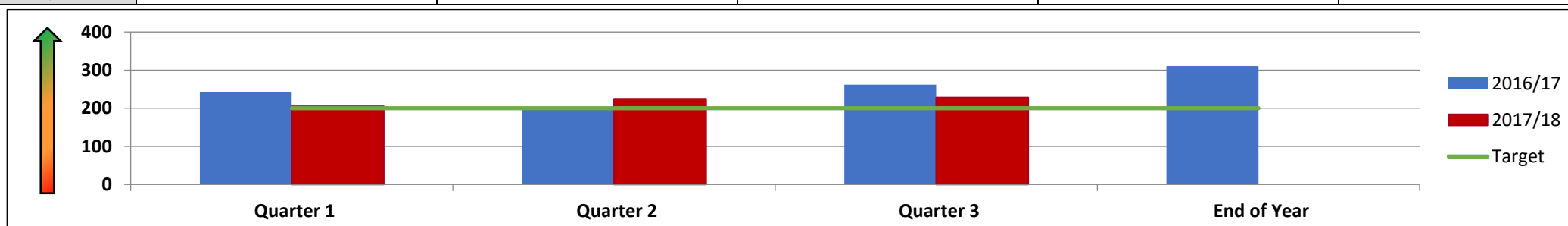| COMMUNITY LEADERSHIP AND ENGAGEMENT	
Volunteering and Engagement: KPI 1a – The number of active volunteers	**Quarter 3 2017/18**

Definition	People who have actively volunteered their time in the previous 3 months within any area of Culture and Recreation or been deployed to volunteer by the volunteer coordinator Culture and Recreation.	**How this indicator works**	This indicator measures the average monthly number of active volunteers that support Culture and Recreation, Healthy Lifestyle and Adult Social Care activities.
What good looks like	We are working towards a continuous increase in the number of active volunteers within the borough.	**Why this indicator is important**	Volunteering not only benefits the individual volunteer by increasing their skills and experience, it also has a significant impact on the health and wellbeing on the community as a whole.
History with this indicator	Historically the number of active volunteers has been increasing. This is a result of increased awareness of volunteering opportunities, the diversity of roles on offer and the corporate shift to deliver some of the library offer to the community and volunteers at 2 sites.	**Any issues to consider**	Volunteering can be more frequent during Summer months particularly in support of outdoor events programmes such as Summer of Festivals.

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 3 2016/17
2017/18	205	225	**228**		
Target	200	200	200	200	↓
2016/17	243	201	262	311	

RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Across Quarter 3 (September to December) there was an average of 228 active volunteers. This exceeds the monthly target figure of 200 by 28 and is 114% of the target figure. A more realistic target was set for this year as the previous target was well exceeded each month in 2016-2017. However, compared with Quarter 3 in 2016-2017 the figure is -12.98% lower, in real terms this is 34 active volunteers lower than the same period last year. Some of this difference can be attributed to a software update earlier in the year and subsequent data cleanse. The update is providing a broader range of data recording and allowing for deployment of volunteers across a wider range of activities within Culture and Recreation Across the 9 months of reporting there has been an average of 219.6 active volunteers per month 109.8% of the higher target set for 2017-2018	The success in maintaining volunteering numbers and the reason for the introduction of a higher target figure is due to the wide range of volunteer opportunities across the whole Culture and Recreation portfolio. There has been an increase in venues with volunteer opportunities around the borough and the events programme including events in the autumn and Christmas. There are also many public health funded projects running including Healthy Lifestyles, Change for Life programme and Volunteer Drivers Scheme which are attracting regular volunteer numbers. In addition, 2 Libraries are also now community run providing regular volunteer opportunities. The regular volunteering recruitment programme is working well and the variety of opportunities offered are seeing improved retention figures for volunteers across the year
Benchmarking	Not applicable – Local measure only	

COMMUNITY LEADERSHIP AND ENGAGEMENT
Volunteering and Engagement: KPI 1b – The percentage of residents participating in the community

Quarter 3 2017/18

Definition	The percentage of respondents that have given unpaid help to any group(s), club(s) or organisation(s) in the last 12 months.	How this indicator works	This indicator measures the number of Residents' Survey respondents who answered 'yes' to the question "have you given unpaid help to any group(s), club(s) or organisation(s)?". This includes anything they've taken part in, supported or provided help in any way, either on their own or with others.
What good looks like	We are working towards a continuous increase in the number of residents participating in the community.	Why this indicator is important	Volunteering not only benefits the individual volunteer by increasing their skills and experience, it also has a significant impact on the health and wellbeing on the community as a whole.
History with this indicator	2015/16 Residents' Survey – 24% 2016/17 Residents' Survey – 22%	Any issues to consider	None at this time.

	Annual Result	DOT 2015/16 to 2016/17
2017/18	**Results due March 2018**	
Target	26%	↓
2016/17	22%	

RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Performance between the 2015 and 2016 surveys remained relatively static, with only a slight drop in the percentage of respondents who had formally volunteered in the previous 12 months.	Fieldwork for this year's Residents' Survey (2017) has come to an end, with results due March 2018. There has been an increase in venues with volunteer opportunities around the borough and this includes options to be involved in the summer events programme. There are also a number of public health funded projects running including Healthy Lifestyles, Change for Life programme and Volunteer Drivers Scheme which are attracting regular volunteer numbers.
Benchmarking	The national Community Life Survey Results – 41%	

Definition	The number of engagements with the Council's Facebook page	**How this indicator works**	This figure will look at the number of times people have commented on, shared or reacted to a post.
What good looks like	We are working to increase the amount of engagement we have with our residents via social media.	**Why this indicator is important**	To monitor how the Council's engagement through the use of social media, is helping to increase the number of residents who feel well informed of local new and key Council decisions.
History with this indicator	A new monitoring and management software from 2017/18.	**Any issues to consider**	None at this time.

	Quarter 1	**Quarter 2**	**Quarter 3**	**End of Year**	**DOT from Qtr 2 2017/18**
2017/18	New from Qtr 2	**1,031 average number of engaged users**	8,961		**n/a**
Target		7,500	8,000	8,250	
2016/17	New Performance Indicator for 2017/18				

RAG Rating	**Performance Overview**		**Actions to sustain or improve performance**
G	This metric monitors how many unique users have engaged (clicked, commented on or shared) on a piece of content from the council		Continue to increase the visibility of the page and the number of followers.
Benchmarking	Not applicable – Local measure only		

COMMUNITY LEADERSHIP AND ENGAGEMENT
Volunteering and Engagement: KPI 1c – The number of engagements with social media (Twitter)

Definition	The number of engagements with the Council's Twitter page	**How this indicator works**	This figure will look at the number of times people have commented on, shared or reacted to a post.
What good looks like	We are working to increase the amount of engagement we have with our residents via Twitter.	**Why this indicator is important**	To monitor how the Council's engagement through the use of social media, is helping to increase the number of residents who feel well informed of local new and key Council decisions.
History with this indicator	A new monitoring and management software was introduced in July 2017, therefore data is not yet available.	**Any issues to consider**	None at this time.

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 2 2017/18
2017/18	New from Qtr 2	799 unique users engaged	**1,083**		**n/a**
Target		800	1,000	1,200	
2016/17	New Performance Indicator for 2017/18				

RAG Rating	Performance Overview		Actions to sustain or improve performance
G	Very happy with the performance. We have tweaked out posting schedule which has resulted in increased engagement.		• Increase the frequency of posts • Increase daily scheduled posts so there's a minimum of 20 posts a day during the working week and 5 of a weekend. • Run twitter campaigns that encourage engagement, i.e. polls or live video
Benchmarking	Not applicable – Local measure only		

COMMUNITY LEADERSHIP AND ENGAGEMENT
Volunteering and Engagement: KPI 1d – The number of One Borough newsletter subscribers (average open rate)

Quarter 3 2017/18

Definition	The average open rate for the One Borough newsletter	**How this indicator works**	This indicator monitors the average amount of times the bi-weekly One Borough newsletter
What good looks like	We are working to increase the percentage of opens our newsletter receives.	**Why this indicator is important**	We are looking to increase the number of residents who feel well informed of local news and key Council decisions. This figure indicates how many subscribers are engaging with our content.
History with this indicator	Over time we have increased the number of recipients opening their newsletters.	**Any issues to consider**	Increasing not only the number of recipients but enticing them to open the newsletter.

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 2 2016/17
2017/18	15% average	**19.9% average**			
Target	21%	21%	21%	21%	⬆
2016/17	12% average	13.6% average			

RAG Rating	Performance Overview		Actions to sustain or improve performance
A	Quarter 2 is the latest data available. We have re-designed the newsletter to make it more modern and been including enforcement appeals. We've also been working harder at our subject lines to encourage residents to open the email.		• Improve data collection processes. • Run promotional campaign to encourage subscribers. • Strong subject lines and content
Benchmarking	Benchmark for Government newsletters is 26.33%, Benchmark for entertainment and events is 21.21%		

COMMUNITY LEADERSHIP AND ENGAGEMENT

KPI 2 – The percentage of respondents who believe the Council listens to concerns of local residents (Annual Indicator)

2017/18

Definition	Residents Survey question: 'To what extent does the statement "Listens to the concerns of local residents' apply to your local Council?" The percentage of respondents who responded with either 'A great deal' or 'To some extent'.	**How this indicator works**	Results via a telephone survey conducted by ORS, an independent social research company. For this survey, mobile sample was purchased by ORS, enabling them to get in contact with harder to reach populations. Interviews conducted with 1,101 residents (adults, 18+).
What good looks like	Good performance would see higher percentages of residents believing that the Council listens to their concerns.	**Why this indicator is important**	Results give an indication of how responsive the Council is, according to local residents.
History with this indicator	2016 Resident's Survey – 54% 2015 Residents' Survey – 53%	**Any issues to consider**	Results were weighted to correct any discrepancies in the sample to better reflect the population of Barking & Dagenham, based on a representative quota sample. Quotas set on age, gender, ethnicity and tenure.

	Annual Result	DOT 2015/16 to 2016/17
2017/18	Results due March 2018	
Target	58%	⬆
2016/17	54%	

RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Performance for this indicator improved slightly in 2016 although results remained below the target of 58%. The Council has carried out a number of major consultations over the past year with residents and has made an effort to encourage residents to get involved. This may have contributed to helping ensure performance did not deteriorate over the last year. However, in order to see real improvements on this indicator the Council needs to be better at responding to the concerns of residents through dealing effectively with service requests. A key part of this is also about setting clear expectations and service standards so that residents know what to expect.	Fieldwork for this year's Residents' Survey (2017) has come to an end, with results due March 2018. To improve results, the Council needs to ensure it is doing the basics right through business as usual, ensuring the services delivered are relentlessly reliable. Development of campaign plans with key messages for priority areas, as well as continuing to work to improve consultation and engagement.
Benchmarking	Survey of London 2015 results – 64%	

Definition	Survey of people attending the events to find out: • **Visitor profile:** Where people came from, Who they were, How they heard about the event • **The experience:** Asking people what they thought of the event and how it could be improved. • **Cultural behaviour:** When they last experienced an arts activity; and where this took place.	How this indicator works	Impact / success is measured by engaging with attendees at the various cultural events running over the Summer. Results are presented in a written evaluation report.
History with this indicator	See results below.	**Any issues to consider**	The outdoor cultural events programme runs from June to September.

Questions			2016/17	2017/18	DOT
3a	The percentage of respondents who agree that these annual events should continue		100%	91%	↓
3b	The percentage of respondents who agree that these events are a good way for people of different ages and backgrounds to come together		100%	92%	↓
3c	The percentage of respondents who live in the Borough		66%	64%	↓
3d	The percentage of respondents who were first time attenders at the event		43%	--	**n/a**
3e	The percentage of respondents who had attended an arts event in the previous 12 months		56%	64%	↑
3f	The percentage of respondents who heard about the event from LBBD social media activity		25%	28%	↑

RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	Results for 2017/18 are included above. To allow comparison the results for the previous year are also included. In the 2017 survey, the question about first time attendance was not asked.	When we asked people what they particularly liked about the events and how they think they could be improved, a number of recurring themes were identified, which on the whole are similar to the responses received in 2016. Positive comments – free entry, atmosphere, good day out, family friendly; and seeing the community come together. Areas for improvement – more seating, cost of rides, more variety of food on sale, price of food, and more arts and crafts stalls.
Benchmarking	Not applicable – Local measure only	

Equalities and Cohesion – Key Performance Indicators 2017/18

EQUALITIES AND COHESION					
KPI 4 – The percentage of Council employees from BME Communities					**Quarter 3 2017/18**

Definition	The overall number of employees that are from BME communities.	**How this indicator works**	This is based on the information that employees provide when they join the Council. They are not required to disclose the information and many chose not to, but they can update their personal records at any time they wish.
What good looks like	That the workforce at levels is more representative of the local community (of working age).	**Why this indicator is important**	This indicator helps to measure and address under-representation and equality issues within the workforce and the underlying reasons.
History with this indicator	The overall percentage of Council employees from BME Communities has been on an upward trend for a number of years but the rate of increase does not match that of the local population and the Borough profile.	**Any issues to consider**	A number of employees are "not-disclosed", and the actual percentage from BME communities is likely to be higher. Completion of the equalities monitoring information is discretionary and we are looking at how to encourage new starters to complete this on joining the Council and employees to update personal information on Oracle.

