

RAG Rating	Direction of Travel (DOT)	Description
<b>Green</b>	↑	<p><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</p>
<b>Amber</b>	→	<p><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</p>
<b>Red</b>	↓	<p><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</p>

Line.no	Indicator and Description	Value	2016/17 Annual Target	2016/17 Quarter 1 Target	Target Tolerance	2016/17 Quarter 1 Performance	Short Term DOT against 2015/16 (Q4)	Long Term DOT against 2015/16 (Q1)	Comments	Service	O&S Sub-Committee		
<b>CLEAN: Supporting our community</b>													
1	Avg. number of days taken to remove streetcare flytyps (C)	Smaller is Better	1 day	1 day	±10%	1.5 days RED	–	NEW	–	NEW	<p>It is believed that the target for the average number of days to remove streetcare flytyps is being met and the service is confident that there hasn't been a significant increase in reported flytipping. Anomalies with the recording has created questionable accuracy currently being investigated.</p> <p><b>Corrective Action</b>                      In the short term work is underway to improve data capture and data quality issues to ensure the average number of days to remove streetcare flytyps is accurate. Outturns for August onwards are expected to show an improvement and provide a more realistic picture of performance. In the longer term, the introduction of in-cab technology (due to be in place by the end of the year) will alleviate issues surrounding data capture and data quality. The introduction of in-cab technology which will give us more intelligence to identify the causes rather than the symptoms of flytipping.</p>	Regulatory Services <i>Reported to Department Communities &amp; Local Govt (DCLG)</i>	Towns & Communities
<b>CLEAN: Using our influence</b>													
2	Percentage of major applications processed within 13 weeks (Note –extension of time agreements not included) (C)	Bigger is Better	65%	65%	±10%	28.57% (2 of 7) RED	↓	41.67% (15 of 36)	↑	25.00% (2 of 8)	<p>For Q1 out of a total of 7 applications, 4 had Extension of Time Agreements and 100% of these were decided within the agreed time frame. This would give a revised percentage of 85.71% if EoT applications were treated as in time for the purposes of this PI.</p> <p><b>Corrective action:</b>                      Better pre-planning of major applications to avoid revisions where possible. Quick turn-round of the validation process when applications received, neighbour notification, officer visit/report and committee target date better timed to allow optimum ability to keep major applications in time without needing an EoT. Proposals are currently being considered regarding the outsourcing of the initial part of the planning application process. This will streamline the process and has the potential to improve overall performance.</p>	Regulatory Services <i>Reported to Department Communities &amp; Local Govt (DCLG)</i>	Towns & Communities
3	Percentage of minor applications processed within 8 weeks (Note –extension of time agreements not included) (C)	Bigger is Better	65%	65%	±10%	46.46% (46 of 99) RED	↓	53.56% (188 of 351)	↓	56.15% (73 of 130)	<p>For Q1, out of a total of 99 applications, 42 had Extension of Time Agreements, 39 of which were decided within the agreed time frame. This would give a revised percentage of 85.86% if EoT applications were treated as in time for the purposes of this PI.</p> <p><b>Corrective action:</b>                      Various activities such as promotion of pre-application advice offer, quick turn-round of the validation process when applications received, neighbour notification, officer visit/report and committee target date better timed to allow optimum ability to keep minor applications in time without needing an EoT. Proposals are currently being considered regarding the outsourcing of the initial part of the planning application process. This will streamline the process and has the potential to improve overall performance.</p>	Regulatory Services <i>Reported to Department Communities &amp; Local Govt (DCLG)</i>	Towns & Communities
4	Levy Waste tonnage (C)	Smaller is Better	85,386 Tonnes	21,818 Tonnes	±10%	22,598 Tonnes GREEN	–	NEW	–	NEW	<p>Whilst performance is above target, it is within the 10% tolerance so has been given a 'green' RAG rating. It is too early to predict if the target will be achieved however tonnages do reduce through the winter months as the amount of green waste collected reduces. Ongoing campaigns to contain waste tonnages are in place and tonnage data will continue to be reviewed throughout the year.</p>	Environment <i>Local performance indicator</i>	Environment

