6,004	CMT/Cabinet	600	SAFE
		PH2	Participation in the National Child Measurement Programme	94%	93%	TBC	85% (national target)	TBC (national target)	TBC (national target)	CMT/Cabinet	0%	SAFE

BUSINESS PROCESS INDICATORS

Directorate	Service	Ref.	Description	2012/13 Outturn	2013/14 Outturn	2014/15 Outturn	2014/15 Target	2015/16 Target	2016/17 Target	Level of Monitoring	Variable Tolerance	Link to Corporate Plan (Corporate Pls)
Corporate Health Indicators (included in all Service Plans)												
All Directorates	All Services	CS7	Percentage of corporate complaints completed within 15 days	68%	73%	TBC	90%	90%	90%	CMT/Cabinet	±10%	PROUD
		CS8	Percentage of corporate complaints escalated to Stage 2	New indicator	6.6%	TBC	10%	10%	10%	CMT/Cabinet	±10%	PROUD

Directorate	Service	Ref.	Description	2012/13 Outturn	2013/14 Outturn	2014/15 Outturn	2014/15 Target	2015/16 Target	2016/17 Target	Level of Monitoring	Variable Tolerance	Link to Corporate Plan (Corporate Pls)
		CS10	Percentage of Member/MP enquiries completed within 10 days	81%	83%	TBC	90%	90%	90%	CMT/Cabinet	±10%	PROUD
Corporate Performance Indicators (reported to CMT/Cabinet)												
Communities & Resources	Culture & Leisure Services	CL13	Number of parks with Green Flag Status	NEW	8	NEW	9	9	TBC	CMT/Cabinet	±10%	CLEAN
	Economic Development	R1	Number of businesses accessing advice through regeneration initiatives	847	1,017	TBC	700	500 ⁴	TBC	CMT/Cabinet	±10%	PROUD
		R2	Number of potential start-up businesses accessing advice via the Business Start-up Programme	NEW	NEW	TBC	NEW	25	TBC	CMT/Cabinet	±10%	PROUD
	Policy & Performance	R8	Greenhouse gas emissions from Local Authority estate and operations (tonnes CO2)	28,963	21,243	TBC	22,000	21,000	20,000	CMT/Cabinet	±10%	CLEAN
	Regulatory Services	DC4	Percentage of appeals allowed against refusal of planning permission	23%	25%	TBC	30%	33%	35%	CMT/Cabinet	±10%	CLEAN
		(ex) NI157a	Percentage of major applications processed within 13 weeks	61%	62%	TBC	60%	62%	65%	CMT/Cabinet	±10%	CLEAN
		(ex) NI157b	Percentage of minor applications processed within 8 weeks	60%	36%	TBC	65%	65%	65%	CMT/Cabinet	±10%	CLEAN
		(ex) NI157c	Percentage of other applications processed within 8 weeks	77%	64%	TBC	80%	80%	80%	CMT/Cabinet	±10%	CLEAN
		NEW	No more than 19% of planning decisions on major applications decided (or subject to non-determination appeal) in any 2 year rolling period are overturned at appeal within 9 months of the end of that 2 year period	NEW	NEW	NEW	NEW	19%	TBC	CMT/Cabinet	±5%	CLEAN
	Streetcare	SC05	Percentage of refuse and recycle collections completed against schedule	NEW	NEW	NEW	90%	93%	94%	CMT/Cabinet	±10%	CLEAN

⁴ This is based on a response from an individual business rather than the number of times a business may respond