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 3 2016/17
2017/18	34.11%	35.98%	**36.96%**		
Target	31.24%	31.24%	31.24%	31.24%	↑
2016/17	28.36%	27.82%	33.9%	33.8%	

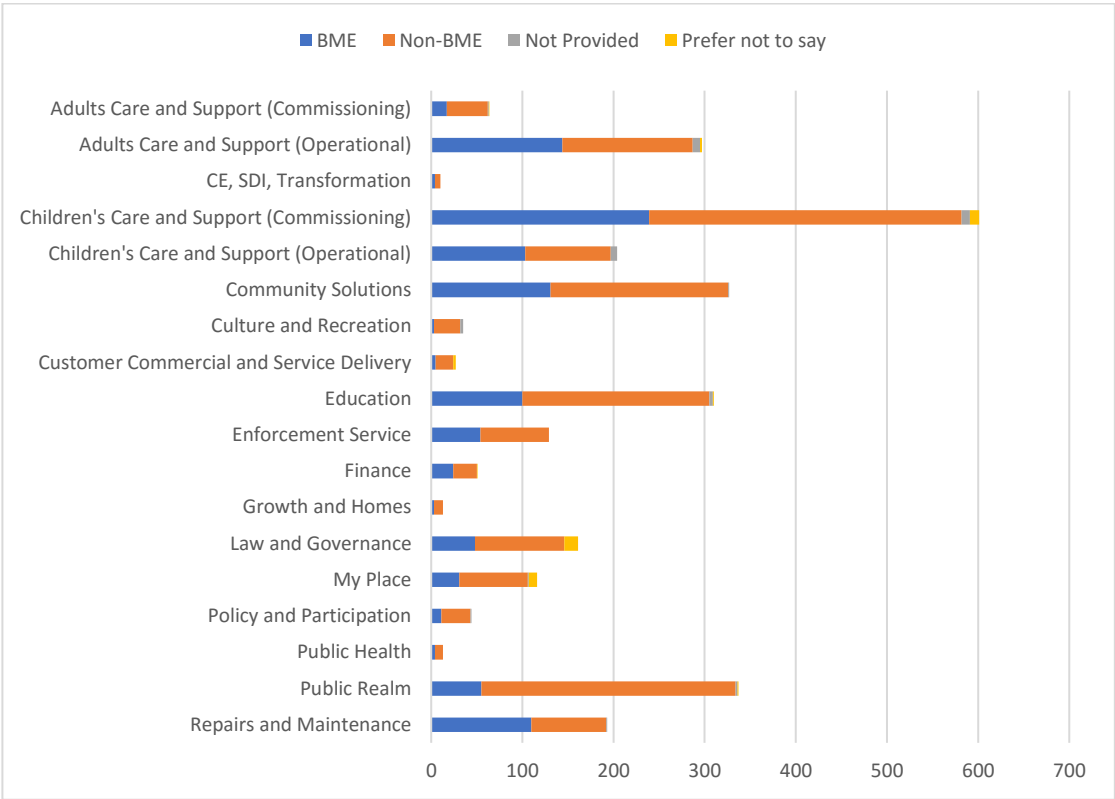| RAG Rating	Performance Overview	Actions to sustain or improve performance
G	This quarter shows an increase in the percentage of staff working at LBBD from BME backgrounds compared with the last quarter.	We continue to monitor recruitment data, and have seen an increase in new starters from BME communities. Recruitment and selection training includes good practice recruitment standards for managers with a significant emphasis on E&D.
Benchmarking	Not applicable – Local measure only	

KPI 4 – The percentage of employees from BME Communities

BME	Non-BME	Not Provided	Prefer not to say
1052	1793	37	42
36.96%	60.30%	1.30%	1.44%
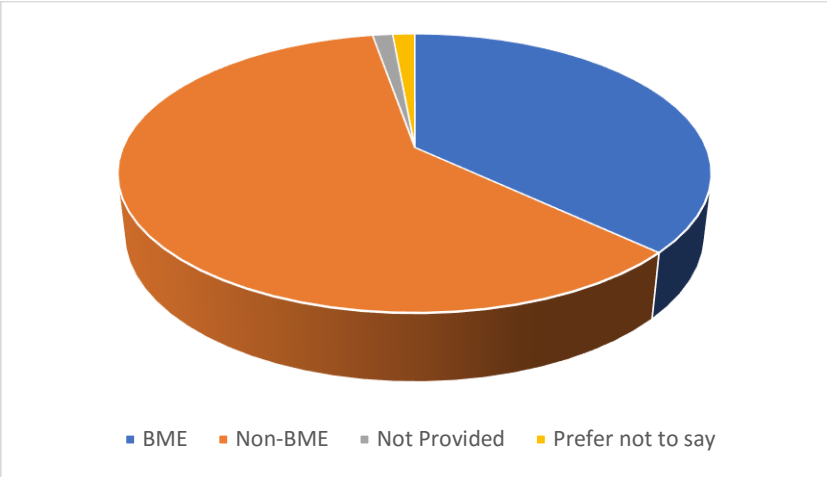
Service Block	BME	Non-BME	Not Provided	Prefer not to say
Adults Care & Support (Commissioning)	17	45	1	1
Adults Care & Support (Operational)	144	143	8	2
CE, SDI, Transformation	4	6		
Children's Care & Support (Commissioning)	239	343	9	10
Children's Care & Support (Operational)	103	34	7	
Community Solutions	131	195	1	
Culture and Recreation	3	29	3	
Customer Commercial and Service Delivery	5	19		3
Education	100	205	4	1
Enforcement Service	54	75		
Finance	24	26		1
Growth and Homes	3	10		
Law and Governance	48	98		15
My Place	31	75	1	9
Policy and Participation	11	32	1	
Public Health	4	9		
Public Realm	55	279	2	1
Repairs and Maintenance	110	82	1	

|			
Definition	The average number of days sickness across the Council, (excluding staff employed directly by schools). This is calculated over a 12-month rolling year, and includes leavers.	**How this indicator works**	Sickness absence data is monitored closely by the Workforce Board and by Directors. An HR Project Group meets weekly to review sickness absence data, trends, interventions and "hot spot" services have been identified. Managers have access to sickness absence dashboards.
What good looks like	Average for London Boroughs is 7.8 days.	**Why this indicator is important**	This indicator is important because of the cost to the Council, loss of productivity and the well-being and economic health of our employees. The focus is also on prevention and early intervention.
History with this indicator	2016/17 end of year result: 8.43 days 2015/16 end of year result: 9.75 days 2014/15 end of year result: 7.51 days	**Any issues to consider**	

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2016/17
2017/18	8.45	7.62	**7.36**		↑
Target	8	8	8	8	
2016/17	9.67	8.58	9.63	8.43	

RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Performance has further improved and the council has now dropped below its previous target of 8 days for the first time in recent years. It is now below the London average. Because of this a new target of 6 days average by 31 March 2018 has been set by the Workforce Board.	Although our absence levels are reducing, and compliance with monitoring, recording and managing absence are improving, there is still further work to be done. The breakdown by Service Block/Director reflects recent changes in establishment.
Benchmarking	London average – 7.8 days	

KPI 29 – The average number of days lost due to sickness absence (Additional Information)

Director	Long Term	Short Term
CD - Adults' Care & Support	167	40
CD - Children's Care & Support	4881	1593.5
CD - Culture and Recreation	0	50.5
CD - Education	286	352.5
Chief Executives, SDI, Transformation	0	21.5
Chief Operating Officer	1753	687.75
Director of Community Solutions	375	259.5
Director of Law and Governance	211	21
Director of My Place	360	349.75
Director of Policy and Participation	1068	627
Director Public Health	1872	728
Finance Director	434	324
Head of Repairs and Maintenance	4709	1107.5
OD - Adults' Care Support	484	115.7
OD - Children's Care & Support	23	62
OD - Enforcement	115	63
OD - Public Realm	24	64
CD - Adults' Care & Support	167	40
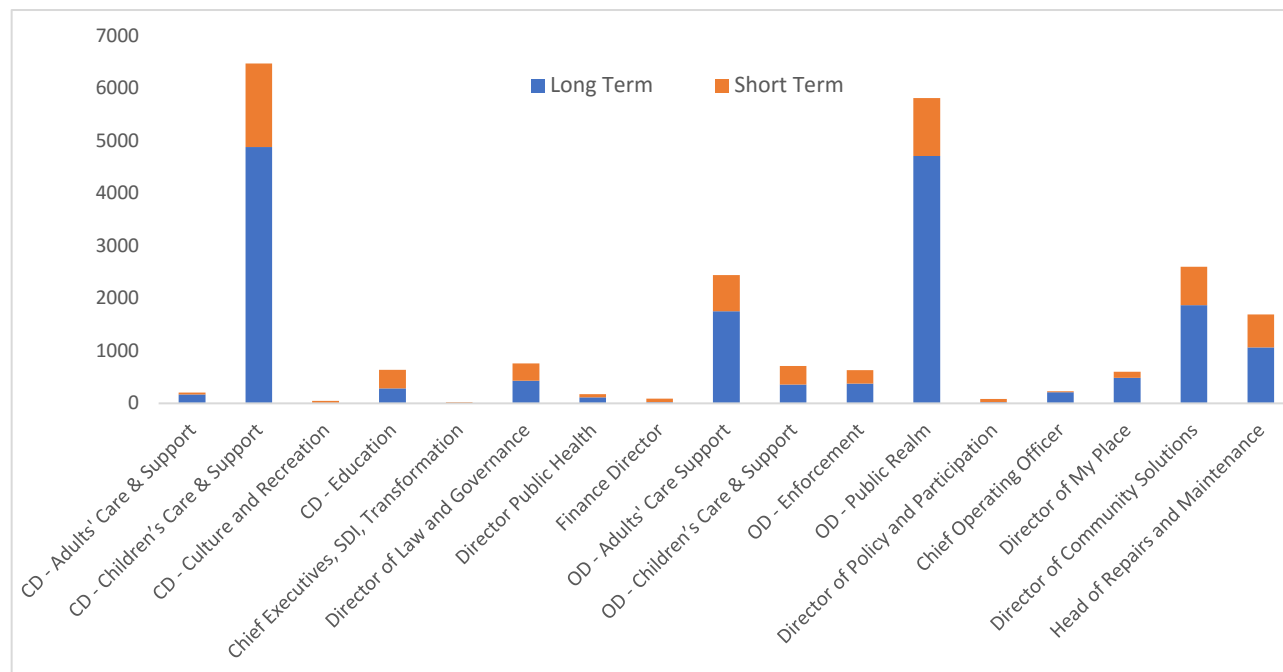
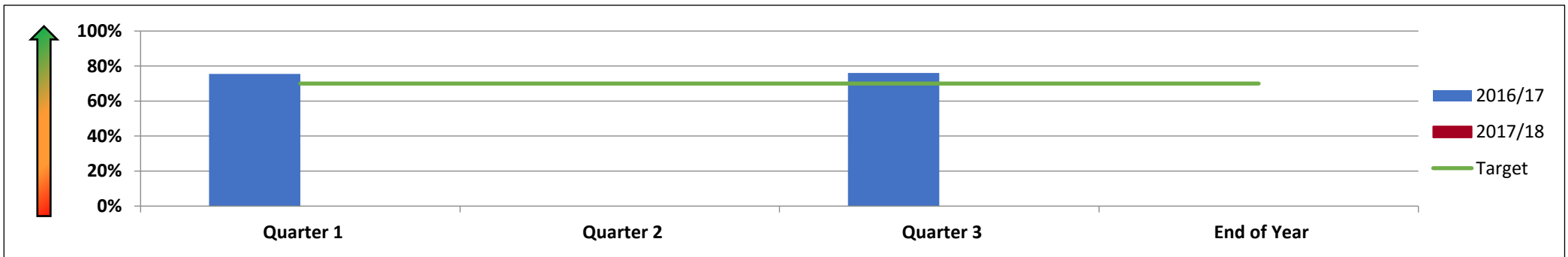| Director	Average Days Lost per EE January
CD - Adults' Care & Support	3.1
CD - Children's Care & Support	9.0
CD - Culture and Recreation	1.7
CD - Education	3.1
Chief Executives, SDI, Transformation	1.6
Chief Operating Officer	8.6
Director of Community Solutions	7.7
Director of Law and Governance	4.7
Director of My Place	5.6
Director of Policy and Participation	1.8
Director Public Health	3.3
Finance Director	1.7
Head of Repairs and Maintenance	8.8
OD - Adults' Care Support	7.9
OD - Children's Care & Support	3.4
OD - Enforcement	5.0
OD - Public Realm	15.7
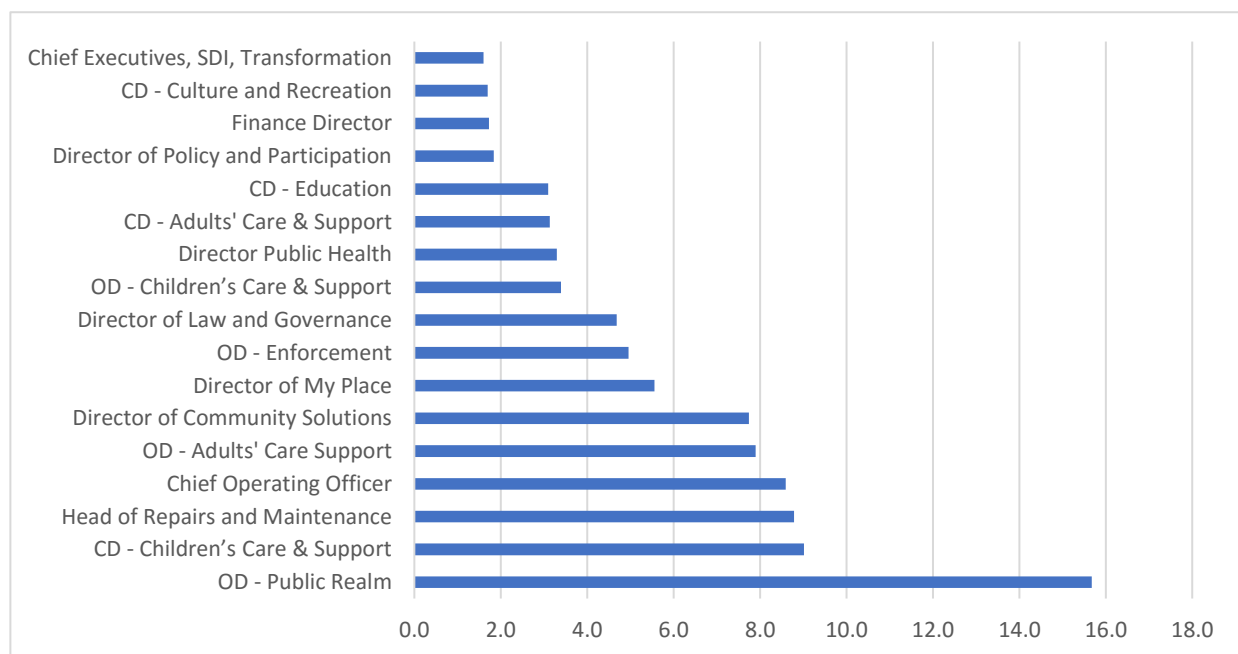
EQUALITIES AND COHESION	
EQUALITIES AND COHESION **KPI 30 – The percentage of staff who are satisfied working for the Council**	**Quarter 3 2017/18**