Line.no	Indicator and Description	Value	2016/17 Annual Target	2016/17 Quarter 1 Target	Target Tolerance	2016/17 Quarter 1 Performance	Short Term DOT against 2015/16 (Q4)	Long Term DOT against 2015/16 (Q1)	Comments	Service	O&S Sub-Committee
5	Percentage of other applications processed within 8 weeks (Note –extension of time agreements not included)(C)	Bigger is Better	80%	80%	±10%	78.01% (408 of 523) GREEN	↓ 85.93% (1,454 of 1,692)	↓ 87.07% (384 of 441)	For Q1, out of a total of 523 applications, 101 had Extension of Time Agreements, all of which were decided within the agreed time frame. This would give a revised percentage of 97.32% if EoT applications were treated as in time for the purposes of this PI.  Performance will be carefully monitored. Proposals currently out to consultation regarding outsourcing of the initial part of the planning application process. These proposals have the potential to improve overall performance	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
6	Number of volunteers participating in community clean ups (C)	Bigger is Better	256	25	±10%	112 GREEN	↓ 480	↑ 40	112 volunteers have been involved in 15 clean-ups across the borough this quarter. These include various Friends of Parks groups and Wennington Village residents association. There are plans for an advertising campaign for community clean-ups over the coming months which should mean a further increase in the number of residents taking community action.	Policy and Performance Local performance indicator	Towns & Communities
<b>CLEAN: Leading by example</b>											
7	Percentage of appeals allowed against refusal of planning permission (C)	Smaller is Better	35%	35%	±10%	32.00% (10 of 31) GREEN	↑ 44.21% (42 of 95)	↑ 55.56% (10 of 18)	Performance is better than the Q1 target and better than last quarter and this time last year.	Regulatory Services Reported to Department Communities & Local Govt (DCLG)	Towns & Communities

Line.no	Indicator	Value	2016/17 Annual Target	2016/17 Q1 Target	Target Tolerance	2016/17 Q1 Performance	Short Term DOT against 2015/16 (Q4)	Long Term DOT against 2015/16 (Q1)	Comments	Service	O&S Sub-Committee
<b>SAFE: Supporting our community</b>											
8	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)(C)	Smaller is Better	598.01	139.0	±10%	160.2 RED	- N/A	↓ 142.6	As with previous years, there is continued pressure for placements in the borough and work within the service continues to ensure that admissions are timely and appropriate. The average age of council-supported permanent admissions of adults (aged 65+) to residential and nursing care is 86 years.  <b>Corrective Action:</b> Work within the service continues to ensure that admissions are timely and appropriate and that all other community based services have been exhausted.	Adult Social Care Reported to Department of Health (DH)	Individuals
9	Percentage of children who wait less than 14 months between entering care and moving in with their adopting family (C)	Bigger is Better	75%	75%	±10%	44.4% RED	↑ 33%	↑ 29%	Of the 2 children that have had their adoption orders granted this period and the 7 currently placed with their adoptive families awaiting orders, 4 (44.4%) waited less than 14 months between starting to be looked after and moving in with their adoptive families. This is an improvement on both last year's outturn and Q1 of 2015/16, but short of our 2016/17 target of 75%. The Borough's local authority ranking of 83rd for the 3 year average in 2013 to 2015 is an improvement of 6 places on the previous ranking of 89th. This means that Havering is performing better in this area than most statistical neighbours and is gradually making progress towards the England average.  <b>Corrective Action:</b> Permanency tracking processes have been strengthened since the beginning of 2016 and scrutiny is applied on a six weekly basis. This work is supported by monitoring via the Edge of Care and LAC Panel.	Children's Services Reported to Department for Education (DfE)	Children & Learning