Directorate	Service	Ref.	Description	2012/13 Outturn	2013/14 Outturn	2014/15 Outturn	2014/15 Target	2015/16 Target	2016/17 Target	Level of Monitoring	Variable Tolerance	Link to Corporate Plan (Corporate Pls)
		SC10	Completion against the Street Cleansing schedule (overall)	NEW	79%	NEW	85%	82%	84%	CMT/Cabinet	±10%	CLEAN
Children, Adults & Housing	Adult Services	ASCOF 2C(i)a	Overall rate of delayed transfers of care from hospital	10.5	5.3	TBC	7.0	6.0	5.5	CMT/Cabinet	±10%	SAFE
		ASCOF 2C(ii)	Delayed transfers of care from hospital (ASC and health)	3.2	1.8	TBC	3.0	2.8	2.6	CMT/Cabinet	±10%	SAFE
		ASCOF 2C(iii)	Delayed transfers of care (ASC only)	NEW	0.8	TBC	1.0	1.0	1.0	CMT/Cabinet	±10%	SAFE
	Children's Services	NEW	Percentage of looked after children (LAC) placed in LBH foster care	NEW	NEW	NEW	NEW	40%	TBC	CMT/Cabinet	TBC	SAFE
		NEW	Percentage of referrals to Children's Social Care progressing to assessment	41%	91%	NEW	NEW	90%	TBC	CMT/Cabinet	TBC	SAFE
	Homes & Housing	(ex) NI155	Number of affordable homes delivered (gross)	487	366	TBC	375	300	300	CMT/Cabinet	±10%	SAFE
oneSource	Exchequer and Transactional Services	CS3	Speed of processing new Housing Benefit/Council Tax Benefit claims (days) (LAPS - LIS181a)	30 days	26 days	TBC	24 Days	TBC	TBC	CMT/Cabinet	TBC	SAFE
		CS4	Speed of processing changes in circumstances of Housing Benefit/Council Tax Benefit claimants (days) (LAPS - LIS181b)	21 days	12 days	TBC	16 days	TBC	TBC	CMT/Cabinet	TBC	SAFE

FINANCE INDICATORS

Directorate	Service	Ref.	Description	2012/13 Outturn	2013/14 Outturn	2014/15 Outturn	2014/15 Target	2015/16 Target	2016/17 Target	Level of Monitoring	Variable Tolerance	Link to Corporate Plan (Corporate PIs)
Corporate Health Indicators (included in all Service Plans)												
All Directorates	All Services	ISS10	Percentage of suppliers paid within 30 days of receipt by Transactional Team by invoice	96%	96%	TBC	95%	95%	TBC	CMT/Cabinet	±10%	PROUD
Corporate Performance Indicators (reported to CMT/Cabinet)												
Communities & Resources	Economic Development	R4	Net external funding (£) secured through regeneration initiatives	£3,602,600	£4,233,195	TBC	£2,000,000	£2,000,000 ⁵	TBC	CMT/Cabinet	±10%	PROUD
		NEW	Collective retail and leisure vacancy rate for the seven town centres	NEW	NEW	NEW	NEW	TBC ⁶	TBC ⁷	CMT/Cabinet	TBC	PROUD
	Streetcare	SC04	Parking income against budget (£)	NEW	£3,497,986	TBC	£3,764,420	£4,764,420	TBC	CMT/Cabinet	±10%	CLEAN
Children, Adults & Housing	Homes & Housing	H1	Percentage of Leaseholder Service charge arrears (excluding major works) collected	96%	93%	TBC	93%	93%	95%	CMT/Cabinet	±10%	SAFE
		H5	Percentage of rent arrears against rent debit	2.18%	2.14%	TBC	2.50%	2.5%	2.5%	CMT/Cabinet	±10%	SAFE
oneSource	Exchequer & Transactional Services	CS1	Percentage of Council Tax collected (LAPS - LIS22)	96.98%	97.14%	TBC	97%	TBC	TBC	CMT/Cabinet	±5%	PROUD
		CS2	Percentage of National Non-Domestic Rates collected (LAPS - LIS23)	96.14%	97.42%	TBC	96.5%	TBC	TBC	CMT/Cabinet	±5%	PROUD

⁵ This figure excludes Housing Zone funding

⁶ The target will track at 2% below the national average vacancy rate for town centres

⁷ The target will track at 2% below the national average vacancy rate for town centres

APPENDIX B: Benchmarking data

Below is a list of available benchmarking data. Much of this benchmarking data is made available by London Councils as part of LAPS (Local Authority Performance Solutions) and data is sourced directly from organisations such as DWP and DfE. (The ranking for LAPs is 1 = best performance).