Definition	The percentage of respondents of the Staff Temperature check who are satisfied working for the Council.	How this indicator works	This is a survey of a representative cross section of the workforce and is followed by focus groups to explore the results. The results are reported to the Workforce Board, Members at the Employee Joint Consultative Committee, Trade Unions and Staff Networks and published on Intranet
What good looks like	That the positive response rate is maintained and continues to improve.	Why this indicator is important	Staff temperature checks are "statistically valid" and this indicator provides an important measure of how staff are engaged when going through major change; it gives them an opportunity to say how this is impacting on them.
History with this indicator	The Staff Temperature Check Survey is run two or three times a year and the questions are linked to those in the all Staff Survey to enable benchmarking with previous years back to 2006.	Any issues to consider	Depends on how changes and restructures continue to be managed locally and / or the impact on the individuals in those areas.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2017/18	Survey not conducted	Survey not conducted	Survey not conducted		
Target	70%	70%	70%	70%	⬆
2016/17	75.52%	Survey not conducted	**76%**	Survey not conducted	

RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The last temperature check was circulated to all employees through an online survey, and a paper copy to those without regular access to PCs. The response rate increased overall, and there were more paper copies returned than the previous quarter.	The Investors in People Survey included a question that we can continue to track employee satisfaction. This survey circulated to all staff, and we will need to demonstrate a minimum completion level, which we hope to exceed. As this is a key part of our Investors in People assessment, we will wish to avoid survey fatigue, misunderstanding, and duplication of effort. A final planning meeting has taken place with our Assessor and the Investors in People Survey team. Arrangements are in place to run internal communication campaigns to maximise the return rate. Results will be available for the Council as a whole, and benchmarked. Reports will also be produced for service delivery blocks.
Benchmarking	No benchmarking data available – Local measure only.	

EQUALITIES AND COHESION

KPI 5 – The percentage of residents who believe that the local area is a place where people from different backgrounds get on well together
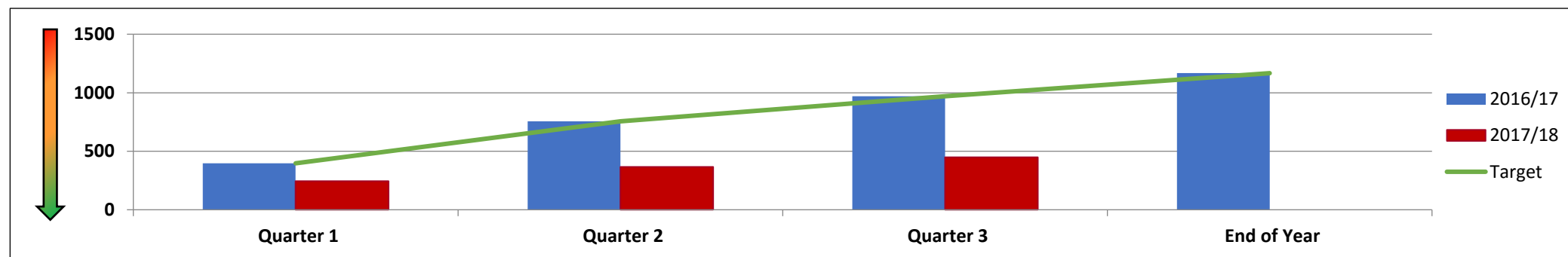
2017/18

Definition	Residents Survey question: 'To what extent do you agree that this local area is a place where people from different backgrounds get on well together" The percentage of respondents who responded with either 'Definitely agree' or 'Tend to agree'.	**How this indicator works**	Results via a telephone survey conducted by ORS, an independent social research company. For this survey, mobile sample was purchased by ORS, enabling them to get in contact with harder to reach populations. Interviews conducted with 1000 residents (adults, 18+).
What good looks like	An improvement in performance would see a greater percentage of residents believing that the local area is a place where people from different backgrounds get on well together.	**Why this indicator is important**	Community cohesion is often a difficult area to measure. However, this perception indicator gives some indication as to how our residents perceive community relationships to be within the borough.
History with this indicator	2016 Resident's Survey – 73% 2015 Residents' Survey – 74%	**Any issues to consider**	Results were weighted to correct any discrepancies in the sample to better reflect the population of Barking & Dagenham, based on a representative quota sample. Quotas set on age, gender, ethnicity and tenure.

	Annual Result	**DOT 2015/16 to 2016/17**
2017/18	Results due March 2018	
Target	78%	⬇
2016/17	73%	

RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Results for this indicator decreased slightly in 2016, dropping from 74% to 73%. Given the circumstances, nationally as a result of Brexit and the reported rise in hate crime in places across the country, it is positive to note that performance for this indicator is holding steady. However, the performance for this indicator is still below the target of 80% and therefore RAG rated Amber.	Fieldwork for this year's Residents' Survey (2017) has come to an end, with results due early March 2018. Work is underway to develop a Cohesion Strategy which will respond to issues and provide a plan to improve performance for this indicator.
Benchmarking	The national Community Life Survey Results – 89%	

Environment and Street Scene – Key Performance Indicators 2017/18

Definition	Fly tipping refers to dumping waste illegally instead of using an authorised method.	**How this indicator works**	(1) Fly-tip waste disposed at Material Recycling Facility and provided with weighbridge tonnage ticket to show net weight. The weights for all vehicles are collated monthly by East London Waste Authority (ELWA) and sent to boroughs for verification. (2) Following verification of tonnage data, ELWA sends the data to the boroughs and this is the source information for reporting the KPI.
What good looks like	In an ideal scenario fly tipping trends should decrease year on year and below the corporate target if accompanied by a robust enforcement regime.	**Why this indicator is important**	To show a standard level of cleanliness in the local authority, fly tipping needs to be monitored. This reflects civic pride and the understanding the residents have towards our service and their own responsibilities.
History with this indicator	2016/17 end of year result – 1,167 tonnes collected 2015/16 end of year result – 627 tonnes collected 2014/15 end of year result – 709 tonnes collected	**Any issues to consider**	Performance for this indicator fluctuates year on year depending on the collection services on offer, for example, the introduction of charges for green garden waste. We are monitoring the impact of green garden waste charges on fly tipping, but thus far, we have not seen any significant impact.

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 3 2016/17
2017/18	244 tonnes	367 tonnes	**448 tonnes***		
Target	397 tonnes	755 tonnes	971 tonnes	1,167 tonnes	⬆
2016/17	397 tonnes	755 tonnes	971 tonnes	1,167 tonnes	

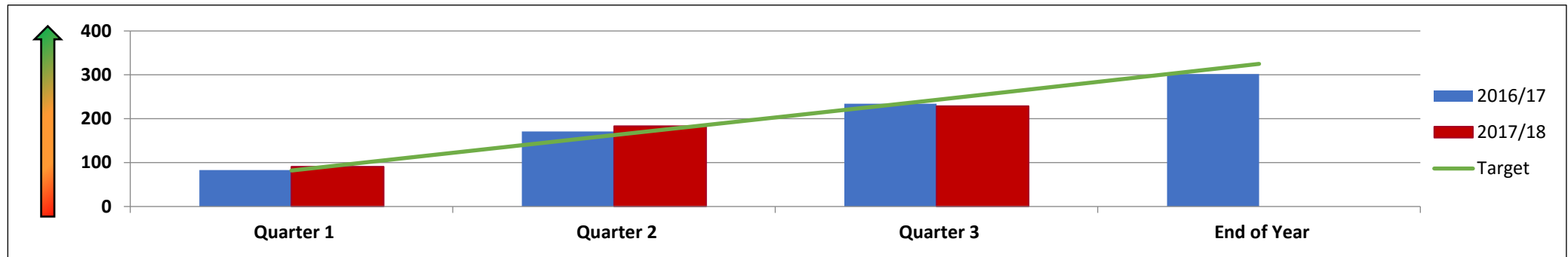| RAG Rating	Performance Overview	Actions to sustain or improve performance
G	*We are yet to receive Dec 2017 actual figures for this indicator from East London Waste Authority (ELWA). Therefore, we are only able to report the actual figures for Oct – 65 tonnes and Nov – 16 tonnes, making the total for quarter 3 thus far 81 tonnes. Based on the average for Oct/Nov of 40.5 tonnes, we predict that if this figure is maintained for Dec we would still be well within the target for quarter 3.	We carry out monthly monitoring of waste tonnage data to be more accurate and have found out some discrepancies where waste had been allocated to the wrong waste type. The continuing work of the area managers and enforcement team to pursue and prosecute fly-tippers will continue to contribute in the improvement of this indicator. Quick response to fly-tips stops them from building up and increasing the tonnage and may deter those who would add to existing fly-tips.
Benchmarking	We benchmark our fly tipping waste monthly with other ELWA partners. However, figures do not necessarily compare due to individual borough characteristics (population, housing stock etc.)	

ENVIRONMENT AND STREET SCENE
KPI 7 – The weight of waste recycled per household (kg)

Definition	Recycling is any recovery operation by which waste materials are reprocessed into products, materials or substances whether for the original or other purposes.	**How this indicator works**	This indicator is the result of all recyclate collected through our brown bin recycling service, brink banks, RRC (Reuse & Recycling Centre) and 'back-end' recycling from the Mechanical and Biological Treatment (MBT) Plant. The total recycled materials weight in kilograms is divided by the total number of households in the borough (74,707 households 2017/18).
What good looks like	An increase in the amount of waste recycled per household.	**Why this indicator is important**	It helps us understand public participation. It is also important to evaluate this indicator to assess operational issues and look for improvements in the collection service.
History with this indicator	2016/17 – 302kg per household 2015/16 – 218kg per household 2014/15 – 291kg per household	**Any issues to consider**	August recycling low due to summer holidays and from October to March due to lack of green waste recycling tonnages/rates are also low.

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 3 2016/17
2017/18	91kg	183kg	**229kg***		
Target	82kg	163kg	243kg	325kg	⬆
2016/17	83kg	171kg	234kg	302kg	

RAG Rating	Performance Overview	Actions to sustain or improve performance
G	*We are yet to receive the December 2017 actual figures for this indicator from East London Waste Authority (ELWA). It is anticipated that by the end of January, we will receive the actual figures for December 2017. Therefore, we are only able to report the actual figures for October – 25 kg per household and November – 21 kg per household, making the total for quarter 3 thus far to 46 kg. Based on the previous 2 months, it is anticipated that the recycling rate at the end of quarter 3 will hold strong, provided we achieve 14 kg or above in December.	The Waste Minimisation Team continue to tackle the issue of contamination as part of the kerbside collection. Addressing this issue will be crucial to maintain LBBD's recycling rate. The team also responds to direct reports of contamination from crews and supervisors and directly engaging the residents, instructing, and educating to resolve contamination from households.
Benchmarking	We benchmark our recycling waste monthly with other ELWA partners. LBBD is ranked second out of the four ELWA boroughs (1st Havering; 2nd LBBD, 3rd Redbridge; and 4th Newham). However, figures do not necessarily compare due to individual borough characteristics (population, housing stock etc.)	

ENVIRONMENT AND STREET SCENE
KPI 8 – The weight of waste arising per household (kg)

Definition	Waste is any substance or object which the holder discards or intends or is required to discard and that cannot be recycled or composted.	**How this indicator works**	This indicator is a result of total waste collected through kerbside waste collections, Frizlands RRC, bulky waste and street cleansing minus recycling and garden waste collection tonnages. The residual waste in kilograms is divided by the number of households in the borough (74,707 households 2017/18).	
What good looks like	A reduction in the amount of waste collected per household.	**Why this indicator is important**	It reflects the council's waste generation intensities which are accounted monthly. It derives from the material flow collected through our grey bin collection, Frizlands RRC residual waste, bulk waste and street cleansing collections services.	
History with this indicator	2016/17 – 842kg 2015/16 – 877kg 2014/15 – 952kg	**Any issues to consider**	Residual waste generally low in month of August due to summer holidays and high during Christmas/New Year and Easter breaks.	