10	Repeat Domestic Violence cases going to the MARAC (C)	Smaller is Better	24.5% (in line with national average)	24.5% (in line with national average)	±5%	43.9% (25 out of 57) RED	↓ 36.7% (22 out of 60)	↓ 27.8% (15 out of 54)	No target has been set by MOPAC for repeat referrals, but the Council has set a local target to be in line with the national average (24.5%). There is also a target to increase the number of cases referred to the MARAC, which forms part of a funding bid to the Mayor's Office for Policing and Crime (with funding being dependent on successfully meeting the target).  The target for MARAC referrals is 250 for 2016-17.  <b>Corrective Action:</b> Havering is currently under resourced in terms of Independent Domestic Violence Advocates who manage MARAC cases, with 2 FTE currently unavailable. Issues with the Victim Support IDVA service, managed and commissioned by the Mayor's Office for Policing & Crime, have been raised at the highest level by Havering and numerous other Community Safety Partnerships across London who are experiencing staffing/capacity problems with the new service.	Policy and Performance Reported to Mayor's Office for Policing and Crime (MOPAC)	Crime & Disorder

Line.no	Indicator and Description	Value	2016/17 Annual Target	2016/17 Quarter 1 Target	Target Tolerance	2016/17 Quarter 1 Performance	Short Term DOT against 2015/16 (Q4)	Long Term DOT against 2015/16 (Q1)	Comments	Service	O&S Sub-Committee		
11	Number of new in-house foster carers (C)	Bigger is Better	20	5	±10%	0 RED	↓	7	↓	5	So far this year there have not been any new approvals which could mean that this year's target of 20 may be hard to achieve.  <b>Corrective Action:</b> The campaign to recruit new carers is continuing, along with a move to "up skill" our existing foster carers in order to widen the age and need range that they are able to support.	Children's Services <i>Local performance indicator</i>	Children & Learning
12	Percentage of looked after children who ceased to be looked after as a result of permanency (Adoption and Special Guardianship) (C)	Bigger is Better	16%	16%	±10%	9.7% RED	–	NEW	–	NEW	As at the end of Q1 we have seen 2 children cease to be looked after due to the granting of an adoption order, and 1 child cease to be looked after due to the granting of a special guardianship order, however performance against this KPI is likely to improve throughout the year.  <b>Corrective Action:</b> Adoptions for the year are forecasted to be above the 7 during 2015/16, and special guardianship activity remains high in term of court legal proceedings and associated assessments.	Children's Services <i>Reported to Department for Education (DfE)</i>	Children & Learning
13	Percentage of looked after children that leave care at 18 and remain living with their foster carers (Staying Put)(C)	Bigger is Better	70%	70%	±10%	0% RED	–	NEW	–	NEW	This is a new KPI for 2016/17 and the calculation is based on the number of young people that cease to be looked after on their 18th birthday that have a foster care placement and who remain living with that carer. So far this year there have been 6 young people turn 18. 5 were living in semi-independent placements (4 being UASCs) and the other was in a Private & Voluntary placement but will not be remaining with the carer as a Staying Put arrangement.  <b>Corrective Action:</b> Work is progressing throughout the whole system to promote "staying put" with children/young people, foster carers, social workers and Independent reviewing officers. Leaving care transitional arrangements are in the process of being reviewed following changes to the leaving care team, and are a key focus of the current foster carer recruitment campaign, which emphasises the needs of teenagers.	Children's Services <i>Reported to Department for Education (DfE)</i>	Children & Learning
14	Total Notifiable Offences (C)	Smaller is Better	Awaiting targets from MOPAC	Awaiting targets from MOPAC	±0%	4,526 RED	↓	4,248	↓	3,820	Whilst no target is available, performance is worse than last quarter and this time last year, so this PI has been given a 'red' RAG rating.  There is currently a rise in total recorded crime (TNO) of +18.5% for this financial year in Havering. This compares to a +5.5% increase across London. Whilst a significant amount of the rise is expected due to changes in recording practices relating to violent crime and criminal damage (a "manufactured increase"), there have also been increases in burglary, with particular targeting of elderly households.  <b>Corrective Action:</b> Resources and kit have been provided by Community Safety to the police, along with an intelligence led work plan in order to continue to deliver Safe Zones, with a target to complete at least 1 each month, however, the police completed none in Q1 2016-17. There are plans to catch up and deliver one a week in September, which is timely as September - December is the peak period for burglary offences.	Policy and Performance <i>Reported to Mayor's Office for Policing and Crime (MOPAC)</i>	Crime & Disorder
