Corporate PIs 2017/18

	Outcome: Healthy and Active Lives				Target					
	Proposed Indicators	**Lead Service & supporting services**	**Council PI / Partnership PI**	**Frequency**	**Q1**	**Q2**	**Q3**	**Q4**	**Annual**	**Rationale / notes**
1	The number of people who die from preventable causes (like accidents and air quality – but not related to clinical care) per 100,000 population	Public Health • Environment • Adult Services • Children's Survives	Partnership PI	Annual (3-year rolling period)					Better than England	"Better than" is determined by comparing the local value to the national average and applying statistical testing (using 95% confidence intervals).
2	Rates of reoffending for those individual offenders completing drug and alcohol treatment referrals (measured through a follow up 6 months after completion)	Policy, Performance & Community • Public Health	Partnership PI	Annual					10% (Drugs) 35% (Alcohol)	2016/17 outturn was 14% for alcohol treatment referrals and 38% for drug treatment referrals. The increase in referrals from court means that the new targets should be achievable for 2017/18.
3	% people (aged 65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services (*revised in the next 2 – 4 months*)	Adult Social Care	Partnership PI	Annual (Q4 only)					87%	Slightly above London averages and remains sufficiently stretching for the service
	Outcome: A good start for every child to reach their full potential				**Target**					
	Proposed Indicators	**Lead Service &**	**Council PI /**	**Frequency**	**Q1**	**Q2**	**Q3**	**Q4**	**Annual**	**Rationale / notes**

		supporting services	**Partnership PI**							
4	School readiness - % of children achieving a good or better level of development at age 5 (Early Years Foundation Stage Profile)	Children's Services • Learning and Achievement	Partnership PI	Annual (Dec/Jan)					73%	National figure is 69% and Havering's outturn was 71% (2015/16 academic year).
5	% of children in good or outstanding schools	Children's Services • Learning and Achievement	Partnership PI	Annual					83%	Targets are 90% (Primary) and 72% (Secondary). Currently Havering's outturn is 81% combined. The current national outturn is 87%.
6	Pupil progress in 8 subjects, from the end of primary school to the end of secondary school ("Progress 8" score)	Children's Services • Learning and Achievement	Partnership PI	Annual					-0.1	Last year's outturn was - 0.14. It is recognised across the sector that this PI is hard to predict.
7	% of children in care placed permanently (through a Special Guardianship Order, adoption or long term fostering)	Children's Services	Council PI	Quarterly	30%	33%	36%	40%	40%	The proportion of children in care achieving permanency through adoption / SGO / long term fostering was 30% for 2016/17 For the purposes of this PI, children are deemed to be in long term fostering if they have been in the same placement for longer than 18

										months. Work to review the LAC population and children requiring formal permanence through long term fostering will mean we should reach 40% by year end.
	Outcome: Families and communities look after themselves and each other				**Target**					
	Proposed Indicators	**Lead Service & supporting services**	**Council PI / Partnership PI**	**Frequency**	**Q1**	**Q2**	**Q3**	**Q4**	**Annual**	**Rationale / notes**
8	Number of volunteers supporting Council services	Policy, Performance and Community • Culture and Customer Access • Housing • Children's Services • Environment	Council PI	Quarterly	921	982	1032	1077	1077	This will be measured cumulatively. The PI includes volunteers in Culture and Customer Access, Housing, Children's Services, Policy and Performance and Environment. Some services are seeking to increase volunteer numbers whereas others want to maintain current numbers. A breakdown can be provided upon request.
9	Placeholder: Reported outcomes for residents delivered by the community and voluntary sector	Adult Services • Joint Commissionin	Partnership PI	Annual					TBC	Placeholder PI – targets not yet set.

