

RAG Rating	Description
GREEN	On or better than target
AMBER	Off track against target but within accepted tolerance
RED	Off track against target and outside of accepted tolerance
N/A	Information not available due to: -Only reported annually -Information not provided -Cannot be RAG rated as volumetric: does not have a target / is not a quantifiable performance indicator but an outcome

Reference	Theme	Theme Outcome	Performance Indicator	Value	Target	Quarter 2 Performance	RAG Rating	Comment
CM1	Community	Families and communities look after themselves and each other	The number of instances where an adult patient is ready to 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)	Lower is better	7	5.42 (August)	GREEN	There has been a significant improvement in the outturn for this indicator. To date there has been an average of 10.86 delays to discharges per month, at the same stage last year there were 15.53. The vast majority of delays continue to be in the acute sector and are the responsibility of Health.
CM2	Community	Families and communities look after themselves and each other	Increase residents using next generation assistive technology	N/A	OUTCOME	OFF TRACK	AMBER	The six week trial that had been planned has been stood down, as it was felt that the low numbers of residents it was to be trialled with, would not be sufficient to properly evaluate the potential benefits. There were also concerns about the revenue expense of the proposed technology. The JCU are now exploring an alternative business case to ensure the service can maximise value for money in taking on a proof of concept or pilot through reaching a larger cohort of residents. The business case will be a partnership between ASC, the Telecare service in Housing, ICT and the JCU, and will include how we can improve and increase the benefits we get from our existing AT offer as well as target areas for investment.
CM3	Community	Families and communities look after themselves and each other	Community hub usage	N/A	OUTCOME	ON TRACK	GREEN	The Community Hub Governance Framework and project plan will be finalised by the end of October, underpinning the vision and programme development, with branding options still being considered. Hub activity is scheduled to commence in the Autumn for Harold Hill, alongside the mapping and engagement plan for Rainham. The consultation for 'Libraries, Children's Centres and Community Hubs' completed on 18th September and the consultation feedback will feed into the project.
CM4	Community	Families and communities look after themselves and each other	Percentage of homeless preventions and reliefs (homelessness resolved without the provision of temporary accommodation)	Higher is better	70%	88.00%	GREEN	88% of homelessness has been prevented and relieved. The focus is on maintaining high prevention and relief activities through early intervention and support to avoid the use of costly temporary accommodation.
CM5	Community	Giving children the best start in life	% of Havering parents receiving an offer of their first preference primary school	Higher is better	88% (Sep 2020 intake)	88.5% (Sep 2019 intake)	GREEN	Havering once again achieved strong performance in 2019 in relation to the percentage of parents receiving an offer of their first preference primary school, comfortably meeting the target set for the September 2019 intake. Data for the September 2020 intake will be available for reporting in the fourth quarter. Please note that for both this indicator and the equivalent for secondary schools (below), the figures shown are from published data and include 'on time' school applications only.
CM6	Community	Giving children the best start in life	% of Havering parents receiving an offer of their first preference secondary school	Higher is better	78% (September 2020 intake)	77.1% (September 2019 intake)	AMBER	Havering has once again achieved strong performance in relation to the percentage of parents receiving an offer of their first preference secondary school. While we have seen a slight reduction on the previous year, and not met the challenging target we set ourselves for the September 2019 intake, at 77.1% our performance remained the highest in London. We are continuing our secondary school expansion programme, which is seeing an increase in the number of places available at the most popular schools to ensure parents have a greater chance of securing a high preference school.
CM7	Community	Giving children the best start in life	Children's services rated as Good with Outstanding features by 2022	N/A	OUTCOME	ON TRACK	GREEN	Following its June 2018 Ofsted inspection, Children's Services have developed an improvement programme consisting of 7 individual projects. Delivery is overseen by a board who will conduct 'deep dives' on each of the projects in turn. Recent key deliverables include: -Embedding of the new Quality Assurance Framework; -Learning discussions with Bexley to understand their governance and oversight model which supported their Outstanding rating; -Appointment to the Head of Quality Assurance role; -Achieving an 82% permanency rate for social work roles (London average is 74%). A set of performance indicators have also been agreed for the projects and progress against these will be monitored at each board. Under the ILACS (Inspection of Local Authority Children's Services) framework, in May 2019 the Council had its annual engagement meeting with Ofsted. This is not an inspection and no judgement is made but Ofsted reviewed Havering's self-evaluation and were satisfied with the improvement plans that are in place, and progress made so far.