15	Total number of in-house foster carers (S)	Bigger is Better	90	90	±10%	81 GREEN	↓	82	–	NEW	The total number of in-house foster carers is a new measure for 2016/17 with Q1 performance being within target tolerance. This measure is linked to the number of new in-house foster carers as it was noticed during 2015/16 that many foster carers were coming up to retirement age and as new foster carers were recruited, older ones were de-registered.	Children's Services <i>Local performance indicator</i>	Children & Learning
16	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64) (C)	Smaller is Better	12.0	2.7	±10%	2 GREEN	–	N/A	↑	2.7	The rate of permanent admissions for individuals aged between 18-64 years is currently on target. To date there have only been 3 admissions into long term care. At the same stage last year there had been 4. Services are continuing to manage a number of complex placements where clients can no longer be supported in the community. The services are aware of upcoming transitions cases and all services are monitoring clients in the community that may need moving to residential placements in the near future, particularly those with older carers.	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals

Line.no	Indicator and Description	Value	2016/17 Annual Target	2016/17 Quarter 1 Target	Target Tolerance	2016/17 Quarter 1 Performance	Short Term DOT against 2015/16 (Q4)	Long Term DOT against 2015/16 (Q1)	Comments	Service	O&S Sub-Committee		
17	Percentage of looked after children (LAC) placed in LBH foster care (S)	Bigger is Better	40%	40%	±5%	41.6% GREEN	↑	33.6%	↑	32.0%	This measure is based on in house and family and friend placements as a percentage of all placements. As at Q1 this equated to 75 in house and 26 family and friends placements, exceeding our target and looking promising for the coming year.	Children's Services Local performance indicator	Children & Learning
18	Percentage of looked after children (LAC) placements lasting at least 2 years (S)	Bigger is Better	70%	70%	±10%	63% GREEN	↓	71%	↓	75.5%	As at 30th June 2016, 63% of our eligible LAC aged under 16 years had been in the same placement for at least 2 years, which means that we are currently performing below our 2016/17 target of 70% but within target tolerance.	Children's Services Reported to Department for Education (DfE)	Children & Learning
19	Number of antisocial behaviour (ASB) incidents (C)	Smaller is Better	4,642	1,324	±10%	1,392 GREEN	↓	1,089	↓	1,209	The number of ASB incidents (1,392) is above the target (1,324) but within tolerance so has a RAG rating of 'green'. The number of anti-social behaviour incidents reported has increased by 15.1% (from 1,209 to 1,392) in Q1 2016-17 compared to this time last year, and is higher than the overall increase London wide of 3.1% during the same period. The number of repeat callers has remained stable at 245 for the quarter.	Policy and Performance Reported to Mayor's Office for Policing and Crime (MOPAC)	Crime & Disorder
20	Rate of delayed transfers of care attributable to Adult Social Care (ASC) only per 100,000 population (C)	Smaller is Better	1.0	1.0	±10%	N/A	–	N/A	–	N/A	Due to the time lag for this measure, performance for Q1 is not expected until the end of August.	Adult Social Care Reported to Department of Health (DH)	Individuals
21	Percentage of care proceedings under 26 weeks (C)	Bigger is Better	80%	80%	±10%	N/A	–	NEW	–	NEW	This data is not available via CCM. Work is in progress with the Care Proceedings Manager to capture this data via the Legal Tracker spreadsheet with data expected for Q2.	Children's Services Reported to Department for Education (DfE)	Children & Learning
<b>SAFE: Using our influence</b>													
22	Direct payments as a percentage of self-directed support (S)	Bigger is Better	42%	42%	±10%	33.8% RED	↓	35.1%	↓	36.2%	Direct Payments (DPs) are one component of the SDS offer. ASC is currently below target for this indicator and is worse than at the same point last year; There are 702 service users receiving a direct payment. At the same stage last year there were 735. In line with the national picture, ASC continues to face challenges in increasing the take up of DPs for older people and considering Havering's significant older population this explains the scale of the challenge the service have in this area.  <b>Corrective Action:</b> ASC Commissioning Services are leading on a number of initiatives to increase the take up of Direct Payments including the introduction of a payment card.	Adult Social Care Reported to Department of Health (DH)	Individuals