Directorate	Service	Performance Indicator	Source of LAPS benchmarking data	Proposed Havering 2015/16 Target	Performance of Comparators		
All Directorates	All Services	DB34 Number of working days per FTE lost due to sickness absence	LAPS Data Return (C11)	8.5 days	Full breakdown restricted by Memorandum of Understanding Havering ranking according to LAPS (2013/14): 24 out of 24		
		BV8 Percentage of invoices paid on time	LAPS Data Return (ISS10)	95%	Full breakdown restricted by Memorandum of Understanding Havering ranking according to LAPS (2013/14): 6 out of 14		
Communities & Resources	Culture & Leisure	LIB1 Number of physical visits to library sites per 1,000	LAPS Data Return (CL2)	TBC	Full breakdown restricted by Memorandum of Understanding Havering ranking according to LAPS (2013/14): 7 out of 22		
	Policy & Performance	R8 Greenhouse gas emissions from the local authority estate and operations	-	21,000	Redbridge	Barking and Dagenham	Bexley
					TBC ⁸	TBC ⁹	TBC ¹⁰
		CSP1 MOPAC 7 – Burglary (please see full benchmarking table provided below)	-	2,320	Barking and Dagenham	Redbridge	London Region
					2,006 (2013/14)	2,889 (2013/14)	2,664 (2013/14)
		CSP3 MOPAC 7 – Robbery (please see full benchmarking table provided below)	-	399	Barking and Dagenham	Redbridge	London Region
					527 (2013/14)	882 (2013/14)	883 (2013/14)
		CSP7 MOPAC 7 – Violence with injury (please see full benchmarking table provided below)	-	1,158	Barking and Dagenham	Redbridge	London Region
					1,693 (2013/14)	1,678 (2013/14)	1,829 (2013/14)
		CSP9 Number of anti-social behaviour incidents (per 1,000 households)	-	6,377	Barking and Dagenham	Redbridge	London Region
				7,861 (2013/14)	9,676 (2013/14)	10,703 (2013/14)	

⁸ Will be confirmed when outturn data is published

⁹ Will be confirmed when outturn data is published

¹⁰ Will be confirmed when outturn data is published

Directorate	Service	Performance Indicator	Source of LAPS benchmarking data	Proposed Havering 2015/16 Target	Performance of Comparators		
	Regulatory Services	NI157a Processing of planning applications - Major	LAPS Data Return (NI 157a)	62%	Full breakdown restricted by Memorandum of Understanding Havering ranking according to LAPS (2013/14): 28 out of 32		
		DB 35 Percentage of minor planning applications determined within 8 weeks (NI157b)	LAPS Data Return (NI 157b)	65%	Full breakdown restricted by Memorandum of Understanding Havering ranking according to LAPS (2013/14): 32 out of 32		
		DB 36 Percentage of 'other' planning applications determined within 8 weeks (NI157c)	LAPS Data Return (NI 157c)	80%	Full breakdown restricted by Memorandum of Understanding Havering ranking according to LAPS (2013/14): 30 out of 32		
	Streetcare	DB 26 Number of kilograms per household of residual household waste collected (NI191)	LAPS Data Return (NI 191)	646kg	Full breakdown restricted by Memorandum of Understanding Havering ranking according to waste data flow (2013/14): 15 out of 16		
		DB 27 Percentage of household waste sent for reuse, recycling and composting (NI192)	LAPS Data Return (NI 192)	36%	Full breakdown restricted by Memorandum of Understanding Havering ranking according to waste data flow (2013/14): 9 out of 17		
Children, Adults & Housing	Adult Services	ASCOF 1C(i) Self-directed support and direct payments	-	82.0	Bexley	Newham	Barking and Dagenham
					58.7	89	60.6
		ASCOF 1C(ii) Direct payments as a proportion of self-directed support	-	45.0	Bexley	Newham	Barking and Dagenham
					27.9	26.1	30.5
		ASCOF 1F Adults in contact with secondary mental health services in paid employment	-	6.5	Bexley	Newham	Barking and Dagenham
					6.2	4.9	3
		ASCOF 1G Adults with learning disabilities who live in their own home or with their family	-	63.0	Bexley	Newham	Barking and Dagenham
					56.8	79	85.3
		ASCOF 1H Adults in contact with secondary mental health services living independently	-	94.0	Bexley	Newham	Barking and Dagenham
					70.6	93.1	91.4
		ASCOF 2A(i) Permanent admissions to residential and nursing care homes (aged 18-64)	-	10.0	Bexley	Newham	Barking and Dagenham
					Not available	6.6	9.5