CM8	Community	Communities: Havering residents are healthy and active	School readiness - % of children achieving a good or better level of development at age 5 (EYFSP)	Higher is better	74%	72%	AMBER	The proportion of children achieving a Good Level of Development (GLD) in Havering remains unchanged at 72% for the third consecutive year in 2019 – the same as the national average. Outcomes have improved compared with earlier years but not as rapidly as nationally (with Havering starting from a higher base to begin with), or as swiftly as other London boroughs. However there has been a plateau in recent years, both within Havering and nationally. Actions being taken to secure improvement in this area include: • GLD analysis is sent back to all providers, highlighting any areas of concern; • Quality assurance visits to all schools with maintained nurseries; • Targeted EAL support visits to settings with the highest numbers of children with English as an additional language; • Reducing health inequalities and barriers to school readiness through roll-out of Healthy Early Years London; • Increased training in areas including expressive language, portage (home visit support for under 5's with SEND), and transition from Nursery to Reception. Specific programmes also being delivered include 'Vision to Provision' (a 6 session programme to support EY teachers and support staff with early child development); 'Leading the Way' - a dedicated programme for school Early Years leaders; and 'Empowering Parents, Empowering Communities' (EPEC) parenting courses.

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CM9	Community	Havering residents are healthy and active	Reducing % of physically inactive adults	Lower is better	Better than England	22.4%	AMBER	22.4% of Havering adults surveyed in Sport England's 2017/18 Active Lives survey reported that they engage in less than 30 minutes of physical activity per week. Compared to regional and national averages in 2017/18, Havering is similar to London (22.0%) and England (22.2%). The survey methodology for this measure changed in 2016 and thus trend data is not available. Havering's Obesity Strategy is currently being refreshed and will continue to incorporate actions on physical activity promotion at many levels – from active travel promotion through transport and planning opportunities, through to encouraging and supporting adults to be active through our leisure contract and the Health and Sports Development team's work.
CM10a	Community	Havering residents are healthy and active	Number of settings registered with Healthy Early Years London	Higher is better	N/A	58	N/A	As of the end of September 2019, the number of early years settings that have registered on the Healthy Early Years London Programme has increased from 45 settings to a total of 58 settings in Havering. Of the 58 Havering settings registered, 30 have achieved the HEYL First Steps award, 13 have achieved the HEYL Bronze award, 7 have achieved the HEYL Silver award and 1 setting has achieved the HEYL Gold award. (This setting has been visited by the Deputy Mayor of London, Joanne McCartney, to acknowledge their achievements). The Healthy Early Years London Programme provides support and resources which encourage settings to reflect on their practice and introduce initiatives to address health inequalities and ensure all children have a healthy start in life. In Havering, support to achieve the awards is freely available to settings, and is provided by the Health and Wellbeing Advisor (Education) in the Public Health team and The Early Years Quality Assurance Team.
CM10b	Community	Havering residents are healthy and active	Number of schools registered with Healthy Schools London	Higher is better	N/A	68	N/A	As at the end of September 2019, 86% of schools in Havering were registered with the Healthy Schools London programme. Registrations across London boroughs ranged from 47% to 100%. Of the 68 Havering schools registered, 35 have achieved the HSL Bronze Award, 19 the HSL Silver Award and 9 the HSL Gold Award. The Healthy Schools London awards framework promotes a whole school approach to mental health and emotional wellbeing, healthy eating, physical activity and other PSHEE topics. In Havering, support to achieve the awards is currently offered to schools as a traded service, provided by the Health and Wellbeing Advisor (Education) in the Public Health team.