23	Percentage of adults in contact with secondary mental health services living independently, with or without support (C)	Bigger is Better	87%	87%	±10%	75.6% RED	↓	86.1%	↓	87.7%	The percentage of adults in contact with secondary mental health services living independently, with or without support, is collated by North East London Foundation Trust (NELFT). Performance is currently missing target (75.6% against a target of 87% where bigger is better) and has declined when compared to the same period last year.  <b>Corrective Action:</b> Work is on-going with mental health services in understanding the issues leading to the numbers of people living independently showing this downward trend.	Adult Social Care Reported to Department of Health (DH)	Individuals
24	Successful completion of drug treatment – opiates and non-opiates (S)	Bigger is Better	50%	50%	±3%	40.5% RED	↓	50.0%	–	N/A New Provider from Q3 2015/16	Q1 performance is both below target and lower than Q4 of 2015/16.  <b>Corrective Action:</b> At the request of the Council, the provider (WDP Havering) is working on implementing a remedial action plan to correct and improve performance to meet this annual target.	Public Health Reported to Department for Health (DH) (PHOF)	Health
25	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years (C)	Smaller is Better	10%	10%	±10%	15.9% RED	↓	5.0%	↓	5.6%	During Q1 there have been 10 (out of 63) new CP Plans relating to children who have previously been on a CP plan during the past 2 years. This has resulted in a YTD total of 15.9%, 59% higher than the target and considerably higher than at this point last year (7/124).  <b>Corrective Action:</b> All cases that fall within this measure are forwarded to the service for audit, to ensure that it was appropriate to close the initial CP Plan and to open the second or subsequent plan.	Children's Services Local performance indicator	Children & Learning

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26	Percentage of adults with learning disabilities who live in their own home or with their family (C)	Bigger is Better	63.5%	17.0%	±10%	17% GREEN	–	N/A	↑	11.2%	Performance is on target with 84 service users with a learning disability confirmed as being in settled accommodation. This is an improvement on the outturn at the same stage last year when there were 56.	Adult Social Care Reported to Department of Health (DH)	Individuals
27	Percentage of children and families reporting that Early Help services made an improvement to assessed needs (C)	Bigger is Better	80%	N/A	±5%	N/A	–	NEW	–	NEW	This corporate performance measure will be reported on via the Outcomes Star (an assessment tool for the distance travelled by a family). This is currently in the pilot phase and data is expected to be available for Q2.	Children's Services Local performance indicator	Children & Learning
<b>SAFE: Leading by example</b>													
28	Percentage of carers using social care who receive self-directed support and those receiving direct payments (C)	Bigger is better	95%	95%	±10%	100% GREEN	–	N/A	↑	0.0%	This indicator monitors the services provided to carers via self direction. At present there are 65 carers who are receiving their services via self direction representing 100%.	Adult Social Care Reported to Department of Health (DH)	Individuals
29	Percentage of carers using social care who are receiving direct payments as a proportion of self-directed support (C)	Bigger is better	95%	95%	±10%	100% GREEN	–	N/A	↑	0.0%	Direct Payments (DPs) are one component of the self-directed support (SDS) offer. Currently there are 65 carers who are receiving their support via a Direct Payment representing 100%.	Adult Social Care Reported to Department of Health (DH)	Individuals
30	Percentage of people using social care who receive self-directed support and those receiving direct payments (S)	Bigger is Better	83%	83%	±10%	85.9% GREEN	↑	82.6%	↑	67.1%	Self-Directed Support (SDS) and personalisation continue to be at the heart of the service offer within Adult Social Care (ASC). ASC continues to provide services via Self Directed Support and is currently exceeding target for this indicator. There are currently 1,786 service users receiving their support via self direction. At the same stage last year there were 1,363 service users receiving their service via self direction.	Adult Social Care Reported to Department of Health (DH)	Individuals