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 3 2016/17
2017/18	215kg	434kg	**577kg***		
Target	233kg	457kg	669kg	870kg	
2016/17	232kg	455kg	642kg	842kg	

RAG Rating	Performance Overview	Actions to sustain or improve performance
G	*We are yet to receive the Dec 2017 actual figures for this indicator from East London Waste Authority (ELWA). It is anticipated that by the end of Jan, will we receive the actual figures for Dec 2017. Therefore, we are only able to report the actual figures for Oct – 72 kg per household and Nov – 71 kg per household, making the total for quarter 3 thus far, 143 kg. Based on the previous 2 months, it is anticipated that household waste at the end of quarter 3 will hold strong, provided we achieve 92 kg or below in Dec.	Work is being continued to police the number of large bins being delivered. Increased communications campaigns such as slim your bin and the no side waste policy campaign being undertaken by the Enforcement team from April 2017. On-going corrections to waste reporting have also impacted on high household waste levels with waste being correctly categorised and removed from the household waste stream.
Benchmarking	We benchmark our fly tipping waste monthly with other ELWA partners. However, figures do not necessarily compare due to individual borough characteristics (population, housing stock etc.).	

Enforcement and Community Safety – Key Performance Indicators 2017/18

ENFORCEMENT AND COMMUNITY SAFETY KPI 9 – The number of non-domestic abuse violence with injury offences recorded		Quarter 3 2017/18

Definition	Violence with Injury includes the following offences: Attempted murder, intentional destruction of a viable unborn child, causing death or serious injury by dangerous driving, causing death by careless driving under the influence of drink or drugs, cause or allow death or serious physical harm to child or vulnerable person, causing death by careless or inconsiderate driving, causing death by driving; unlicensed, disqualified or uninsured drivers, assault with intent to cause serious harm, endangering life, assault with Injury, Racially or religiously aggravated assault with injury, causing death by aggravated vehicle taking. Non Domestic Violence Within Injury is all of the above which have not been flagged as a Domestic Incident	How this indicator works	Overall count of the offences listed opposite.
What good looks like	We are looking for a decrease in this figure, and would normally compare with the same period in the previous year, as crime is (broadly) seasonal.	Why this indicator is important	This indicator has been agreed as one of the high-volume crime priorities for Barking and Dagenham. This was agreed between the Leader, Chief Executive, CSP Chair, Borough Commander and the Mayor's Office of Policing and Crime (MOPAC).
History with this indicator	2013/14: 1696 2014/15: 1963 2015/16: 2137 2016/17: 2134	Any issues to consider	In April 2014 changes were made to the way in which violence was recorded and classified (see new Home Office Counting Rules Guidance). HMIC inspections of police data in 2013-14 also raised concerns about a notable proportion of crime reports not being recorded, particularly during domestic abuse inspections. Implementation of the new recording and classification guidance and training to improve crime recording mechanisms around violence and domestic abuse have led to a rapid upward trajectory in Violence with Injury.

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 3 2016/17
2017/18	336	687	1,027		↑
Target	Year on year reduction	Year on year reduction	Year on year reduction	Year on year reduction	
2016/17	359	725	1,036	1,365	

RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Using 2017/18 financial year to date figures at December 2017 (1,027 offences) shows that Non-Domestic Abuse Violence With Injury is down by 0.9% (-9 offences) compared to the same point in the previous year (1,036 offences). In comparison Non DA VWI across London is up 3.2%	The Police have daily grip meetings to examine Violence offences (ensuring good reporting standards and seeking opportunities to identify and arrest offenders). The police set up a specific Operation Equinox arrest team to track down wanted violent suspects - There is daily mapping of violent offences and tasking's are altered each day in response.
Benchmarking	Benchmarking data not available.	

Definition	Serious Youth Violence is defined by the MPS as 'Any offence of most serious violence or weapon enabled crime, where the victim is aged 1-19.'	**How this indicator works**	Serious Youth Violence is a count of victims of Most Serious Violence aged 1-19.	
What good looks like	We are looking for a decrease in this figure, and would normally compare with the same period in the previous year, as crime is (broadly) seasonal.	**Why this indicator is important**	This indicator has been agreed as one of the high-volume crime priorities for Barking and Dagenham. This was agreed between the Leader, Chief Executive, CSP Chair, Borough Commander and the Mayor's Office of Policing and Crime (MOPAC) for the 2017/18 period.	
History with this indicator	2014/15: 182 2015/16: 245 2016/17: 224	**Any issues to consider**	Serious Youth Violence Counts the number of victims aged 0-19 years old, not the number of offences.	

	Quarter 1	**Quarter 2**	**Quarter 3**	**End of Year**	**DOT from Qtr 3 2016/17**
2017/18	65	143	**205**		
Target	Year on year reduction	Year on year reduction	Year on year reduction	Year on year reduction	
2016/17	72	139	183	224	

RAG Rating	Performance Overview	Actions to sustain or improve performance
R	Using 2017/18 financial year to date figures at December 2017 (205 victims) Serious Youth Violence is up by 12% (+22 victims) compared to the same point in the previous year (183 victims). In comparison the number of SYV victims across London is up by 15.7%.	£268,000 of the London Crime Prevention Fund is allocated to the area of keeping children and young people safe. Work streams include: 1) Expansion of the trial of high level mentoring support for YP at high risk of involvement in violence, gang involvement or resettling back into the community after a custodial sentence. 2) Delivery of Out of Court Disposals to work with young people at an earlier stage to avoid entry into the criminal justice system. 3) Counselling and mentoring workshops and performances with targeted groups of young people in schools and other settings on offences with weapons such as knives, noxious substances and CSE. 4) Develop a Youth Matrix to identify the most at risk young people through schools, police, youth service and Youth Offending Service. 5) Full Time Support workers will provide one to one mentoring as part of early intervention identified by the matrix.
Benchmarking	Benchmarking data not available.	

ENFORCEMENT AND COMMUNITY SAFETY
KPI 11 – The number of burglary offences recorded

Definition	This indicator includes residential burglary and burglary of a business property	**How this indicator works**	A count of total burglary offences reported to police (Residential and Business and Community)	
What good looks like	We are looking for a decrease in this figure, and would normally compare with the same period in the previous year, as crime is (broadly) seasonal	**Why this indicator is important**	This indicator has been agreed as one of the high-volume crime priorities for Barking and Dagenham. This was agreed between the Leader, Chief Executive, CSP Chair, Borough Commander and the Mayor's Office of Policing and Crime (MOPAC) for the 2017/18 period.	
History with this indicator	2013/14: 2007 2014/15: 1874 2015/16: 1534 2016/17: 1354	**Any issues to consider**	None at this time.	

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 3 2016/17
2017/18	382	740	**1,143**		
Target	Year on year reduction	Year on year reduction	Year on year reduction	Year on year reduction	↓
2016/17	318	586	903	1,354	

RAG Rating	Performance Overview	Actions to sustain or improve performance
R	Financial Year to date figures at December 2017 (1,143 offences) shows a 26.6% increase (+240 offences) when compared to the same point in the previous year (903 offences). In comparison total burglary across London is up 12.9%	From 8th January 2018 there will be a unit made up of 2 Sergeants and 16 Constables, who will operate out of Fresh Wharf police station. The unit will investigate all crimes of Robbery and Burglary where there has been a forensic identification. In terms of Burglary the unit will investigate: 1. Any linked series, 2. Any artifice offence,3. Any offence with a named suspect, 4. Any offence with a realistic line of enquiry which could lead to the identification of suspects, 5. Any other offences which the CID DI believes should be investigated by the unit. Proactive work will be undertaken especially on linked series offences to locate and arrest suspects who are currently wanted for Robbery and Burglary. This initiative will help reduce the current increase trend and will also improve victim care and positive outcomes.
Benchmarking	Using rolling 12-month figures to November 2017 Barking and Dagenham has a rate of 7.5 offences per 1,000 population. This places the borough 9 of 32 in London (1 is lowest crime rate in London, 32 is highest crime rate in London). This rate places Barking and Dagenham 3 of 15 in our Most Similar Family Group.	

ENFORCEMENT AND COMMUNITY SAFETY
KPI 12 – The number of criminal damage offences recorded

Definition	This indicator includes criminal damage to: a dwelling, a building other than a dwelling, a vehicle other criminal damage, racially or religiously aggravated criminal damage.	**How this indicator works**	A combined count of the offences listed opposite.	
What good looks like	We are looking for a decrease in this figure, and would normally compare with the same period in the previous year, as crime is (broadly) seasonal	**Why this indicator is important**	This indicator has been agreed as one of the high-volume crime priorities for Barking and Dagenham. This was agreed between the Leader, Chief Executive, CSP Chair, Borough Commander and the Mayor's Office of Policing and Crime (MOPAC) for the 2017/18 period.	
History with this indicator	2014/15: 1,673 2015/16: 1,951 2016/17: 1,865	**Any issues to consider**	None at this time.	

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 3 2016/17
2017/18	488	970	**1,358**		
Target	Year on year reduction	Year on year reduction	Year on year reduction	Year on year reduction	⬆
2016/17	511	1,004	1,446	1,867	

RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Using 2017/18 financial year to date figures to December 2017 (1,446), we are reporting a 6.1% decrease (-88 offences) in overall criminal damage offences when compared to the same point in the previous year (1,358). This indicates good progress to achieving the 2017/18 reduction target set. In comparison Criminal Damage across London is down 2.1%.	The Police's proactive response to criminal damage has increased, leading to an increase in the number of arrests for going equipped to commit criminal damage. For non-domestic abuse crime work is currently underway to look at volume Total Notifiable Offences (TNO) generators and to target these areas for problem solving. There is overlap here with Anti-Social Behaviour (ASB) and some of this is addressed through partnership activity under the Victim Offender Location Time (VOLT) meeting and standing case conferences.
Benchmarking	Using rolling 12month figures to Nov 2017 Barking and Dagenham has a rate of 8.2 offences per 1,000 population. This places the borough 29 of 32 in London and 4 of 15 in our Most Similar Group. 1 = Lowest Rate In London (Good), 32 = Highest Rate in London (Bad) or 15 = Highest Rate Amongst our Most Similar Family Groups.	

ENFORCEMENT AND COMMUNITY SAFETY
KPI 13 – The number of properties brought to compliance by private rented sector licensing

Quarter 3 2017/18

Definition	The number of non-compliant properties brought to compliant standard.	**How this indicator works**	This indicates the number of properties that do not meet the standard and through informal and formal action have now had the issues addressed.
What good looks like	Having a very low number of non-compliant properties therefore reflecting good quality private rented properties in the borough.	**Why this indicator is important**	There are approximately 15,000 privately rented properties in the borough and as a licensing service we need to ensure that all those properties are compliant and have a licence.
History with this indicator	The scheme has been live since September 2014 and compliance visits have taken place on 85% of all properties that have applied for a licence.	**Any issues to consider**	Enforcement officers have been tasked to tackle the total number of non compliant properties through enforcement intervention, for example formal housing notices to ensure work is carried out and property standards improved. There is a significant increase of properties that were originally issued a selective licence between 2014 – 2017 that have since become non-compliant due to breaches of licensing conditions. The total number of non-compliant has reduced, however the volume of non compliant properties remains at approximately 20% of the private rental sector.

	Quarter 1	**Quarter 2**	**Quarter 3**	**End of Year**	**DOT from Qtr 3 2016/17**
2017/18	309	318	**197**		⬆
2016/17	150	231	319	353	

RAG Rating	Performance Overview	Actions to sustain or improve performance
G	We have issued 1648 licenses in the first three quarters of 2017. Since the start of the scheme 10,600 licences have been issued and 14,000 applications have been received. Since April 2017 we have sent 2365 letters related to unlicensed premises which we will visit to bring into compliance. We have completed 1035 compliance visits between April -Dec 2017 and since the start of the scheme 1966 have been brought to a compliant standard with either formal or informal action. We have commenced prosecution proceedings on 27 cases ytd	Licensing Officers are working through these cases and will ensure the property is regulated through strong enforcement action where necessary. There is a focus on fire safety and fire risk assessments are being conducted on all properties inspected. The target is to ensure a non-compliant property is made compliant within 3 months of inspection. Properties that remain non-compliant will be subject to prosecution and potentially the council seeking to take management of them via the interim management orders under the Housing Act 2004. The council recent adopted a policy of charging landlords and letting agents for disrepair cases under the new Housing and Planning Act 2016. Two Letting Agents have been fined total of £3,500.
Benchmarking	Barking and Dagenham remain the only Borough within London to inspect all properties prior to issuing a licence. In terms of enforcement, we are engaging with landlords in the first instance encouraging them to raise property standards. Enforcement intervention is used where there has been a disregard to the licensing regime or legal requirements.	

ENFORCEMENT AND COMMUNITY SAFETY
KPI 14 – The number of fixed penalty notices issued

Quarter 3 2017/18

Definition	The number of fixed penalty notices issued by the enforcement team	How this indicator works	This indicator shows how many FPNs are issued by the team monthly. This indicator allows Management to see if team outputs are reaching their minimum levels of activity which allows managers to forecast trends.
What good looks like	75% payment rate of FPN issued.	Why this indicator is important	Meets the council's priorities of civic pride and social responsibilities. Reduce the cost on waste and cleansing services including disposal costs.
History with this indicator	2016/17 – 843 FPNs issued	Any issues to consider	We cannot set income targets for FPN's.

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 3 2016/17
2017/18	629	688	536		
2017/18 YTD	629	1,317	1,853		⬆
2016/17	149	312	610	843	
2016/17 YTD	149	461	1,071	1,914	

RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The service has issued 1853 FPN's in the first three quarters of 2017/18. This is a significant increase compared to 2016/7 due to having a full staff compliment.	Continued focus on commercial fly tipping and waste offences linked to commercial premises. There have been several joint operations with the Police focused on commercial waste transfer vehicles. Focus on over production of waste and move to fine for households that persistently overproduce or create eyesore gardens.
Benchmarking	Benchmarking data not available.	