CM11	Community	The needs of our most vulnerable residents are identified and met	% of care leavers (aged 19-21) in education, employment or training	Higher is better	53%	51%	RED	The percentage of care leavers in education, employment or training (EET) is just outside of the accepted tolerance but a significant improvement on Quarter 1's outturn of 43%. The statutory DfE methodology used here includes care leavers who are not receiving services and whose EET status is therefore not known, which reduces the percentage. Performance based on only young people receiving services is far higher (60%) and this figure compares well to other LAs based on the latest available benchmarking (London average = 53%). On-going support to care leavers remains in place in the form of an EET Pathway Co-ordinator, and targeted engagement activities for young people entering care post-16 and already disengaged with EET. There is active collaboration with the Department for Work and Pensions, who regularly send employment and training opportunities for care experienced young adults to consider. Positive engagement activities continue to be used to instil a level of commitment within this cohort of young adults to enable the first steps towards employment. The mental health practitioner is working with care experienced young adults to promote self-confidence and positive mental/ emotional well-being, all of which is crucial in preparing for any type of EET. 'Pathway planning and transition to adulthood' is one of the seven themes of our improvement plan for Children's Services and remains a high priority for the service.
CM12	Community	The needs of our most vulnerable residents are identified and met	% of Adult Social Care service users receiving direct payments	Higher is better	36.5%	35.9% (August)	AMBER	Adult Social Care set an ambitious target for this indicator and as such the RAG rating is Amber. As at the end of Quarter 2 there were 704 service users receiving their support via a Direct Payment, at the same stage last year there were 679 (an increase of 3.7%). The latest available benchmarking within London indicates that performance in Havering is better than the London average. The Council continues to make good progress with recruiting personal assistants, who individuals can choose to employ directly using their Direct Payment, providing residents with greater choice in how they their support is received. The number of PAs on Havering's accredited list has increased by more than 60% in the first half of the year.
CM13a	Community	The needs of our most vulnerable residents are identified and met	HMOs enforced against	Higher is better	N/A	11	N/A	Enforcement outcomes have been good with unlicensed HMOs being discovered in every enforcement operation and FPNs issued. The consultation launched on additional licensing from 12 to 18 wards closed on 20th September. The data is currently being analysed and information will be made available in Quarter 3 regarding the outcome of consultation.
CM13b	Community	The needs of our most vulnerable residents are identified and met	HMO licenses issued	Higher is better	N/A	14	N/A	The number of new applications received has been very low as the compliant landlords have already come forward to licence, leaving those wishing to evade licensing or probably operating poor quality HMOs. Therefore we are concentrating our efforts on enforcement. The consultation launched on additional licensing from 12 to 18 wards closed on 20th September. The data is currently being analysed and information will be made available in Quarter 3 regarding the outcome of consultation
CM14	Community	The needs of our most vulnerable residents are identified and met	Impact of predictive approaches	N/A	OUTCOME	ON TRACK	GREEN	Through our Innovation programme for Children's Services, we have developed a predictive model to identify children most likely to come into the care of the local authority, based on research into the factors that have led to children entering care over the last three years. So far, by intervening earlier and working with families in a different way over an 18 month period, 95% of the cohort (around 101 children) have not entered care. In Adult Social Care, we have created a finance and activity model to predict the anticipated need and changing demographics over a 3-5 year time period to assess the impact of our Better Living approach on people's independence. The model involves working with people to maximise the available strengths and resources within their families and wider community, offering traditional support packages only when all other options have been explored. This model is in line with our aim to support families and communities to live as independently as safely possible, while ensuring that the needs of the most vulnerable residents are identified and met.