Directorate	Service	Performance Indicator	Source of LAPS benchmarking data	Proposed Havering 2015/16 Target	Performance of Comparators		
		ASCOF 2A(ii) Permanent admissions to residential and nursing care homes (aged 65+)	-	598.1	Bexley	Newham	Barking and Dagenham
					555.6	447.4	696.8
		ASCOF 2B(i) Older people (65+) who were still at home (reablement)	-	87.5	Bexley	Newham	Barking and Dagenham
					90	95.4	88.3
		ASCOF 2C(i)a - Overall rate of delayed transfers of care from hospital	-	6.0	Bexley	Newham	Barking and Dagenham
					8.4	6.6	5.4
		ASCOF 2C(ii) Delayed transfers of care from hospital (ASC and health)	-	2.8	Bexley	Newham	Barking and Dagenham
				2.7	2.6	0.5	
	ASCOF 2C(iii) Delayed transfers of care (ASC only)	-	1.0	Bexley	Newham	Barking and Dagenham	
				2	2.5	TBC	
	L8 (BCF) Patient / service user experience (managing long term conditions)	-	34.0	Bexley	Newham	Barking and Dagenham	
				34.9	28.7	29.2	
	Children's Services	DB04 Percentage of Child Protection Plans lasting two years or more at 31 March for child protection plans which have ended during the year (N17)	LAPS Data Return (CY13)	5.0%	Full breakdown restricted by Memorandum of Understanding Havering ranking according to LAPS (2013/14): 7 out of 20		
		DB05 Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time, within two years of the previous plans end date (N18)	LAPS Data Return (N18)	5.0%	Full breakdown restricted by Memorandum of Understanding Havering ranking according to LAPS (2013/14): 4 out of 20		
NI63 Looked after children, percentage with placements lasting 2 or more years		LAPS Data Return (CY2)	70%	Full breakdown restricted by Memorandum of Understanding Havering ranking according to LAPS (2013/14): 1 out of 12			
Learning and Achievement	DB15 Percentage of persons aged 16-18 who are not in education, employment or training (NEET) (NI117)	Sourced directly (DFE)	4%	Full breakdown restricted by Memorandum of Understanding Havering ranking according to LAPS (2013/14): 23 out of 32			
	NI102a Achievement gap between pupils eligible for free school meals	Sourced directly (DFE)	16	Full breakdown restricted by Memorandum of Understanding Havering ranking according to LAPS (2013/14): 30 out of 31			

Directorate	Service	Performance Indicator	Source of LAPS benchmarking data	Proposed Havering 2015/16 Target	Performance of Comparators
		(now disadvantaged pupils) and their peers achieving the expected level at Key Stage 2			
		NI102b Achievement gap between pupils eligible for free school meals (now disadvantaged pupils) and their peers achieving the expected level at Key Stage 4	Sourced directly (DFE)	28	Full breakdown restricted by Memorandum of Understanding Havering ranking according to LAPS (2013/14): 30 out of 32
	Homes & Housing	NI155 Number of affordable homes delivered (gross)	Sourced directly (GLA)	300	Full breakdown restricted by Memorandum of Understanding Havering ranking according to LAPS (2013/14): 11 out of 31
	Public Health	Women's Smoking Status at Time of Delivery	-	10%	England average 12% (please see full benchmarking table below)
oneSource	Exchequer & Transactional Services	DB09 Housing Benefit number of days to process new claims (LIS181a)	Sourced directly (DWP)	TBC	Full breakdown restricted by Memorandum of Understanding Havering ranking according to LAPS (2013/14): 28 out of 32
		DB10 Housing Benefit number of days to process change of circumstances (LIS181b)	Sourced directly (DWP)	TBC	Full breakdown restricted by Memorandum of Understanding Havering ranking according to LAPS (2013/14): 25 out of 32
		DB32 Percentage of Council Tax collected (BV9)	LAPS Data Return (CS1)	TBC	Full breakdown restricted by Memorandum of Understanding Havering ranking according to LAPS (2013/14): 6 out of 25
		DB33 Percentage of non-domestic rates collected (BV10)	LAPS Data Return (CS2)	TBC	Full breakdown restricted by Memorandum of Understanding Havering ranking according to LAPS (2013/14): 18 out of 25