Definition	The percentage of fixed penalty notices issued that have been paid / collected.	How this indicator works	This indicator monitors the collection rate of those fixed penalty notices that have been issued.
What good looks like	The aim is to increase the rate of FPNs collected / paid.	Why this indicator is important	Ensures that the enforcement action taken by officers is complied with and enhances the reputation of the council in taking enforcement action.
History with this indicator	2016/17 – 58.8% FPNs paid / collected	Any issues to consider	There is a time delay on the issuance and payment of an FPN and quarter 3 is showing 67% payments received against FPNs issued during that period. However, 75% payment rate has been received as an average throughout this financial year.

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from 2016/17
2017/18	83.78%	75%	**67%**		
2017/18 YTD	83.78%	79%	**75%**		
Target	75%	75%	75%	75%	
2016/17	58.8%				

RAG Rating	Performance Overview		Actions to sustain or improve performance
G	Quarter 3 is showing 67% payments received against FPNs issued during that period. However, 75% payment rate has been received as an average throughout this financial year. The payment rate is on target due to an increased focus on chasing payments earlier in the process.		Ensure that the balance between issuing FPN's and chasing payments is correct so that the number of FPN's is sustained.
Benchmarking	Benchmarking data not available.		

Social Care and Health Integration – Key Performance Indicators 2017/18

SOCIAL CARE AND HEALTH INTEGRATION KPI 16 – The number of leisure centre visits		Quarter 3 2017/18

Definition	The number of visits to Abbey and Becontree leisure centres.	How this indicator works	The indicator shows the number of visits to Becontree and Abbey leisure centres.
What good looks like	The target for Leisure Centre Visits is 1,490,000	Why this indicator is important	Low levels of physical activity are a risk factor for ill health and contribute to health inequality. This indicator supports the council in successfully delivering the physical activity strand of the Health and Well Being Strategy. Meeting the target also supports the financial performance of the leisure centres.
History with this indicator	2014/15 = 1,282,430, 2015/16 = 1,453,925 2016/17 = 1,467,293	Any issues to consider	

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 2 2016/17
2017/18	374,976	746,741	Alternative arrangements due to contract change		⬇
Target	377,468	754,936			
2016/17	383,895	754,951			

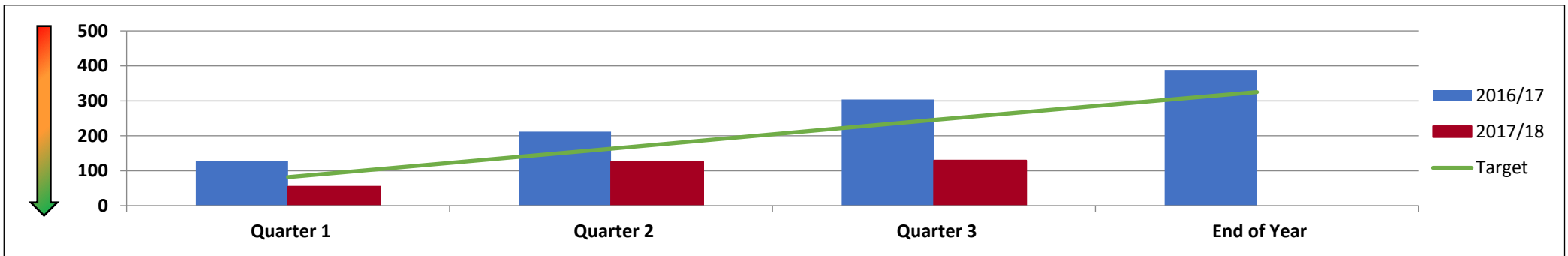| RAG Rating	Performance Overview	Actions to sustain or improve performance
A	There was a total of 746,417 visits across both leisure centres between April and September 2017/18: a 1.1% decrease against the figure for the equivalent period in 2016/17. Becontree Heath saw a 0.8% decrease in attendances for April–September 2017/18 relative to the previous year, with 526,630 attendances compared with 530,703 attendances in 2016/17. Abbey saw a decrease of 2.0% attendances for April–September compared with the previous year, with 219,787 attendances compared with 224,248 attendances in 2016/17.	Abbey and Becontree Health Leisure Centres now fall under the management of Sports Leisure Management (SLM) Limited. SLM now also manage the Jim Peters Stadium. SLM has been actively promoting membership and leisure centre services through online forums such as Twitter in aim of promoting leisure centre attendance. They are currently developing their new reporting framework further updates should be available in the next reporting period.
Benchmarking	No benchmarking data only – Local measure only.	

SOCIAL CARE AND HEALTH INTEGRATION KPI 17 – The total Delayed Transfer of Care Days (per 100,000 population) attributable to social care		Quarter 3 2017/18

Definition	Total number of days that patients remain in acute hospitals because of social care service delays when they are otherwise medically fit for discharge.	How this indicator works	This indicator measures the total number of social care delayed days recorded in a month per 100,000 population, and converts it to a quarterly total. The indicator is reported two months in arrears.
What good looks like	Good performance is below the target for the period. The target is set in the Better Care Fund plan.	Why this indicator is important	The indicator is important to measure as delayed transfers of care have an impact on the hospital system and the patient. In principle, hospitals can fine the Council for delays that it causes, and there is a risk to central Government funding if performance is very poor.
History with this indicator	Throughout 2016-17, a total of 550 delayed days were attributed to social care, which is equivalent to 388.4 per 100,000 adults.	Any issues to consider	During Q2, NHS England introduced several changes ahead of the Better Care Fund Plan submission which included the imposition of targets and demands for further improvement. To facilitate monitoring of the plan this indicator will be reported on a cumulative basis. The target reflects the agreed targets in the approved BCF plan.

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 3 2016/17
2017/18	54.6	125.8	129.3*		⬆
Target	81.6	163.1	245.4	324.9	
2016/17	127.1	211.9	303.7	388.4	

RAG Rating	Performance Overview	Actions to sustain or improve performance
G	*The indicator is reported 2 months in arrears, therefore the latest available data is for the year to 30 November 2017. During the period from 1 April to 30 November 2017, 187 delayed days were attributed to social care alone. This is equivalent to 129.3 per 100,000 people. November's data showed Barking & Dagenham to be the fourth best performer in the country, with only a single day's delay in the month.	• Considerable operational liaison between social care services and hospitals, facilitated by the Joint Assessment & Discharge Service. This includes not only BHRUT hospitals (Queen's and King George) but also acute and mental health services across east Lonond, Essex and further afield. A very large investment in crisis intervention service provision ensures that care is proactively and quickly arranged to ensure that discharge is supported effectively. This is likely to represent over-provision of care and support services, at considerable cost to the Council. This cost is supported by the Government grants that are provided to support Adult Social Care.
Benchmarking	YTD 2017-18: Havering – 195.8 delayed days per 100,000 and Redbridge – 149.0 days per 100,000	

Definition	The number of permanent admissions to residential and nursing care homes, per 100,000 population (65+).	**How this indicator works**	This indicator looks at the number of admissions into residential and nursing placements throughout the financial year, using a population figure for older people. A lower score is better as it indicates that people are being supported at home or in their community instead.
What good looks like	The Better Care Fund has set a maximum limit of 170 admissions, equivalent to 858.9 per 100,000.	**Why this indicator is important**	The number of long term needs met by an admission to a care homes is a good measure of the effectiveness of care and support in delaying dependency on care and support services.
History with this indicator	2014/15 - 177 admissions, 905.9 per 100,000 2015/16 - 179 admissions, 910.0 per 100,000 2016/17 - 145 admissions, 737.2 per 100,000	**Any issues to consider**	The indicator includes care home admissions of residents where the local authority makes any contribution to the costs of care, irrespective of how the balance of these costs are met. Residential or nursing care included in the indicator is of a long-term nature, short-term placements are excluded.

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 3 2016/17
2017/18	147.9	282.9	**454.7**		
Target	216.2	432.4	648.7	864.9	⬆
2016/17	223.7	437.24	615.18	737.16	

RAG Rating	Performance Overview	Actions to sustain or improve performance
G	As at the end of Q3, 90 older people were admitted to residential or nursing care homes, equivalent to 454.7 per 100,000 older people. The indicator continues to perform well compared with the same period in 2016-17, during which 121 older people were admitted to care homes for long-term support (648.7 per 100,000). Performance remains well within the target of 170 admissions.	• Monitoring through Activity and Finance meetings led by the Operational Director: Adults' Care and Support. • Heads of Service to continue to review and approve admissions to ensure that community based support is explored before placing residents.
Benchmarking	2016-17: ASCOF comparator group average – 479.2 per 100,000; London average – 438.1 per 100,000	

Definition	People with a learning disability aged 18-64 in receipt of long term support in employment during the quarter.	**How this indicator works**	The measure shows the proportion of adults with a learning disability, in receipt of long term services, who are recorded as being in paid employment.	
What good looks like	Good performance is above the target of 7%.	**Why this indicator is important**	The measure is intended to improve the employment outcomes for adults with a learning disability, reducing the risk of social exclusion. There is a strong link between employment and enhanced quality of life, including evidenced benefits for health and wellbeing and financial benefits.	
History with this indicator	This is a new indicator and is being reported in year for the first time. The previous annual values are: 14/15: 3.0% 15/16: 3.5% 16/17: 4.5%	**Any issues to consider**	The indicator measures employment amongst the working age adults, with a learning disability, who are in receipt of long term services, not those who are known to the council generally. People in receipt of long term support are likely to have high care and support needs.	

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Q3 2016/17
2017/18	2.4%	5.8%	**6.3%**		
Target	4.0%	5.0%	6.0%	7.0%	⬆
2016/17	1.1%	3.5%	3.5%	4.5%	

RAG Rating	Performance Overview	Actions to sustain or improve performance
G	In the year to date, 23 out of 366 people with a learning disability have been in paid employment on a short or long-term basis, equivalent to 6.3% of people with a learning disability in receipt of services. This represents 10 people with LD in long term employment (2.7%) and 13 in short term employment (3.6%). Performance has improved as people have taken up employment opportunities identified earlier in the year, in conjunction with a slight decline in the denominator for the indicator.	• Exploration of local pathways for employment to maximise current opportunities • Provision of timely information and advice to identify and access work opportunities through assessment and reviews Seeking out of new funding sources to deliver employment and work experience for service user
Benchmarking	2016-17: ASCOF comparator group average – 6.2%, London average – 7.2%	

SOCIAL CARE AND HEALTH INTEGRATION
KPI 20 – The number of successful smoking quitters aged 16 and over through cessation service

Quarter 3 2017/18

Definition	The number of smokers setting an agreed quit date and, when assessed at four weeks, have not smoked in the previous two weeks.	**How this indicator works**	A client is counted as a carbon monoxide (CO)-verified four-week quitter where they meet the following criteria: 'A treated smoker who reports not smoking for at least days 15–28 of a quit attempt and whose CO reading is assessed 28 days from their quit date (-3 or +14 days) and is less than 10 ppm.'
What good looks like	For the number of quitters to be as high as possible and to be above the target line.	**Why this indicator is important**	The data allows us to make performance comparisons with other areas and provides a broad overview of how well the borough is performing in terms of four-week smoking quitters.
History with this indicator	2013/14: 1,174 quitters 2014/15: 635 quitters 2015/16: 559 quitters 2016/17: 790 quitters	**Any issues to consider**	Due to the nature of the indicator, the quit must be confirmed 4-6 weeks after the quit date. Data for quitters in the third month of the quarter will therefore not be available before the month after the quarter ends. This means that the data for the most recent quarter will increase upon refresh in the next report.

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 3 2016/17
2017/18	**212**	**366**	Qtr 2 Latest data available		⬆
Target	250	500	750	1,000	
2016/17	191	355	533	790	

RAG Rating	Performance Overview	Actions to sustain or improve performance
R	From April to September 2017/18 there were 366 quitters and 738 setting a quit date. This is 73% achievement of the year-to-date target and a conversion rate of 50%.	The specialist service continues to deliver most quits, followed by pharmacy and Primary Care. Poor performing practices are being visited to help trouble shoot difficulties but in view of the reluctance on the part of many practices to participate in the stop smoking programme, Public Health is considering a change of model for the delivery of this programme when a new procurement phase starts in April 2019.
Benchmarking	Q1 2017/18: 584 quitters (confirmed by CO validation) per 100,000 smokers in Barking & Dagenham, compared with 359 (London) and 359 (England) per 100,000.	

SOCIAL CARE AND HEALTH INTEGRATION
KPI 21 – The percentage of children who received a 12-month review by 15 months of age

Definition	Number of children who received a 12-month review by 15 months	**How this indicator works**	This indicator is a measure of how many children receive their 12 months review by the time they reach the age of 15 months.
What good looks like	For the percentage to be as high as possible.	**Why this indicator is important**	Every child is entitled to the best possible start in life and health visitors play an essential role in achieving this. By working with families during the early years of a child's life, health visitors have an impact on the health and wellbeing of children and their families.
History with this indicator	This is the first year this indicator has been reported.	**Any issues to consider**	None.