	[linked to recommissioned services – in place by September 2017)	g Unit								
10	Carers receiving a needs assessment or review and a specific carer's service, or advice and information	Adult Services	Council PI	Annual					465	The outturn for 2016/17 is expected to be around 450 and increasing the target to make it sufficiently challenging.
	Outcome: Supporting vulnerable residents in our communities				**Target**					
	Proposed Indicators	**Lead Service & supporting services**	**Council PI / Partnership PI**	**Frequency**	**Q1**	**Q2**	**Q3**	**Q4**	**Annual**	**Rationale / notes**
11	Percentage of families (or cases) that are assisted in finding their own housing solution/prevented from becoming homeless, of all families (or cases) that approach the council for help and assistance	Housing	Council PI	Quarterly	40%	40%	40%	40%	40%	40% is the target set to ensure that the Council meetings its statutory responsibilities under the new Homelessness Reduction Bill. However, the Council is still awaiting guidance from the government, so the target set is based on the Council's interpretation of details released to date.
12	The proportion of repeat victims of domestic abuse	Policy, Performance and Community • Adult Services • Children's	Partnership PI	Quarterly	27%	27%	27%	27%	27%	The Mayor's Office for Policing and Crime (MOPAC) has set us a reduction target. We

		Services								are currently 19th in London (1st is worst). Domestic abuse accounts for 13% of all our Total Notifiable Offences (TNOs). The current rate is 29.5%.
13	% of care leavers in both suitable education, employment or training and suitable accommodation	Children's Services • Policy, Performance and Community	Partnership PI	Quarterly	75%	75%	75%	75%	75%	Reflects performance in 2016/17 and work to continue to implement service developments.
14	Number of adults and older people who can choose how their support is provided to meet agreed health and social care outcome in the year (self-directed support)	Adult Services	Council PI	Quarterly	86%	86%	86%	86%	86%	Target set in line with current performance
15	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 transfer of care)	Adult Services	Partnership PI	Quarterly	10.8	10.8	10.8	10.8	10.8	Following a change in definition in July 2016 (Continuing Health Care funding included etc.) the target has increased fairly significantly. Based on performance from Aug 2016 – Jan 2017 a target of 10.8 remains challenging for the service and particularly partners.
16	Placeholder: Residents reporting good outcomes from their community service (home care	Adult Services • Joint	Partnership PI	Quarterly	TBC	TBC	TBC	TBC	TBC	Placeholder PI – targets not yet set.

	service) (under development)	Commissioning Unit								
17	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)	Adult Services	Partnership PI	Quarterly	145	310	480	660	660	Unprecedented demand seen in 2016/17 so this remains a very challenging area to control. Targets exceeded in 2015/16 and will vastly exceed in 2016/17 hence new target increased from 598 to 660.
	Outcome: A clean, safe environment for all				**Target**					
	Proposed Indicators	**Lead Service & supporting services**	**Council PI / Partnership PI**	**Frequency**	**Q1**	**Q2**	**Q3**	**Q4**	**Annual**	**Rationale / notes**
18	Reduce the level of waste per head of population presented to the East London Waste Authority	Environment • Communications	Partnership PI	Annual but narrative provided each quarter.					441.01 kg per head	Estimated baseline 2016/17 for this PI is 443.37 kg per head. (Last quarter's worth of waste data not yet available). The target represents a 0.5% reduction in waste per head.
19	Local plan progressed and successfully adopted in accordance with the timeframe set out in the Local Development Scheme	Development	Council PI	Annual but narrative provided each quarter.					Timescale achieved	
20	The number of burglary offences	Policy, Performance and Community	Partnership PI	Quarterly	506	400	444	462	1812	The Mayor's Office for Policing and Crime

										(MOPAC) has set a reduction target. We are currently 16th in London for Burglary. (1st is worst). Burglary accounts for 11.4% of all our Total Notifiable Offences (TNOs). The proposed target represents a 2% reduction, which would mean 37 less crimes.
21	The number of non-domestic violence with injury offences	Policy, Performance and Community • Children's Services (Youth Offending Service) • Culture and Customer Access (Youth Services)	Partnership PI	Quarterly	349	321	326	315	1311	The Mayor's Office for Policing and Crime (MOPAC) has set a reduction target. We are 25th in London for non-DV violence with injury (1st is worst). Non Domestic Violence with Injury accounts for 7.4% of all our Total Notifiable Offences (TNOs). The proposed target represents a 1% reduction, which would mean 12 less crimes per year.
22	The number of anti-social behaviour (ASB) offences	Policy, Performance and Community • Children's Services	Partnership PI	Quarterly	1,440	2,165	1,366	1,129	6,100	There is an upward trend in received ASB calls since summer 2016 with Havering