Reference	Theme	Theme Outcome	Performance Indicator	Value	Target	Quarter 2 Performance	RAG Rating	Comment
CN1	Connections	Improving roads and pavements	Annual programme delivered to time and budget (roads and pavements)	N/A	OUTCOME	ON TRACK	GREEN	The Highways Investment Programme is on track to delivering both the carriageway and footway resurfacing works by the end of the 2019/20 financial year. The number of miles resurfaced: Roads (4.3 miles) and Pavements (5.9 miles). This equates to 71% of roads and 57% of footways(pavements) completed. The number of sites planned for resurfacing: Roads (25), Pavements (22).
CN2	Connections	Improving roads and pavements	Number of potholes repaired with a permanent fix	Higher is better	N/A	295	GREEN	Ongoing proactive and reactive highway safety inspections continue to identify and arrange repair of carriageway potholes borough wide. The Love clean street app was launched as part of the cleaner havering campaign and picks up areas of street cleansing and waste as part of phase 1. This will be extended to cover highways defects i.e. potholes & street lighting over the next 3-6 months.
CN3	Connections	Making it easy to get around	Costings and potential routes for North-South link completed by end of September 2019	N/A	OUTCOME	OFF TRACK	AMBER	A feasibility study has been commissioned to identify a north/south public transport link for the borough. Due to Procurement issues the feasibility study was commissioned later than anticipated (June 2019) creating a knock-on effect on delivery. A revised target has been set for December 2019. Phase 1 is completed with potential high level route options identified as part of the north/south connectivity study. Phase 2 of the North/South connectivity study was commissioned in Quarter 2 and currently scheduled to be completed by the end of the Calendar Year. Phase 2 of the study focusses on Travel demand, housing capacity, funding options, costings and communications strategy. Focus on Quarter 3 will be on Housing Capacity study and funding opportunities and establishing high level costings for the new public transport route. A Programme Board has been set up for the project where strategic decisions are made on aspects of the work programme. This board will meet on a quarterly basis.
CN4	Connections	Making it easy to get around	Beam Parkway works to start by September 2019	N/A	OUTCOME	ON TRACK	GREEN	The Beam Parkway A1306 project is using £4.5m of funding from the Mayor of London and £1.8m from Transport for London (TfL) to transform the A1306 from its former function as a trunk road into a safer, greener and more pleasant environment. The scheme is currently in the design phase with consultation and engagement events continuing. Procurement and tender process has been established with the procurement of a design and build contractor commencing in June 19. Tenders are due to be returned 3rd October and an appointment will be made at November Cabinet. A complementary project 'Creekside Park' has been completed transforming the area next to Dovers Corner.
CN5	Connections	Making it easy to get around	Work programme approved by June 2019 (New Parking and Highways Strategy)	N/A	OUTCOME	ON TRACK	GREEN	Since the introduction of the new parking charges in June 2019, the proposed savings are on track to be achieved for pay and display charges, overnight parking and alignment of town centre charges with the removal of free 30 minutes. This additional income has further supported the Councils Highways investment programme. A parking review consultation commenced in October 2019 for 6 weeks with the results available in the early 2020. The procurement for new P&D machines and the pay by phone provider has commenced with the intention of being in place by Spring 2020.
CN6	Connections	Using technology to improve the way that we live	Fast and affordable internet coverage	N/A	OUTCOME	ON TRACK	GREEN	A Connections Strategy has been developed and presented to the Connection Theme Board - defining connectivity improvements for all consumption models. The service will be working on understanding and modelling Residential, Occupational and Public audiences, with private sector engagement, to deliver an uplited connectivity model throughout the borough. The service is also working with BID and Regeneration teams. The model will be initially trialled with SIP funding and then replicated across the borough. Partners for the targeted consumption model (Residents, Businesses etc.) will be identified by the end of Q3.