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Q3 2016/17
2017/18	68.4%	77.4%	73.4%* October–November		
Target	75.0%	75.0%	75.0%	75.0%	⬆
2016/17	63.9%	57.7%	60.3%	61.2%	

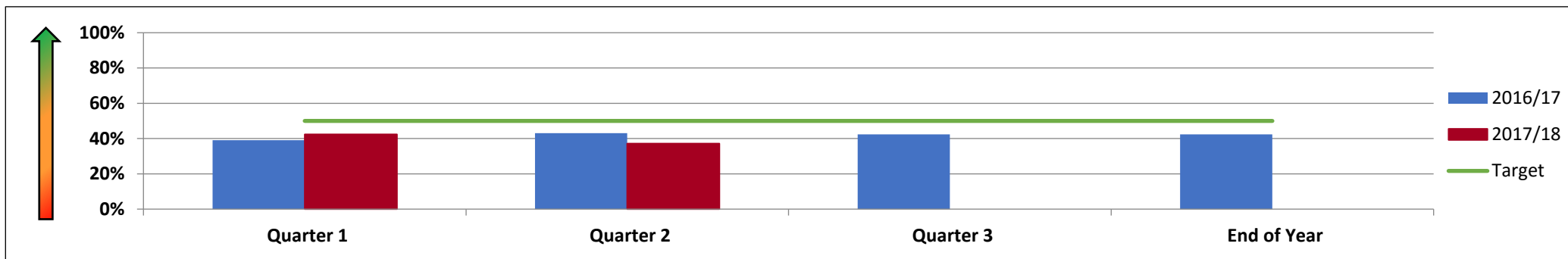| RAG Rating	Performance Overview	Actions to sustain or improve performance
A	An agreed improvement action plan is being implemented by NELFT to increase performance. The action plan continues to be monitored by LBBD through monthly performance meetings.	Operational leads to continue to meet with Performance to ensure HVs are recording details correctly. Ensure GPs are informing HV team of new addresses for clients. Posters in clinics to remind families of reviews and to inform HV if any personal details should change. QI form initiated that is reviewed in each team leaders meeting collating local information. Review performance against teams to consider any specific trends that can be benchmarked to support improvement. Recommission service as part of the 0-19 Healthy Child Programme; tender being published in spring 2018 to achieve integrated services, operational efficiencies and better outcomes.
Benchmarking	Quarter 4 2016/17: England – 82.5%; London – 63.7%; Barking and Dagenham – 67.5%.	

SOCIAL CARE AND HEALTH INTEGRATION
KPI 22 – The percentage of healthy lifestyles programmes completed

Quarter 3 2017/18

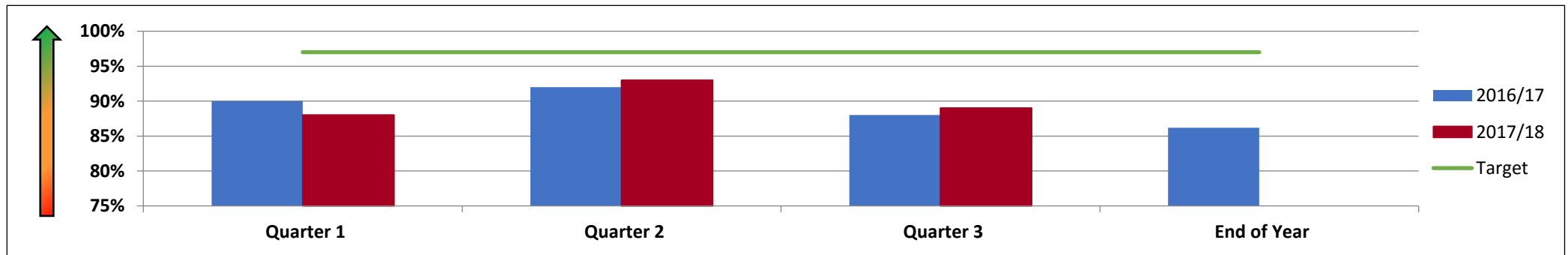|			
Definition	The percentage of children and adults referred to healthy lifestyle programmes that complete the programme.	**How this indicator works**	The number of referrals received on to the Exercise on Referral, Adult Weight Management, and Child Weight Management (CWM) programmes who complete the programme.
What good looks like	For the percentage of completions to be as high as possible.	**Why this indicator is important**	The three programmes allow the borough's GP's and health professionals to refer individuals who they feel would benefit from physical activity and nutrition advice to help them improve their health and weight conditions. Adult and Child Weight Management programmes also accept self-referrals if the individuals meet the referral criteria.
History with this indicator	This is the first year this indicator has been reported on. 2016/17: 42.4%	**Any issues to consider**	Data operates on a three-month time lag as completion data is not available until participants finish the programme.

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Q3 2016/17
2017/18	42.4%	**37.2%**	Qtr 2 latest data available		↓
Target	50.0%	50.0%	50.0%	50.0%	
2016/17	39.1%	43.1%	42.4%	42.4%	

RAG Rating	Performance Overview	Actions to sustain or improve performance
R	Performance has been below target in quarters 1 and 2 2017/18, although performance in quarter 1 was slightly higher than quarter 1 2016/17. The proportion of starters (rather than referrals) who completed was 61.8% and 64.7% in quarters 1 and 2 2017/18 respectively.	**HENRY**: Capacity to be increased through training and addressing childcare barriers; **Child weight management**: LEAN Beans Club is due to launch in January and a School Pack has been promoted within local priority schools (based on NCMP data). A marketing campaign will be running throughout January to promote the programme; **Adult weight management**: A programme has been developed at Green Lane Mosque for this community group. Workshops (e.g. cooking) are being developed for individuals unable to attend the 12-week programme and an online programme is also being developed. A new coaching programme is being developed for individuals who start the programme but drop out; **Exercise on referral**: Work in accessing leisure centre attendance data following the transfer to SLM is ongoing, as is the development of a new booking system. Changes to the electronic referral form following NHS Health Checks should facilitate greater follow-up.
Benchmarking	This is a local indicator.	

SOCIAL CARE AND HEALTH INTEGRATION
KPI 23 – The percentage of 4-weekly Child Protection Visits carried out within timescales

Quarter 3 2017/18

Definition	The percentage of children who are currently subject to a child protection (CP) plan for at least 4 weeks who have been visited.	**How this indicator works**	The indicator counts all those in the denominator and of those, how many have been visited and seen within the last 4 weeks. The figure is reported as a percentage.
What good looks like	Higher is better.	**Why this indicator is important**	Child protection visits are vital to monitor the welfare and safeguarding risks of children on a child protection plan.
History with this indicator	This indicator looked at 6 weekly Child protection visits until August 2015. End of year 15/16 performance was 86%. The 16/17 figure relates to 4 weekly child protection visits of 86.2%.	**Any issues to consider**	This indicator is affected by numbers of child protection cases increasing and the impact of unannounced child protection visits by social workers resulting in visits not taking place and potentially becoming out of timescale.

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Q2 2017/18
2017/18	88%	93%	**89%**		
Target	97%	97%	97%	97%	⬆
2016/17	90%	92%	88%	86.2%	

RAG Rating	Performance Overview	Actions to sustain or improve performance
A	As at the end of Q3 2017/18, performance has decreased to 89% (295/332) compared to 93% (261/281) at the end of Q2. We remain below target of 97%. At the end of Q3, 37 CP visits were out of timescale according to ICS. A review of those 37 cases is under way. 14 of those 37 CP visits have now taken place up to 9th January 2018. 23 are still out of time according to ICS.	Outstanding CP visits are monitored via weekly team dashboards and monthly Children's care and support meetings.
Benchmarking	This is a local indicator and is not published by the DfE. No benchmarking data is available.	

Definition	The number of children who were looked after for a total of 13 weeks after their 14th birthday, including at least some time after their 16th birthday and whose 17th, 18th, 19th, 20th or 21st birthday falls within the collection period and of those, the number who were engaged in education, training or employment on their 17th, 18th, 19th, 20th or 21st birthday.	**How this indicator works**	This indicator counts all those in the definition and of those how many are in EET either between 3 months before or 1 month after their birthday. This is reported as a percentage.	
What good looks like	Higher the better.	**Why this indicator is important**	The data allows us to make performance comparisons with other areas and provides a broad overview of how well the borough is performing in terms of care leavers accessing EET and improving their life chances. This is an Ofsted area of inspection as part of our duty to improve outcomes for care leavers and is a key CYPP and Council priority area.	
History with this indicator	The cohort for this performance indicator has been expanded to include young people formally looked after whose 17th, 18th, 19th, 20th or 21st birthday falls within the collection period i.e. the financial year.	**Any issues to consider**	Care leavers who are not engaging with the Council i.e. we have no contact with those care leavers so their EET status is unknown; or in prison or pregnant/parenting are counted as NEET.	

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 2 2017/18
2017/18	53.1%	53.2%	**57.4%**		
Target	57.0%	57.0%	57.0%	57.0%	⬆
2016/17	50.0%	50.8%	52.3%	55.1%	

RAG Rating	Performance Overview	Actions to sustain or improve performance
G	As at the end of Q3 2017/18, performance has increased to 57.4% (108/188), compared to our Q2 performance of 53.2%. Performance is above similar areas, London and the national average. Of the 80 young people not in EET as of the end of Q3, 5 are young mothers, 6 are in prison, 26 we are not in contact with and 43 are open to the L2L service and are NEET.	The L2L team has been involved in the NEET workshops with Members and Officers over the last 8 months, with care leavers having a particular profile. Progress has been made with regards to the development of internships and apprenticeships within the council for care leavers. Agreement has also been obtained to provide a financial incentive in addition to the apprenticeship payment so that care leavers are not in deficit by loss of benefits. Further work is being planned to develop the support element to care leavers to ensure they are well prepared for the world of work and are supported through each stage of the process to successfully move from NEET to EET.
Benchmarking	Based on latest published data, LBBD is performing better than national (50%); similar areas (50%) and London average (52%).	

SOCIAL CARE AND HEALTH INTEGRATION

KPI 25 – The percentage of school age Looked After Children with an up to date Personal Education Plan (PEP) (last 6 months)
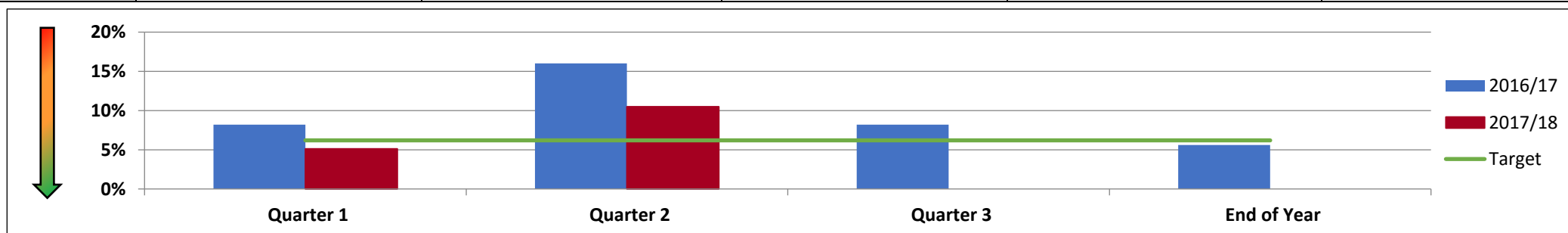
Quarter 3 2017/18

Definition	The percentage of school age children (aged 4-16) who have been in care for 28 days or more who have had a Personal Education Plan (PEP) within the last 6 months.	How this indicator works	The indicator counts all those in the denominator and of those how many have had a PEP within the last 6 months. The figure is reported as a percentage.
What good looks like	Higher the better.	Why this indicator is important	The Personal Education Plan is a statutory requirement and brings together carers, social workers and teachers along with a child or young person in care to keep track of how well they're doing at school. It is a record of what needs to happen for looked after children to enable them to fulfil their potential.
History with this indicator	2013/14 77% 2014/15 88% 2015/16 90%	Any issues to consider	This indicator includes all school age children placed in and out of borough. The PEP is conducted in the school and involves collaboration between Schools and social workers.

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Q2 2017/18
2017/18	88.6%	88.5%	**88.7%**		
Target	97%	97%	97%	97%	
2016/17	90.2%	93.0%	91.3%	91.1%	

RAG Rating	Performance Overview		Actions to sustain or improve performance
A	As at the end of Q3 2017/18, performance has increased slightly to 88.7% (227/256) compared to 88.5% (222/251) at the end of Q2. We remain below our target of 97%. Of the 29 PEPs that were not in timescale as of the end of the Q3: • 13 are Initial PEPs, 16 are review PEPs • 12 of the 29 are primary age, 17 are secondary age • 8 are educated in borough and 21 are placed out of borough		Monitored through the virtual school. Virtual head to review and ensure outstanding PEPs are escalated and completed.
Benchmarking	This is a local indicator and is not published by the DfE. No benchmarking data is available.		