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<b>PROUD: Supporting our community</b>													
31	Number of potential start-up businesses accessing advice via the Business Start-up Programme (C)	Bigger is Better	100	25	±10%	15 AMBER	↑	5	–	N/A (data not available Q1 2015/16)	The number of potential start-up businesses accessing advice via the Business Start-up Programme is below target. This was due to a gap in service provision whilst a new contractor was procured.  Enterprise Nation started in May and had provided advice to 15 businesses at the end of Quarter 1. The Council is confident that performance will improve throughout the year. The contractor will deliver workshops, coaching, one-to-one health checks, online webinars, masterclasses and podcasts to local businesses.	Economic Development Local performance indicator	Towns & Communities
32	Number of businesses accessing advice through regeneration initiatives (C)	Bigger is Better	600	150	±10%	270 GREEN	↑	247	↑	82	The number of businesses accessing advice through regeneration initiatives is significantly above target. This is because of the increased survey work being undertaken in Romford as part of the Business Improvement District (BID). The Council is keen to engage businesses as part of the process. Businesses in Hornchurch have also been surveyed in order to strengthen the town centre partnership.	Economic Development Local performance indicator	Towns & Communities
33	Percentage of Housing repairs completed on time (including services contractors) (C)	Bigger is Better	96%	96%	±10%	89.42% GREEN	↓	92.3%	↓	94.2%	Maintenance services are aware of the decrease in the current performance from our contractors and are working with the contractors to deliver the actions laid out in the CIH deep dive review. Performance for Q1 however is within target tolerance.	Housing Local performance indicator	Towns & Communities
34	Percentage of homes that currently meet the decency standard (C)	Bigger is Better	98%	98%	±10%	98.16% GREEN	↓	98.18%	↑	97.3%	At Q1 of 2016/17 the number and percentage of homes which are currently classed decent is above the target (where bigger is better) and an improvement on this time last year (97.3%).	Housing Reported to Department Communities & Local Govt (DCLG)	Towns & Communities
35	Estate inspections achieving target score (C)	Bigger is Better	95%	95%	±10%	96% GREEN	↓	96.7%	↓	96.4%	The Housing estates for Havering council which have been inspected for the first quarter have achieved over the target scores.	Housing Local performance indicator	Towns & Communities
36	New housing units under construction for Mercury Land Holdings Limited (C)	Bigger is Better	100	65	±10%	65 GREEN	–	NEW	–	NEW	There are 65 units under construction for Mercury Land Holdings at the end of Q1. These are located at the Oldchurch Hospital Site in Romford, and a further 44 units will be commenced in Q4 at 75 North Street in Hornchurch. The developments will all be private rented flatted accommodation, primarily 1 and 2 bedrooms with some 3 bed units as well.	Economic Development Local performance indicator	Towns & Communities

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37	Number of physical library visits (C)	Bigger is Better	1,017,000	254,250	±10%	318,992 GREEN	↓	342,742	↓	385,563	The target for the number of physical library visits was reduced for 2016/17 in light of the reduction in library opening hours. Performance is better than target at the end of Q1 and whilst performance is not as good as this time last year (which is expected), or last quarter, physical visit figures are only 17% down.	Culture & Customer Access <i>Local performance indicator</i>	Towns & Communities
<b>PROUD: Using our influence</b>													
38	Average void to re-let times (C)	Smaller is Better	14 Days	14 Days	±10%	11.7 Days GREEN	↑	11.9 Days	↑	12.1 Days	Since the fall in performance on the void relets times in 2014/15, when the year-end outturn was at 33 days, the service has been through restructure, policy reviews and carried out actions for every aspect of the cycle to improve the overall performance. For the last two years the re-let times have improved and the service is performing well and this has been shown with consistency in keeping the re-let time below target (where smaller is better).	Housing <i>Local performance indicator</i>	Towns & Communities