CN7	Connections	Using technology to improve the way that we live	% of council services that are accessible digitally	Higher is better	N/A	TO BE PROVIDED IN Q4	N/A	This indicator is available on an annual basis. An outturn will be available in the Quarter 4 performance report
CN8	Connections	Using technology to improve the way that we live	Proportion of public accessible Council facilities offering residents assistance to access digital services	Higher is better	N/A	TO BE PROVIDED IN Q4	N/A	This indicator is available on an annual basis. An outturn will be available in the Quarter 4 performance report
OP1	Opportunities	Delivering value for money	Only increase council tax to fund improvements to services	N/A	OUTCOME	ON TRACK	GREEN	The Council increased Council Tax by 3.25% for 2019/20. This increase was used to ensure we meet the rising costs of providing care and support for residents who are more vulnerable, including senior citizens, people with disabilities and young people who are deemed at risk. The Council regularly reviews its Medium Term Financial Strategy but for 2020/21 in particular this has been difficult due to a number of uncertainties in relation to future government funding. The Council was expecting the government to undertake a Spending Review, conclude changes to the Fair Funding formula and introduce reforms to business rates. All these changes have been delayed making it impossible to predict the Council's financial position beyond 31 March 2020 with any accuracy. In preparation for final funding announcements by government for 2020/21, the Council is exploring a range of opportunities to make efficiencies which can be implemented to offset any detrimental impact of future government announcements and emerging service pressures. The Council is therefore on track to meet this target.
OP2	Opportunities	Delivering value for money	Minimum 97% collection rate on council tax	Higher is better	57.96%	57.56%	AMBER	Performance is 0.4% off target. While £3.2 million more income has been collected so far this year compared to the same time last year. Havering also lies in seventh place across London. Reductions in Council Tax Support have affected performance. Initiatives to improve collection include increasing SMS campaigns, frequent published communications focussed on the consequences of non-payment and tightening procedures for broken payment arrangements. Improvements in performance are emerging in the Quarter 3 collection rate.
OP3	Opportunities	Delivering value for money	Minimum 98.7% collection rate on business rates	Higher is better	60.11%	58.13%	RED	Work continues to be carried out to ensure all debt is moving through our recovery processes as quickly as possible. Our cash flow projections, show that the current shortfall in collection will be covered by future instalments and has been created by debt moving to later in the year due to a number of reason such as arrangements and new liabilities being set up, more than happened last year. A significant amount of the instalment shift is also attributable to our recent Small Business Rates Relief review, where relief was removed then reinstated as further evidence was submitted. In general, NNDR performs highly in collection rate compared to neighbouring boroughs. In 2018/19, Havering's NNDR rate was 99.04% compared to Bexley (98.61%), Newham (which is delivered through Havering/Newham's shared service - 99.51%) and Redbridge (97.44%). The service anticipates a continued positive trend and direction of travel but it should be noted that performance this year has been impacted by a significantly larger number of companies going into liquidation than we have seen in previous years.

Reference	Theme	Theme Outcome	Performance Indicator	Value	Target	Quarter 2 Performance	RAG Rating	Comment
OP4	Opportunities	Delivering value for money	£13m savings - Annual savings programme	Higher is better	£13M	ON TRACK	GREEN	The Council has a target of delivering £13 million in budget savings during 2019/20. From the Month 5 budget monitoring most of these savings are either already delivered or are on track to be delivered by the end of the year. There are delays in delivering savings in Assistive Technology costs due to the need to work with health partners in reshaping the offer and to reassess the needs of current users of Assistive Technology. There have also been delays in elements of the Keep Havering Moving project due to public consultation taking longer than anticipated e.g. in relation to Controlled Parking Zones around public transport hubs. The impact of these delays is currently under review. Where necessary, mitigating action will be taken to find alternative savings so that the Council remains within budget at the end of the year.
OP5	Opportunities	Delivering value for money	£300k savings - Contracts review	Higher is better	£300K	£42k	AMBER	The contracts review has identified £85K in agreed savings & rebates against utilities, of which £25k has been delivered to date. An additional £25k has been identified through savings and rebates against existing telecoms contracts and a further £100k has been delivered through a new mobile phone contract. There are anticipated further savings for 19/20 that it is hoped will bring the total up to the target of £300k but these are not yet confirmed. The combined target savings of £940k from 2019-21 remains on track.