Educational Attainment and School Improvement – Key Performance Indicators 2017/18

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT KPI 26 – The percentage of 16 to 18 year olds who are not in education, employment, or training (NEET) or who have Unknown Destinations		Quarter 3 2017/18

Definition	The percentage of resident young people academic age 16 – 17 who are NEET or Unknown according to Department for Education (DfE) National Client Caseload Information System (NCCIS) guidelines.	**How this indicator works**	Data is taken from monthly monitoring information figures published by our regional partners and submitted to DfE in accordance with the NCCIS requirement.
What good looks like	A lower number of young people in education, employment, or training (not NEET) or not known, the lower the better.	**Why this indicator is important**	The time spent not in employment, education, or training leads to an increased likelihood of unemployment, low wages, or low-quality work later in life. Those in Unknown destinations may be NEET and in need of support.
History with this indicator	The annual measure was previously an average taken between November and January (Q3/4). It is now the average between December and February (End of year figures have been updated below).	**Any issues to consider**	Although NEET and Unknown figures are taken monthly, figures for September and October (Q2) are not counted by DfE for statistical purposes. This is due to all young people's destination being updated to unknown on 1 September until re-established in destinations. The annual indicator is now an average taken between December and February (see history). Borough figure for Q3 is estimated based on current data

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 3 2016/17
2017/18	5.1%	**10.5%**	Qtr 2 latest data available		
Target	6.2%	6.2%	6.2%	6.2%	⬆
2016/17	8.2%	16%	8.2%	6.6%	

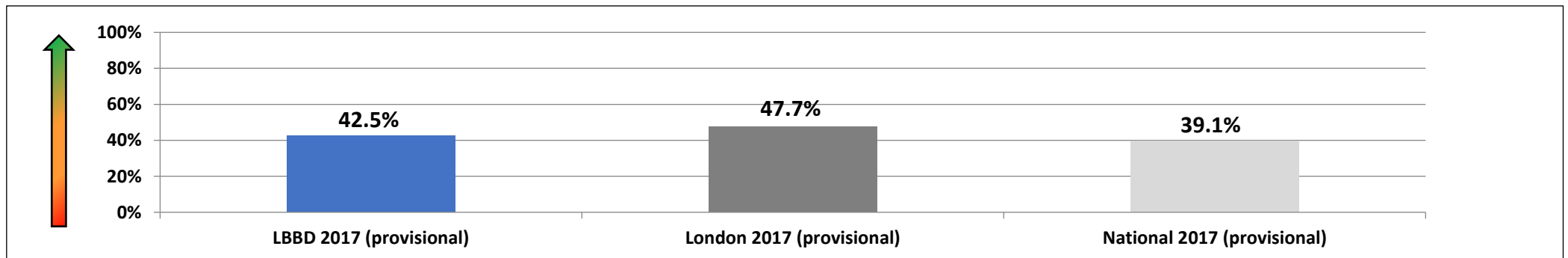| RAG Rating	Performance Overview	Actions to sustain or improve performance
G	**Q3 data due January 2018.** End of year figures for 2016/17 at 5.6% between national (6%) and London (5.3%) averages. Q2 figures include the unstable months of September (see issues above). Separately quarterly participation data published for June 2017 places the borough 2.6% points above national at 94%, just below London average of 94.2%.	Not knowns tracking has been more successful due to more successful capturing of telephone numbers using the Revs and Bens database and datastore. There will be an expansion of the NEET Provider Forum. Data sharing will occur with ESF funded NEET projects. Tracking of unknown migrants through UK Border Agency will be improved. A 12-point NEET action plan was signed off by Cabinet. A new full time NEET Adviser has begun. New initiatives to tackle NEET based on behavioural insight will be trialled in the New Year
Benchmarking	Performance is measured monthly and compared to statistical neighbour, national and London figures. Annual target is the progress towards national headline measure (Dec-Feb average), which is currently 6%.	

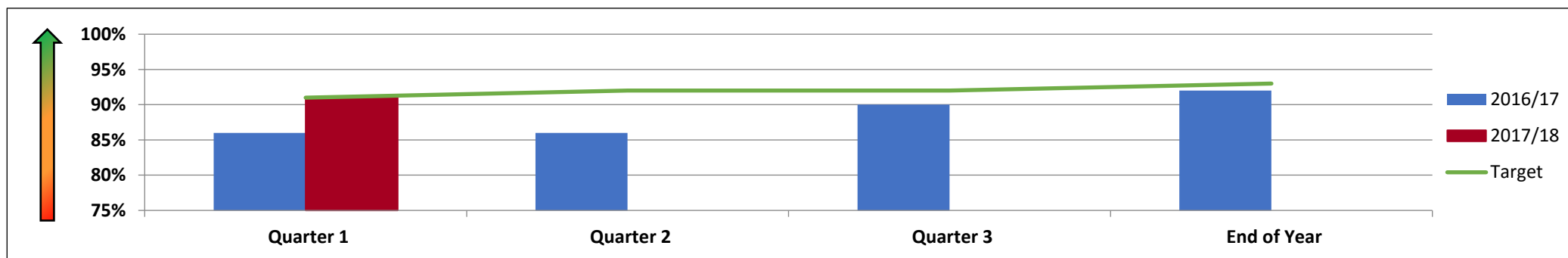| Definition	The percentage of pupils at the end of Key Stage 4 achieving grade 5 or above in both English and maths GCSEs.	How this indicator works	To be counted in the indicator, pupils must have achieved grade 5 or above in both English and maths GCSEs.
What good looks like	For the percentage of pupils achieving this standard to be as high as possible.	Why this indicator is important	This is an important indicator as it replaces the old measure of pupils achieving grades A*-C in English and maths. It improves the life chances of young people, enabling them to stay on in sixth form and choose the right A Levels to access other appropriate training.
History with this indicator	Grade 5 is a new measure introduced for the first time in 2017. The provisional Barking and Dagenham position stands at 42.5%. Provisional London is 47.7% and National (all schools) is 39.1%.	Any issues to consider	Because grade 5 is set higher than grade C, fewer students are likely to attain Grade 5 and above in English and maths than grade C in English and maths, which was commonly reported in the past. These new and old measures are not comparable.

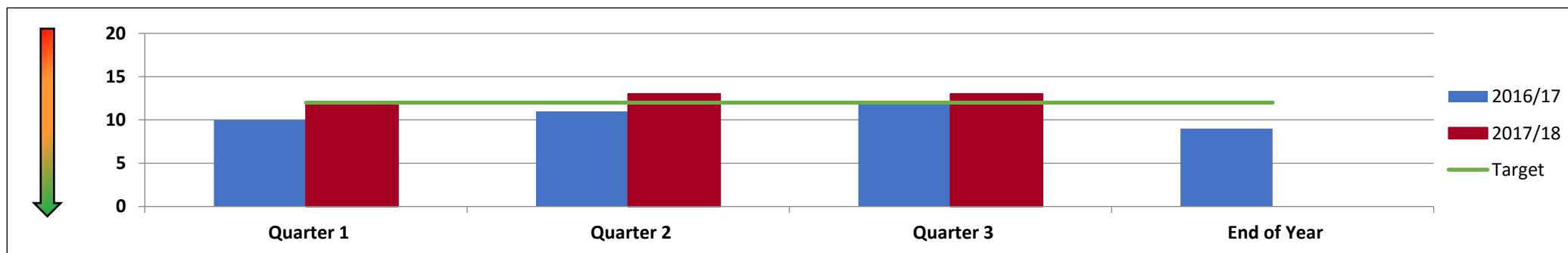|	Annual Result	DOT
LBBD	42.5% (provisional)	**n/a**
Target	To be agreed	

Definition	Percentage of Barking and Dagenham schools rated as good or outstanding when inspected by Ofsted. This indicator includes all schools.	How this indicator works	This is a count of the number of schools inspected by Ofsted as good or outstanding divided by the number of schools that have an inspection judgement. It excludes schools that have no inspection judgement. Performance on this indicator is recalculated following a school inspection. Outcomes are published nationally on Ofsted Data View 3 times per year (end of August, December and March).
What good looks like	The higher the better.	Why this indicator is important	This indicator is important because all children and young people should attend a good or outstanding school in order to improve their life chances and maximise attainment and success. It is a top priority set out in the Education Strategy 2014-17 and we have set ambitious targets.
History with this indicator	See below.	Any issues to consider	No current issues to consider.

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from previous reporting period
2017/18	91%	91%	**91%***		⬆
Target	91%	92%	92%	93%	
2016/17	86%	86%	90%	91%	

RAG Rating	Performance Overview	Actions to sustain or improve performance
G	*Position relates to end of December 2017 with 91% of inspected schools in LBBD judged good or better. During the Autumn Term 2017, 5 Ofsted inspections took place within the local authority, including 4 Section 8 monitoring inspections. Of the LA maintained schools, 3 maintained their good grade; 1 non-maintained school had its first inspection and was judged to be good; and 1 non-maintained school had a Section 8 inspection which has not yet been published.	Inspection outcomes for schools remains a key area of improvement to reach the London average and then to the council target of 100%, as outlined in the Education Strategy 2014-17. Intensive Local Authority support, the brokering of school to school support from outstanding leaders and Teaching School Alliances, and the increasing capacity of school clusters is being provided to vulnerable schools.
Benchmarking	London Average – 94% National Average – 89% - LBBD average 89% (as at 31st August 2017)	

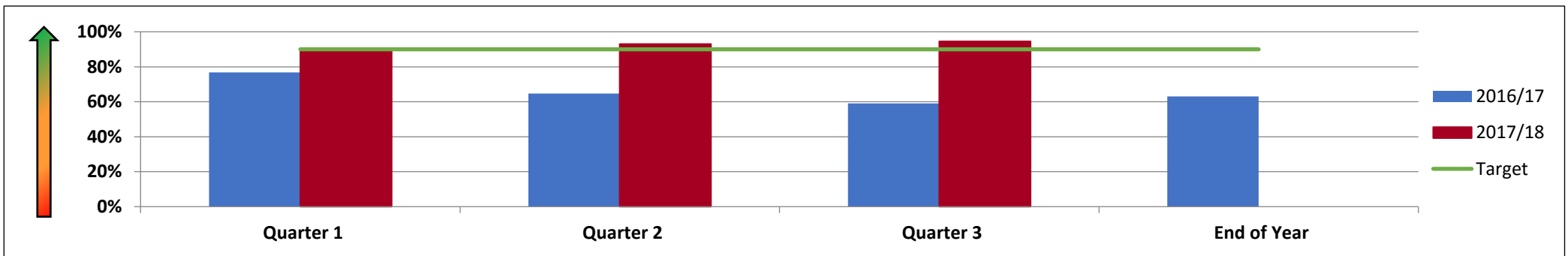# Finance, Growth and Investment – Key Performance Indicators 2017/18

FINANCE, GROWTH AND INVESTMENT	
KPI 31 – The average number of days taken to process Housing Benefit / Council Tax Benefit Change Events	Quarter 3 2017/18

Definition	The average time taken in calendar days to process all change events in Housing Benefit and Council Tax Benefit	**How this indicator works**	The indicator measures the speed of processing
What good looks like	To reduce the number of days it takes to process HB/CT change events	**Why this indicator is important**	Residents will not be required to wait a long time before any changes in their finances
History with this indicator	2014/15 End of year result – 9 days 2015/16 End of year result – 14 days	**Any issues to consider**	There are no seasonal variances, but however government changes relating to welfare reform, along with Department for Work and Pensions (DWP) automated communications pertaining to changes in household income impact heavily on volumes and therefore performance.

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 3 2016/17
2017/18	12 Days	13 days	**13 days**		
Target	12 Days	12 Days	12 Days	12 Days	↓
2016/17	10	11	12	9	

RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Q3 saw a high volume of suspensions requiring action following receipt in the former months. Suspensions affect the monthly figures as they are given a calendar month for processing. These cases cannot be decided until the month end if information isn't provided by claimants, which can mean a high amount of cases go through at 31 days or above. Performance also took a hit with the last of the Royal Mail clearance, although the issue is now resolved sacks were still being received in late September & early October which meant a backlog of work. October also saw approx. 700 less ATLAS files, the majority of which are automated giving you a 2/3 day turnaround to reduce overall processing times.	End of year is approaching so the dates of change are future dates which means a substantial amount of changes will go through in the next quarter with 1-day turnaround, therefore reducing the entire year average. The suspensions are now at a record low and maintained weekly to prevent high volumes of cases being processed at 30 days or older unless there is no legislative choice.
Benchmarking	No benchmarking data	

Definition	The percentage of Member enquiries responded to in 10 working days	How this indicator works	Of the total number of Member enquiries received, the percentage that are responded to within the timescale.
What good looks like	Comparable with London and National	Why this indicator is important	The community often request support from members on issues important to them. A quick response rate will assist with Council reputation.
History with this indicator	2016/17 end of year result – 63% 2015/16 end of year result – 72% 2014/15 end of year result – 88%	Any issues to consider	Quality of response must also be taken into account.

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 3 2016/17
2017/18 (Qtr)	90.33%	96.66%	**96.41%**		
2017/18 (YTD)	90.33%	93.0%	**94.46%**		⬆
Target	90%	90%	90%	90%	
2016/17	76.74%	64.7%	59%	63%	

RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Good performance – the corporate target has been reached (slightly exceeded).	To reach the target a new approach has been implemented: the Feedback Team are instigating hard chases supported by daily reporting and follow up by the CEO. New arrangements are being put in place to ensure that performance remains at or above the target.
Benchmarking	No benchmarking data available – Local measure only.	

Definition	The % of customers who say that they were satisfied with the service they received from the Contact Centre.	**How this indicator works**	A sample of calls to the Contact Centre is taken in which customers are asked to rate their experience.
What good looks like	85%	**Why this indicator is important**	Ensuring that our customers are satisfied is a critical determinate in providing surety that we are providing a high standard of service. Having a high level of satisfaction also helps the Council manage demand and thereby keep costs down.
History with this indicator	New target	**Any issues to consider**	None at this time.