39	Percentage of adults in contact with secondary mental health services in paid employment (C)	Bigger is Better	4.8%	4.8%	±10%	5.5% GREEN	↑	5.1%	↓	7.3%	This performance indicator is led by NELFT. Performance is currently better than target in this area but is worse than at the same stage last year. At present there are 34 service users in employment who are in contact with secondary mental health services. At the same stage last year there were 35. There are however, more people known to secondary mental health services this year compared to last year.	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
40	Percentage of young people leaving care who are in education, employment or training at age 18 to 21 (C)	Bigger is Better	60%	60%	±10%	63% GREEN	–	NEW	–	NEW	This is a new KPI for 2016/17. As at Q1 there were 65/104 (63%) of our former relevant young people aged 18-21 years old in education, employment or training, therefore exceeding target (where bigger is better).	Children's Services <i>Reported to Department for Education (DfE)</i>	Children & Learning
41	Percentage of Early Years providers judged Good or Outstanding by Ofsted (S)	Bigger is Better	80%	80%	±10%	81% GREEN	↑	80%	↑	80%	Improvement has been sustained now for the past two years.	Learning & Achievement <i>Reported to Department for Education (DfE)</i>	Children & Learning
42	Percentage of 16 to 19 year olds (school years 12-14) who are not in education, employment or training (NEET) (S)	Smaller is Better	4.0%	4.0%	±10%	3% GREEN	→	3.0%	↑	3.6%	Havering's NEET figures continue to perform better than the East London Average of 4.3% (where smaller is better). This continues to be achieved by tracking young learners using the targeting toolkit to identify potential people who are NEET and ensure early intervention.	Learning & Achievement <i>Reported to Department for Education (DfE)</i>	Children & Learning
43	Percentage of schools judged to be Good or Outstanding (S)	Bigger is Better	80%	80%	±10%	74% GREEN	→	74%	→	74%	Performance has been maintained and is within target tolerance.	Learning & Achievement	Children & Learning
44	The number of volunteers assisting in the running of library services (S)	Bigger is Better	380	320	±10%	312 GREEN	↑	280	–	N/A	Whilst performance is within tolerance, it is slightly behind target. This is largely due a delay with volunteer training following a transfer from the Adult College to the Reader Development Team. However the service is confident that performance will improve; there are another 100 volunteers who are going through the approval process. Of these 46 applied in June alone.	Culture & Customer Access <i>Local performance indicator</i>	Towns & Communities
45	Adults with Learning Disabilities in paid employment (S)	Bigger is Better	8.7%	N/A	±10%	N/A	–	N/A	–	N/A	This measure is not collected until Q3.	Adult Social Care <i>Reported to Department of Health (DH)</i>	Individuals
46	Number of apprentices (aged 16-18) recruited in the borough (C)	Bigger is Better	720 (Aug 2016 to Jul 2017)	N/A	±10%	N/A	–	N/A	–	N/A	Q1 performance information for this measure is expected in October 2016 due to the measure being in academic year rather than financial.	Learning & Achievement <i>Local performance indicator</i>	Children & Learning
<b>PROUD: Leading by example</b>													
47	Sickness absence rate per annum per employee (days) R	Smaller is Better	8.5 days	8.5 days	±10%	10.4 days AMBER	↑	10.5 days	↓	9.9 days	Performance is above target (where lower is better) but improved on the previous quarter. The figure would reduce to 7.9 days if the figures for staff who have now left the employment of the Council were excluded. The Council is undertaking a six month pilot of a Day One absence service in partnership with its Occupational Health provider in three areas of the Council. With other clients, our partner, Medigold, has seen a reduction of over 22% in the number of days lost to absence following implementation of this service so it is hoped that the Council will realise similar benefits.	Corporate Health <i>Local performance indicator</i>	

Line.no	Indicator and Description	Value	2016/17 Annual Target	2016/17 Quarter 1 Target	Target Tolerance	2016/17 Quarter 1 Performance	Short Term DOT against 2015/16 (Q4)	Long Term DOT against 2015/16 (Q1)	Comments	Service	O&S Sub-Committee