		(Youth Offending Service) • Culture and Customer Access (Youth Services)								recording a 25.6% increase compared to the last financial year The total number of ASB incidents for 2016/17 was 6,162. The proposed target represents a 1% reduction, which would be 62 less incidents.
23	Making Safeguarding Personal: % of cases where desired outcomes were expressed and these were either partially or fully met	Adult Services	Council PI	Quarterly	90%	90%	90%	90%	90%	In line with current performance for this first year. Not all desired outcomes can realistically be achieved.
	Outcome: High-quality homes				**Target**					
	Proposed Indicators	**Lead Service & supporting services**	**Council PI / Partnership PI**	**Frequency**	**Q1**	**Q2**	**Q3**	**Q4**	**Annual**	**Rationale / notes**
24	Selection of a delivery partner for the 3500 homes to be built through the HRA regeneration programme by 2025	Housing	Council PI	Annual but narrative provided each quarter					Delivery partner selected	
25	% of council homes that meet the decent homes standard which ensures standards of fitness, structure, energy efficiency and facilities in council properties.	Housing	Council PI	Quarterly	98%	98%	98%	98%	98%	By government definition, 98% is the level at which an authority's stock can be defined as decent. Whilst the 2016/17 year end outturn was 99.21%, the target of 98% has been

										maintained to account for the number of void properties, properties where the Council is refused entry and the number of properties anticipated to become 'non decent' over the year.
	Outcome: Award-winning parks and open spaces				**Target**					
	Proposed Indicators	**Lead Service & supporting services**	**Council PI / Partnership PI**	**Frequency**	**Q1**	**Q2**	**Q3**	**Q4**	**Annual**	**Rationale / notes**
26	Number of Green Flag Awards	Environment • Policy, Performance and Community	Council PI	Annual					13	The borough currently has 11 Green Flags, target to increase to 14 for 2018/19.
	Outcome: A vibrant cultural and leisure destination				**Target**					
	Proposed Indicators	**Lead Service & supporting services**	**Council PI / Partnership PI**	**Frequency**	**Q1**	**Q2**	**Q3**	**Q4**	**Annual**	**Rationale / notes**
27	Commence construction of a new Market House in Romford, and deliver transformation support programme for 2017/18.	Development	Council PI	Annual					Construction of Market House commenced. Transformation support programme delivered.	
	Outcome: First class business opportunities				**Target**					
	Proposed Indicators	**Lead Service & supporting services**	**Council PI / Partnership**	**Frequency**	**Q1**	**Q2**	**Q3**	**Q4**	**Annual**	**Rationale / notes**

			PI							
28	Total percentage of planning applications approved for new or extended commercial floorspace, providing at least or greater than 100sq of floorspace.	Development	Council PI	Annual					75%	Data is provided more frequently but there is a large time lag.
29	Number of jobs created and safeguarded through Economic Development London Riverside Programmes	Development • Policy, Performance and Community	Partnership PI	Quarterly			5	10	10	Related to the opening of the CEME Launchpad in Q1 2017/18. London Regeneration Fund (LRF) Agreement requires permanent job outcomes (min 26 weeks and 35hrs or more per week). Therefore, a 6 month lag in reporting and the majority of delivery will be reported in 2018/19. Total jobs created by 31/04/19: 39.6 Projected jobs created by 31/03/18: 10
30	Number of investment enquiries to the Borough converted into a new business or expansion	Development • Communications	Council PI	Quarterly	0	5	5	5	15	Target based on 1-2 enquiries per month from Q2 onwards. A dedicated officer resource has been allocated, but this is the first year this PI