OP6a	Opportunities	Helping our business grow	CIL investment	N/A	N/A	£0	N/A	Havering CIL was introduced on 1 September 2019, after formal adoption at Cabinet in July 2019. It is payable on applicable developments granted planning permission after 1 September when the development commences to help fund infrastructure needed to support new developments in the area. As such, no CIL receipts have been received this quarter.
OP6b	Opportunities	Helping our business grow	S106 investment	N/A	N/A	£153,056	N/A	Section 106 obligations to the value of £153,056 were secured during Quarter 2. The amount received will depend upon trigger points in the legally binding Section 106 agreement being reached, and is agreed on a case by case basis. Contributions received can only be used for the purpose specified in the legal agreement.
OP7	Opportunities	Helping our business grow	Major commercial investments attracted to the borough	N/A	N/A	OFF TRACK	AMBER	During the subject period, Havering welcomed Barking and Dagenham, Havering and Redbridge Clinical Commissioning Group (BHR CCGs) to its new headquarters in North House, Romford. More generally, we continue to work to develop our pipeline of enquiries. It should be remembered that the enquiry journey can take up to 30 months and the volume of major enquiries will always be low especially during times of economic uncertainty. The current low volume of enquiries and long lead time accounts for the Amber RAG rating.
OP9	Opportunities	Helping people to succeed in life	Number of opportunities generated	Higher is better	OUTCOME	ON TRACK	GREEN	We continue to seek referrals to the service through contacts with housing, money advice and troubled families receiving 114 referrals this Quarter. We continue to promote the service through channels such as Living Magazine, and the email bulletin to households. We also attended 3 community events across the borough and an employment event in the Liberty in September. This has had a positive impact on the service with improvements in most of the indicators. The number of enrolments (68), participants receiving 6+ hours of support (35), participants in placements (5) or achieving basic skill qualification (7) exceeding target. The number enrolled is much lower than referrals due to the eligibility of those for the grant funding.
OP10	Opportunities	Helping people to succeed in life	Social value statements agreed and delivered	N/A	OUTCOME	ON TRACK	GREEN	The Bid submitted to European Social Fund (ESF) has been rejected, alternative funding options are being researched to provide the serve beyond March 2020. The EPEC course for single parents is running with support from the brokerage for the parents to continue to explore employment opportunities once the course has completed. Social Value is the added societal benefits that can be gained from a procurement. It includes benefits such as environmental enhancements, local training and employment opportunities and social cohesion projects. Social Value strategy has been approved by Cabinet and the draft implementation plan has issued for consultation amongst SLT., and will form part of the Council's upcoming Inclusive Growth Strategy which is due to be approved by Cabinet in Quarter 3 2019/20.
PL1	Places	Excellent leisure facilities and award-winning parks	Number of Green Flag Awards	Higher is better	14	14	GREEN	All awards received following successful judging visits and good feedback. Improvement plans for existing and 2 new applications are now underway for 2020.
PL2	Places	Excellent leisure facilities and award-winning parks	Increasing the number of people who use leisure centres	Higher is better	1.882m visitors	501,126	GREEN	This is an annual indicator. Q2 performance suggests all is on track to be achieved. The total number of attendees from April 2019 is 1,007,244 compared to 955,555 by end of Q2 last year. This represents a 5.41% increase in the number of people using the leisure centres.
PL3	Places	Havering is kept clean and safe	The level of waste per head of population presented to the East London Waste Authority (ELWA) (C)	Lower is better	110.25 kg per head	111.90kg per head	AMBER	Quarter 2 performance of 111.90 Kg per head is a slight improvement compared to Quarter 1 (112.54 kg/ head) this year. Total amount of waste per head for 2019/20 thus far is 224.45kg, which is just above the cumulative target 220.5kg. This is above the target but it is an improvement on the comparable point this time last year (226.44). Waste traditionally drops throughout the winter months as the amount of garden waste reduces so an improvement can be expected over the next two quarters. 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. Various waste prevention campaigns focusing on home composting, reuse, and Love Food Hate Waste, along with receiving funding from the LGA to commission a piece of work on investigating behavioural change have contributed towards this target. We are also reviewing operations in Highways and Grounds Maintenance to reduce waste and, with ELWA, continue to review policies to prevent 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.