Benchmarking: Priority Crimes			
	MOPAC 7 - Burglary	MOPAC 7 – Robbery	MOPAC 7 – Violence with injury
Proposed Havering target	2,320	399	1,158
Barking and Dagenham (2013/14)	2,006	527	1,693
Barnet (2013/14)	3,969	710	1,629
Bexley (2013/14)	1,784	257	11,056
Brent (2013/14)	2,852	1,125	2,395
Bromley (2013/14)	3,065	539	1,709
Camden (2013/14)	3,122	953	11,736
Westminster (2013/14)	3,965	2,356	2,812
Croydon (2013/14)	3,804	1,505	2,756
Ealing (2013/14)	3,309	850	2,299
Enfield (2013/14)	3,455	918	1,879
Greenwich (2013/14)	2,344	445	2,065
Hackney (2013/14)	2,887	1,017	2,294
Hammersmith and Fulham (2013/14)	1,507	515	1,333
Haringey (2013/14)	2,908	934	2,217
Harrow (2013/14)	2,025	430	1,179
Hillingdon (2013/14)	2,844	505	1,909
Hounslow (2013/14)	2,212	452	1,879
Islington (2013/14)	2,505	897	1,815
Kensington and Chelsea (2013/14)	1,744	532	996
Kingston upon Thames (2013/14)	1,110	141	872
Lambeth (2013/14)	3,790	2,253	2,992
Lewisham (2013/14)	3,031	1,169	2,330
Merton (2013/14)	1,710	369	928
Newham (2013/14)	2,946	2,166	2,605
Redbridge (2013/14)	2,889	882	1,678
Richmond upon Thames (2013/14)	1,822	190	689
Southwark (2013/14)	3,428	2,061	2,499
Sutton (2013/14)	1,432	251	1,018
Tower Hamlets (2013/14)	2,616	1,248	2,343
Waltham Forest (2013/14)	2,741	872	2,084
Wandsworth (2013/14)	3,015	911	1,505
Average – All London Boroughs	2,664	883	1,829

Benchmarking: Women's Smoking Status at Time of Delivery	
Proposed Havering target	10.0%
Barking and Dagenham (2013/14)	10.0%
Barnet (2013/14)	4.4%
Bexley (2013/14)	10.4%
Brent (2013/14)	3.2%
Bromley (2013/14)	5.9%
Camden (2013/14)	5.5%
City of London (2013/14)	4.9%
Croydon (2013/14)	7.3%
Ealing (2013/14)	3.3%
Enfield (2013/14)	5.5%
Greenwich (2013/14)	3.8%
Hackney (2013/14)	4.9%
Hammersmith and Fulham (2013/14)	3.1%
Harrow (2013/14)	4.6%
Hillingdon (2013/14)	8.0%
Hounslow (2013/14)	3.5%
Kensington and Chelsea (2013/14)	2.0%
Kingston upon Thames (2013/14)	3.7%
Lambeth (2013/14)	4.4%
Lewisham (2013/14)	5.9%
Merton (2013/14)	4.9%
Newham (2013/14)	2.5%
Redbridge (2013/14)	4.1%
Richmond upon Thames (2013/14)	1.9%
Southwark (2013/14)	3.8%
Sutton (2013/14)	6.1%
Tower Hamlets (2013/14)	3.2%
Waltham Forest (2013/14)	4.4%
Wandsworth (2013/14)	4.6%
Westminster (2013/14)	1.9%
Average – All English Local Authorities	12.0%