										has been measured so is being treated as a baseline year.
	Outcome: High-quality skills and careers				**Target**					
	Proposed Indicators	**Lead Service & supporting services**	**Council PI / Partnership PI**	**Frequency**	**Q1**	**Q2**	**Q3**	**Q4**	**Annual**	**Rationale / notes**
31	% of 16-18 year olds who are known not to be in education, employment or training (including 'not knowns')	Children's Services • Policy, Performance and Community	Partnership PI	Annual					4.3%	Definition changed by Government mid-year to include 'not knowns'. 2016/17 target was 4.5%.
	Outcome: Dynamic development and infrastructure				**Target**					
	Proposed Indicators	**Lead Service & supporting services**	**Council PI / Partnership PI**	**Frequency**	**Q1**	**Q2**	**Q3**	**Q4**	**Annual**	**Rationale / notes**
32	New Romford Leisure Development opened by Spring 2018	OneSource (Asset Management) • Culture and Customer Access	Partnership PI	Annual					Facility opened	
33	New Hornchurch Sports Centre planning application approved and contract let to build to the new centre	Culture and Customer Access	Partnership PI	Annual					Timescale achieved	
	Outcome: A thriving local economy				**Target**					
	Proposed Indicators	**Lead Service & supporting services**	**Council PI / Partnership PI**	**Frequency**	**Q1**	**Q2**	**Q3**	**Q4**	**Annual**	**Rationale / notes**
34	Proportion of businesses showing employment growth (Source: ONS Business Register and Employment Survey)	Development	Partnership PI	Annual					78,780 (+1%)	Baseline is 78,000 and the trend is that we increase by approximately 1000

										per year. This is beyond our control, however it is a good overall indicator of business growth and we can provide a narrative around our business engagement and retail/town centre activities.
35	Developments approved with an obligation requiring skills and training plan (Over 1000 sq. m commercial/employment floor space or 150 dwellings)	Development • Policy, Performance and Community	Council PI	Quarterly	100% with at least 20% during construction and 20% end user phase (employment floor space only).					
36	Increase in number of company HQs in the Borough (may have to define as employing over a certain number of employees or company turnover).	Development • Communications	Partnership PI	Annual					1	The baseline is 25 and whilst the target is 1 for 2017/18, the ambition is for this to be a large business.
	Outcome: A digitally-enabled borough				**Target**					
	Proposed Indicators	**Lead Service & supporting services**	**Council PI / Partnership PI**	**Frequency**	**Q1**	**Q2**	**Q3**	**Q4**	**Annual**	**Rationale / notes**
37	Improved Socitm score for the www.havering.gov.uk website	Culture and Customer Access / Transformation • OneSource (ICT)	Council PI	Annual					3	The Socitm "better connected" report / survey results for 2016/17 will not be published until 2017/18. Havering scored 2 in 2015/16.
38	Avoidable customer contact for customer services	Culture and Customer Access / Transformation	Council PI	Quarterly	8%	8%	8%	8%	8%	Target of 8% based on historical data for this PI when it was

		• OneSource (ICT)								measured under the old National Indicator Set. 2017/18 to be treated as a baseline year before this is rolled out to more services during 2017/18.
	Outcome: Capitalising on our location and connectivity				**Target**					
	Proposed Indicators	**Lead Service & supporting services**	**Council PI / Partnership PI**	**Frequency**	**Q1**	**Q2**	**Q3**	**Q4**	**Annual**	**Rationale / notes**
39	Delivery of public realm improvements at the borough's three Crossrail stations by March 2018	Development	Partnership PI	Annual					Improvements delivered	Works to take place at Gidea Park, Harold Wood and Romford which will enhance the immediate surroundings of the stations, improving accessibility and ensuring they are easy to use for interchanges.
40	Completion of Governance for Railway Investment Projects (GRIP) stage 3 at Beam Park station by November 2017	Development	Partnership PI	Annual					GRIP stage 3 achieved	
	Outcome: Fast and accessible transport links				**Target**					
	Proposed Indicators	**Lead Service & supporting services**	**Council PI / Partnership PI**	**Frequency**	**Q1**	**Q2**	**Q3**	**Q4**	**Annual**	**Rationale / notes**
41	Improve air quality in the borough by reducing the level of NO2 (Nitrogen Dioxide)	Environment • Development	Partnership PI	Annual but narrative provided each					40 μgm^{-3}	The concentration of NO2 is measured in Micrograms in each