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PL4	Places	Havering is kept clean and safe	Improve air quality in the borough by reducing the level of NO2	Lower is better	OUTCOME	ON TRACK	GREEN	<p>Air quality monitoring and reporting against air quality objectives are undertaken based on a calendar year. The Service has developed an Air Quality Action Plan (AQAP) to improve local air quality. The four themes cover:</p> <ul style="list-style-type: none"> • Monitoring and Modelling • Public Health and Awareness Raising to encourage Smarter Travel • Reducing Emissions from Buildings • Reducing Emissions from Transport <p>There have been five additional diffusions tube sites added to the network sites at the following locations: Hildene infant school, Butts Green Road (Emerson Park), Rainham Broadway, Front Lane (Brunswick Avenue) and Station Lane (Hornchurch). The service constantly raises awareness around air quality issues, including: a presentation given to the Over 50s Forum and Health Protection Forum; magazine articles; developing a School Streets pilot project; and developing a GLA anti-idling project. As well as the use of air text which sends air quality information to smart phones and frequenting messages on social media i.e. twitter and facebook and the e-magazine.</p> <p>Transport are trialling Gas to Liquid fuel (as an alternative to Diesel) and EV infrastructure provision for the car pool fleet is being planned.</p> <p>Finally, 64% of TFL buses in Havering are now Ultra Low Emission Zone (ULEZ) compliant.</p>
PL5	Places	Havering is kept clean and safe	The number of non-domestic violence with injury offences (C)	Lower is better	327	300	GREEN	<p>The number of offences for the rolling 12 months (September 2018 to September 2019) has decreased from 1347 to 1176 ; this is a reduction of 12.7%.</p> <p>Work continues through the Safe and Sound Partnership to address crime and disorder in the day and night time economy. Implementation of the Serious Group Violence and knife crime action plan continues with proactive work in schools. We have organisations such as Street Dr's going into secondary schools and colleges delivering sessions on life saving first aid linked to individuals bleeding out (linked to being stabbed or shot); Spark2Life providing 1-1 mentoring; and the Ben Kinsella Trust delivering work and training for practitioners to be able to deliver excellent front line support themselves. Our Schools Police Presentation Team along with the London Ambulance Service and Robert Levy Foundation are delivering a "No Knives In schools Programme" which is a half day interactive session to Year 9 Students. In June-July 2019 our Junior Citizens Programme delivered interactive safety messages to 2,500 year 6 transition students. This has been successfully running for the last 6 years. Additionally our safer schools police officers have presented on a variety of safety topics to +4,000 primary school children and 11,000 secondary school pupils. Havering Council have been working with Trident Police to deliver Parent/ Teacher talks on the risks of county lines and gangs, this has been very well received with further community events to be delivered in October .</p>
PL6	Places	Havering is kept clean and safe	Number of young people engaged in preventative education programmes (Adolescent Safeguarding)	Higher is better	OUTCOME	ON TRACK	GREEN	<p>The Youth Service delivered a number of preventative programmes for a range of young people (YP) in Havering over the Summer. Projects included the Junior Transitions Club (25 YP), Go Girls life skill and self-esteem course (26 YP), 3 weekly Youth Clubs (100+ YP), Street Sports Projects (85 YP), and Duke of Edinburgh (DoE) sessions (82 YP currently registered).</p> <p>The Youth Bus visited 10 areas / communities in Havering to deliver projects ranging from knife crime awareness to art sessions and sport projects, with 200+ young people benefiting. A range of summer activities were also delivered at the mYPlace centre, Olive Academy and within local parks, with activities including bike courses/workshops, free running, cooking, para-sports, team building projects and more. In total, more than 300 young people benefited from the summer offer.</p> <p>Our SEND work has continued to engage with young people through weekly sessions, promoting educational themes such as health and wellbeing, personal safety and youth voice. 74 young people are registered, with 4 recently awarded their bronze award in DoE. 20 young people have registered with a new youth drama and theatre project at the mYPlace centre, and a further 35 are involved in planning the 'Bike Shed' project - providing opportunities to ride, fix and maintain bikes in a safe and supportive space.</p> <p>Youth workers also supported young people on the edge of care throughout the summer, through one to one support to gain confidence, develop new skills and improved relationships with peers and the wider community.</p>
PL7	Places	Improving our housing estates	Programme delivered on time and to budget (£10m housing estate improvement programme)	N/A	OUTCOME	OFF TRACK	AMBER	Over the summer, the dedicated Project Manager has worked with the Community Engagement and Tenancy Sustainment teams in Housing to carry out an extensive consultation on the estates affected by the programme with tenants and ward councillors. The consultation finished in September 2019 and the results were collated we have worked up the scope and specification of the works contracts. One project is now fully complete, and five more are due to go on site. Some of the projects require planning approval so their start date is dependent on that being achieved. We will have four new contractors taking the projects forward, and to be back on track in the new financial year.