48	Percentage of Corporate Complaints completed within 15 days (C)	Bigger is Better	95%	95%	±10%	99% GREEN	↑ 92%	↑ 83%	Performance is above target - only 8 of 557 corporate complaints were not completed in 15 days in Q1.	Corporate Health Local performance indicator	
49	Percentage of Member/MP Enquiries completed within 15 days (C)	Bigger is Better	95%	95%	±10%	97% GREEN	↑ 95%	↑ 86%	Performance is above target - only 27 of 882 Member/MP enquiries were not completed in 15 days in Q1.	Corporate Health Local performance indicator	
50	Percentage of suppliers paid within 30 days of receipt, by Transactional Team, by invoice (C)	Bigger is Better	95%	95%	±5%	96.85% (28,265 of 29,183) GREEN	↑ 95.84% (105,557 of 110,142)	↑ 96.41% (25,637 of 26,591)	Despite performance being above target, some areas within the council are not submitting authorised paper invoices to Transactional Services for payment in a timely manner.  As the council moves further to raising all commercial orders via iProcurement and the submission of invoices electronically by suppliers via iSupplier, the delays associated with authorising and submitting paper invoices for payment should decrease. To highlight this, currently over 99% of invoices submitted by suppliers via iSupplier are paid within 30 days.	Corporate Health Local performance indicator	
51	Percentage of Customers Satisfied With the Contact Centre (C)	Bigger is Better	85%	85%	±10%	88.49% (1,968 of 2,224) GREEN	↓ 89.89% (21,589/24,018)	↓ 88.92% (4,693/5,278)	Performance is better than target, although slightly worse than last quarter and this time last year.  Customer Services staff offer the automated survey facility at the end of a call at every opportunity.	Culture & Customer Access Local performance indicator	
52	Number of online transactions as a % of all transactions (C)	Bigger is Better	50%	50%	±5%	51.49% (20,586 of 39,978) GREEN	↑ 44.70% (51,227 of 114,602)	↑ 28.18% (7,710 of 27,361)	This is a new indicator included as part of the Corporate Performance Report for 2016/17. However it was collected at service level last year so a short and long term direction of travel have been provided. Performance continues to improve. This is largely due to the promotion of online services for Environment services as a whole and the green waste renewal campaign.	Culture & Customer Access Local performance indicator	
53	Percentage of Council Tax collected (C)	Bigger is Better	96.7% (£134.67m)	31.10% (£41.74m)	±1%	30.93% (£41.66m) GREEN	– N/A	↓ 31%	Whilst performance is on track to meet target, actions are being taken to improve performance through more take up of payment by direct debit and trace and write off for bad debtors.	Exchequer & Transactional Services Reported to Department Communities & Local Govt (DCLG)	
54	Percentage of National Non-Domestic Rates (NNDR) collected (C)	Bigger is Better	98.0%	32.38% (£24,863,741)	±1% (£3,839,367)	32.74% (£25,140,486) GREEN	– N/A	↓ 33%	Performance is better than target, although down on this time last year. A figure for the annual target has not been included as, while the percentage collection target will remain the same, the debit charge will change throughout the year.  There were system issues which resulted in delayed recovery in June, and therefore a dip in collection. The service is confident that the year end target will be achieved.	Exchequer & Transactional Services Reported to Department Communities & Local Govt (DCLG)	
55	Speed of processing new Housing Benefit/Council Tax Support claims (C)	Smaller is Better	20 days	20 days	±10%	22 days GREEN	↓ 20.42 days	→ 22 days	Whilst performance is above target (where smaller is better), it is within the target tolerance and so has been given a RAG rating of 'green'.  Performance is the same as Q1 last year, but has got worse since last quarter. Additional staffing resource has been identified to process claims and improve performance .	Exchequer & Transactional Services Reported to Department for Work and Pensions (DWP)	
56	Speed of processing changes in circumstances of Housing Benefit/Council Tax Support claimants (C)	Smaller is Better	12 days	12 days	±10%	8 days GREEN	↓ 6.84 days	↓ 6 days	Although performance is worse than last quarter and this time last year, it remains below the target (where smaller is better) so has been given a RAG rating of 'green'.	Exchequer & Transactional Services Reported to Department for Work and Pensions (DWP)	