				quarter						cubic metre of air (µg m-3). A microgram (µg) is one millionth of a gram. A concentration of 1 µg m-3 means that one cubic metre of air contains one microgram of pollutant. A key driver of NO2 emissions is vehicle emissions. The Council has a number of actions in place to reduce vehicle emissions such as reducing the number of school journeys made by car.
	Outcome: Access to jobs and opportunities				**Target**					
	Proposed Indicators	**Lead Service & supporting services**	**Council PI / Partnership PI**	**Frequency**	**Q1**	**Q2**	**Q3**	**Q4**	**Annual**	**Rationale / notes**
42	Percentage of adults with learning disabilities in paid employment	Adult Services • Policy, Performance and Community	Partnership PI	Quarterly	0%	0%	4.4%	8.3%	8.3%	Reduced target from 8.7% based on based on two years' worth of data and likely achievement in 2017/18. Targets are % of the total number of working-age

										learning disabled clients who receive long term support.
43	Percentage of adults in contact with secondary mental health services in paid employment	Adult Services • Policy, Performance and Community	Partnership PI	Quarterly	5.5%	7.2%	7.2%	7.2%	7.2%	NELFT has a target of 4.8% but exceeds this every month. Target set is challenging but realistic considering current performance. Targets are % of the total working age adults who have received secondary mental health services.
	Engagement PIs				**Target**					
	Proposed Indicators	**Lead Service & supporting services**	**Council PI / Partnership PI**	**Frequency**	**Q1**	**Q2**	**Q3**	**Q4**	**Annual**	**Rationale / notes**
44	• To what extent are you worried about crime in the area?	Policy, Performance and Community (Police Public Attitude Survey) • Communications • Culture and Customer Access (Youth Services) • Children's Services (Youth Offending Service)	Partnership PI	Quarterly	28%	28%	28%	28%	28%	The London average is 28%. We are currently at 31% but were as high as 38% 12 months ago. This data is only available 2 quarters in arears. The London average is 20%, and we are currently at 15%. A reduction is unlikely given the rising volume of ASB complaints. This data
45	• To what extent are you worried about ASB in the area?		Partnership PI		15%	15%	15%	15%	15%	

										is only available 2 quarters in arrears.
46 47 48 49 	• Satisfaction with the way Havering council runs things • Satisfaction with Havering as a place to live • Strength of belonging to local area • Trust in Havering Council	Communications (LGA/Populus survey) • All Services	Council PI Partnership PI Partnership PI Council PI	Biennial					65% (2018) 88% (2018) 80% (2018) 70% (2018)	Outturn in 2016 of 61%, national average 68%. Outturn in 2016 of 88%, national average 83%. Outturn in 2016 of 79%, no national average provided Outturn in 2016 of 70%, national average 63%
50 51	• Taking everything into account, how satisfied are you with the service provided by LBH Housing Services? • How satisfied are you that LBH Housing Services listens to your views and acts upon them?	Housing (Housing Status survey)	Council PI Council PI	Annual					85% 75%	2015/16 result was 85% 2015/16 result was 73%

52 53 54	• % of respondents stating that they have control over their daily life? • Overall how satisfied are you with the care and support services that you receive? • % of respondents reporting feeling safe	Adult Services (ASC survey)	Partnership PI Council PI Partnership PI	Annual					71% 61% 68%	Based on previous survey outturn and London averages
55 56 57	• Overall, how satisfied are you with the support or services you and the person you care for have received from Social Services in the last 12 months? • In the last 12 months, do you feel you have been involved or consulted as much as you wanted to be, in discussions about the support or services provided to the person you care for? • In the last 12 months, have you found it easy to find information and advice about support, services or benefits?	Adult Services (Carer's survey)	Council PI Council PI Council PI	Annual					35% 66% 67%	Based on previous survey outturn
58	• Proportion of families who show continued	Children's Services (Outcomes star)	Council PI	Annual					60%	40% baseline for 2016/17

	overall progress after initial assessment									
59 60	• Percentage of respondents scoring 0-4 on the question "Overall, how happy did you feel yesterday?" • Percentage of respondents scoring 6-10 on the question "Overall, how anxious did you feel yesterday?"	Public Health (Public Health Outcomes Framework) • All Services	Partnership PI Partnership PI	Annual					Similar to – or better than – England Similar to – or better than - England	"Better than" is determined by comparing the local value to the national average and applying statistical testing (using 95% confidence intervals).
61	Questions to cover environment TBC	Environment (Annual resident survey)	TBC	Annual					TBC	To be determined through the annual resident survey that will be undertaken in 2017/18.