PL8	Places	Improving our housing estates	Increased tenant and leaseholder satisfaction	N/A	OUTCOME	ON TRACK	AMBER	The tenant and leaseholder satisfaction survey was last completed in 2017 and was due for November 2019. Due to upcoming changes in the Housemark benchmarking data, the survey has been placed on hold until the new criteria is provided. At this point, a decision will be made by the service regarding the need to provide comparative data or to align to the new criteria.
PL9	Places	Provide quality and genuinely affordable homes	Number of new homes proposed in planning applications	Higher is better	875	579 (approved) 3132 (anticipated)	GREEN	<p>Rainham and Beam Park JV - Eight of the nine outline planning applications have been approved by SPC for the delivery of 641 new homes in Rainham. Outline consent on one scheme remains outstanding - RW4B which is anticipated to deliver 239 new homes.</p> <p>12 Site Programme - Planning application for 197 new homes at Napier and New Plymouth House has been approved by SPC. A planning application has been submitted on Solar, Serena, Sunrise to deliver 175 new homes. An application for Waterloo Estate is expected to be submitted in Spring 2020 for the delivery of a further 1383 new homes.</p> <p>Bridge Close - Planning application has been prepared for submission to deliver 1070 new homes.</p>
PL10	Places	Provide quality and genuinely affordable homes	Feasibility of NW Romford scheme confirmed and Small Sites Delivery Strategy adopted	N/A	OUTCOME	OFF TRACK	AMBER	The North West Romford scheme went to Cabinet in November and is therefore on track. Options for small sites delivery were reported to Places Theme Board on 28th October and further work is required as part of an HRA/GF land strategy.

Reference	Theme	Theme Outcome	Performance Indicator	Value	Target	Quarter 2 Performance	RAG Rating	Comment
PL11	Places	Strengthening the attractiveness of our town centres	Romford Master plan developed by December 2019	N/A	OUTCOME	OFF TRACK	AMBER	Delivery of the masterplan against the original programme timescales has slipped slightly due to additional consultation requirements and work. The service is currently preparing the document with a draft version of the Masterplan to be in place by December 2019. However, formal adoption of the document is now expected in Mar/Apr 2020, in line with adoption of the Local Plan.
PL12	Places	Strengthening the attractiveness of our town centres	Submission of external funding bids for district town centre renewal	N/A	OUTCOME	ON TRACK	N/A	An unsuccessful bid was submitted to the MHCLG High Street Fund during Q2. London was not generally favoured with only one successful bid in the Capital and underperforming provincial towns prioritised. Currently there are no other calls for bids elsewhere, though bidding rounds are generally known eight weeks in advance.
PL13	Places	Strengthening the attractiveness of our town centres	BID feasibility study completed for Hornchurch	N/A	OUTCOME	ON TRACK	GREEN	The feasibility study for Hornchurch BID was completed in early September. Further work is now required to determine the way forward.