	Quarter 1	Quarter 2	Quarter 3	End of Year	DOT from Qtr 3 2016/17
2017/18	81.6%	80.66%	**87%**		**n/a**
Target	85%	85%	85%	85%	
2016/17	New Key Performance Indicator for 2017/18				
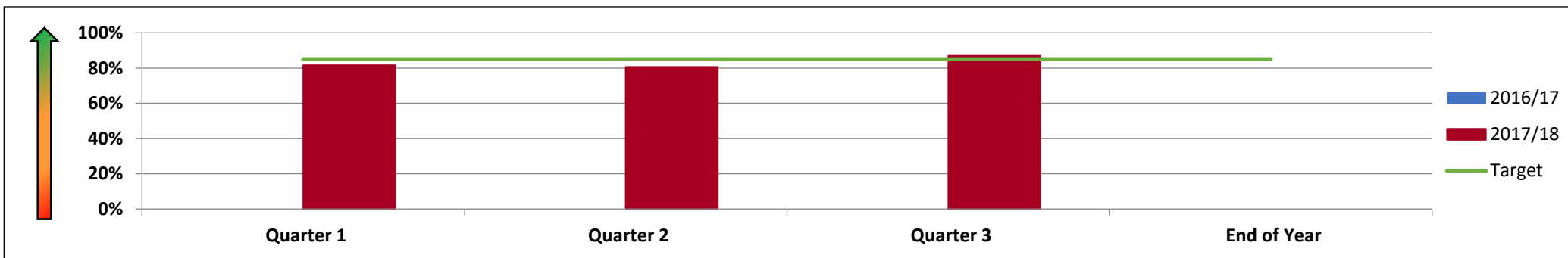
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	We remain confident that the target will be met across the year.	This measure is monitored and reviewed monthly.
Benchmarking	LA neighbours Benchmark - OnSource is 80%	

Definition	The position the Council is in compared to the balanced budget it has set to run its services.	**How this indicator works**	Monitors the over or under spend of the revenue budget account.	
What good looks like	In line with projections, with no over spend.	**Why this indicator is important**	It is a legal requirement to set a balanced budget.	
History with this indicator	2016/17 end of year result: £4.853m overspend 2015/16 end of year result: £2.9m overspend 2014/15 end of year result: £0.07m overspend	**Any issues to consider**	None at this time.	

	Quarter 1	August 2017	Quarter 3	End of Year	DOT from Qtr 3 2016/17
2017/18	£4,800,000 forecast	£5,517,000 forecast	**£6,800,000 forecast**		↓
2016/17	£4,800,000	£5,796,000	£5,026,000		

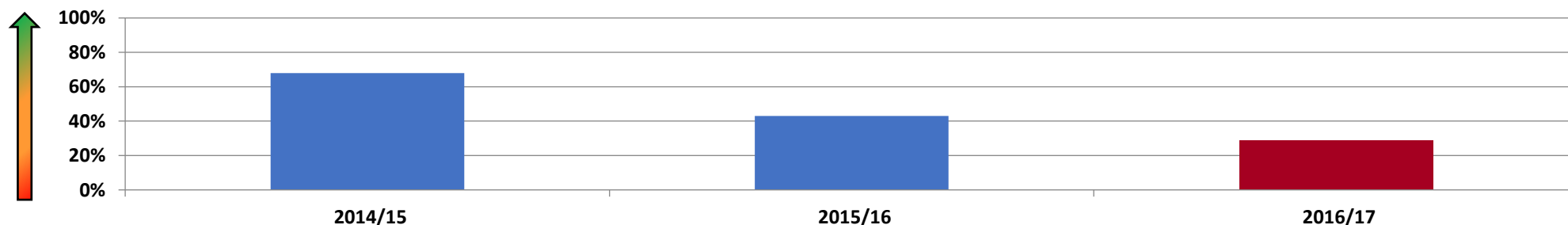| RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	The forecast position for the full year as at the end of December 2017 is an overspend of £6.8m. In many ways, this could be regarded as a worst-case forecast that should be reduced by further management action. However, it should also be noted that new pressures and risks may yet emerge.	If this forecast was still the final position by the end of the financial year it would require a drawdown on the Council's reserves. Although we do have sufficient to cover this amount, a reduction in the reserves would mean less capacity for strategic investment and the management of future risks. The position is being closely monitored and reported to Cabinet monthly.
Benchmarking	No benchmarking data available – Local measure only	

Economic and Social Development – Key Performance Indicators 2017/18

ECONOMIC AND SOCIAL DEVELOPMENT			
KPI 35 – The number of new homes completed (Annual Indicator)			**2017/18**
Definition	The proportion of net new homes built in each financial year.	**How this indicator works**	Each year the Council updates the London Development Database by the deadline of 31st August. This is the London-wide database of planning approvals and development completions.
What good looks like	The Council's target for net new homes is in the London Plan. Currently this is 1,236 new homes per year.	**Why this indicator is important**	It helps to determine whether we are on track to deliver the housing trajectory and therefore the Council's growth agenda and the related proceeds of development, Community Infrastructure Levy, New Homes Bonus and Council Tax.
History with this indicator	2016/17 end of year result – 596 2015/16 end of year result – 746 2014/15 end of year result – 512 2013/14 end of year result – 868	**Any issues to consider**	The Council has two Housing Zones (Barking Town Centre and Barking Riverside Gateways) which are charged with the benefit of GLA funding to accelerate housing delivery in these areas. There are 13,000 homes with planning permission yet to be built and planning applications currently in the system for another 1,000. The Housing Trajectory for the Local Plan identifies capacity for 27,700 by 2030 and beyond this a total capacity for over 50,000 new homes. The draft London Plan due to be published in November will have a proposed housing target of 2264 net new homes a year. This is clearly a significant increase on the Councils current target but reflects the Council's ambitious growth agenda and commitment to significantly improving housing delivery. Completions for 17/18 are forecast to be similar to 16/17. However as set out in KPI 29 a number of large housing schemes have been approved recently and these will deliver significant higher completion rates in 18/19 onwards.

	Annual Result	DOT 2015/16 to 2016/17
2017/18	Data due September 2018	↓
Target	No target set	
2016/17	**596**	

Definition	The proportion of net new homes built in each financial year that meet the definition of affordable housing in the National Planning Policy Framework.	**How this indicator works**	Each year the Council updates the London Development Database by the deadline of 31st August. This is the London-wide database of planning approvals and development completions.
What good looks like	The Mayor of London has recently published Supplementary Planning Guidance on affordable housing and viability. This sets a threshold of 35% above which viability appraisal are not required on individual schemes. Over the last six years overall affordable housing has comprised between 30% and 67% of overall homes completed with the exception of 14/15. Generally speaking, good would look like anything between 35-50%. Anything below 35% would indicate the Council has not been successful in securing affordable housing on market housing schemes but equally anything above 50% would suggest an overreliance on supply of housing from Council and RSL developments and lack of delivery of homes for private sale or rent on the big private sector led developments. This has historically been an issue in Barking and Dagenham and explains why the proportion of new homes which are affordable is one of highest in London over the last five years. Whilst performance in 16/17 was 29% this will improve going forward as delivery at Barking Riverside and Gascoigne increases were at least 50% of homes are affordable.	**Any issues to consider**	The Growth Commission was clear that the traditional debate about tenure is less important than creating social justice and a more diverse community using the policies and funding as well as the market to deliver. At the same time the new Mayor of London pledged that 50% of all new homes should be affordable and within this a commitment to deliver homes at an affordable, "living rent". This chimes with the evidence in the Council's Joint Strategic House Market Assessment which identified that 52% of all new homes built each year in the borough should be affordable to meet housing need and that the majority of households in housing need could afford nothing other than homes at 50% or less than market rents. This must be balanced with the Growth Commission's focus on home ownership and aspirational housing and what it is actually viable to deliver. The Council will need to review its approach to affordable housing in the light of the Mayor's forthcoming guidance and take this forward in the review of the Local Plan.
History with this indicator	2016/17 end of year result – 29% 2015/16 end of year result – 43% 2014/15 end of year result – 68%	**Why this indicator is important**	This indicator is important for the reasons given in the other boxes.

	Annual Result	**DOT 2015/16 to 2016/17**
2017/18	Data due September 2018	
Target	No target set	↓
2016/17	**29%**	

Definition	The number of new homes that received planning permission.	**How this indicator works**	The data is recorded on the London Development Database.
What good looks like	The number of new homes that received planning permission.	**Why this indicator is important**	It helps to determine whether we are on track to deliver the housing trajectory and therefore the Council's growth agenda and the related proceeds of development, Community Infrastructure Levy, New Homes Bonus and Council Tax.
History with this indicator	A sufficient pipeline of approvals is required to enable the Council's housing supply target to be met.	**Any issues to consider**	In Quarter 1 17/18 Vicarage Fields was approved. This was an outline approval and reserved matters approved will be need before construction can start. Moreover the development cannot begin before CPOs are completed for several parcels of land and an agreement reach on the Council's freehold interest in this site.

	Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**	**DOT from Qtr 3 2016/17**
2017/18	878	37	**9,878**		
Target	No target set				⬆
2016/17	163	234	758	821	

RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	In Barking and Dagenham there are extant permissions for 16,000 homes this includes Barking Riverside 10,800 (1000 built RM required for later phases), this was approved in this quarter. Gascoigne East 1575 (RM required for later phases), Freshwharf 911 (RM required), Be 597, Cambridge Road 297, Trocoll House 198, Vicarage Fields 850 (RM required). In order to meet the project timescale for completions on the housing trajectory timely planning approvals are required, any slippage in submission/determination of applications has a direct impact on the trajectory.	A number of significant approvals are timetabled over the next two quarters this includes Gascoigne West, Beam Park, Gurdwara Way, Freshwharf Reserved Matters and BMS house which will have a total capacity of over 3500 homes.
Benchmarking	Benchmarking data not available.	

Definition	Numerator: Number of repeat cases of domestic abuse within the last 12 months referred to the MARAC	**How this indicator works**	This indicator looks at the number of repeat cases of domestic abuse that are being referred to the MARAC from partners.
	Denominator: Number of cases discussed at the MARAC		
What good looks like	The target recommended by SafeLives is to achieve a repeat referral rate of between 28% to 40%. A lower than expected rate usually indicates that not all repeat victims are being identified and referred to MARAC.	**Why this indicator is important**	Barking and Dagenham has the highest rate of Domestic Abuse per 1,000 population in London. This indicator helps to monitor partner agencies ability to flag repeat high risk cases of domestic abuse and refer them to the MARAC for support.
History with this indicator	2016/17 end of year result: 28% 2015/16 end of year result: 25% 2014/15 end of year result: 20%	**Any issues to consider**	

	Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**	**DOT from Qtr 3 2016/17**
2017/18	17%	15%	**17%**		
Target	28% to 40%	28% to 40%	28% to 40%	28% to 40%	↓
2016/17	23%	24%	26%	28%	

RAG Rating	**Performance Overview**		**Actions to sustain or improve performance**
R	At the end of quarter 3 2017/18, the rate of repeat referrals to MARAC is at 17% and outside of the recommended levels expected.		The decrease in Police referrals has been raised through the MARAC Chair. MARAC are reviewing the use of the Police Regency, Frequency, Gravity data (RGF) to increase referrals for high harm cases to the MARAC. The Community Safety Partnership's Violence Against Women and Girls (VAWG) sub group will provide support to the MARAC and look at how it can mitigate blockages and focus resources where needed.
Benchmarking	Benchmarking data is currently available for 2016-17. Metropolitan Police Force average: 22%. National: 26%. Most Similar Force: 27%		

ECONOMIC AND SOCIAL DEVELOPMENT			
KPI 39 – The percentage of economically active people in employment			**Quarter 3 2017/18**

Definition	"The employed are defined as those aged 16 or over, who are in employment if they did **at least one hour of work** in the reference week (as an employee, as self-employed, as unpaid workers in a family business, or as participants in government-supported training schemes), and those who had a job that they were temporarily away from (for example, if they are on holiday)."	**How this indicator works**	The figures presented for Barking & Dagenham are a rolling average of the last three years. The reason for this is that the figure is derived from a survey, the Annual Population Survey, which can move due to sampling variation. The Q1 figure is therefore an average of July 14-June 25, July 15-June 16 and July 16-June 17.
What good looks like	An increase in the percentage of our economically active residents who are in employment.	**Why this indicator is important**	Employment is important for health and wellbeing of the community and reducing poverty.
History with this indicator	The employment rate for the borough is principally driven by London and economy-wide factors. The figure for the borough has shown steady growth over the last year.	**Any issues to consider**	Each 1% for the borough is equivalent to a little over 1,200 borough residents.

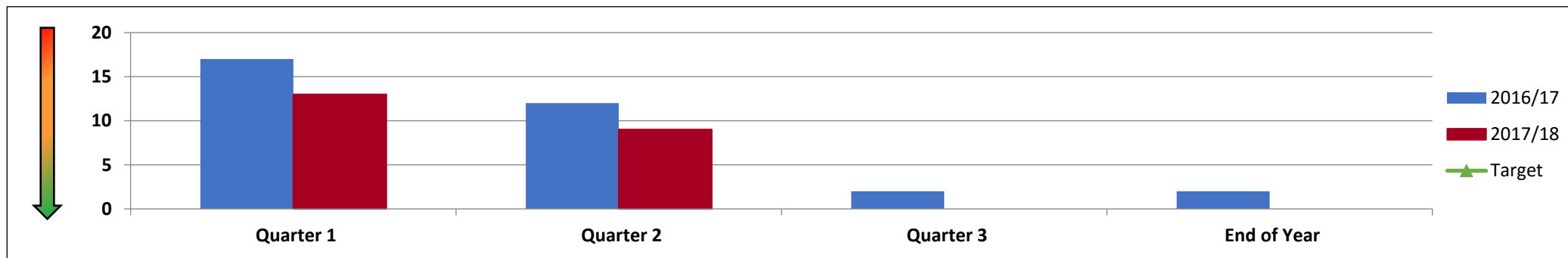|	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2017/18	**66.3%**	Released 24 January 2018	Released 18 April 2018	Released 18 July 2018	⬆
Target	66.3%	66.4%	66.5%	66.6%	
2016/17	64.9%	65.3%	65.5%	**66.2%**	

RAG Rating	Actions to sustain or improve performance
G	ESF-funded provision is now on stream and is being integrated into the work of local programmes and services (e.g. DWP Troubled Families provision working with Early Intervention/Children's Centre, DWP over 50s support based in Job Shop, Big Lottery Common Mental Health Problems link to Job Shops). The Job Shop Service is focusing delivery on long-term unemployed and economically inactive residents claiming income support or employment and support allowance as part of the Council's own ESF-funded provision (Growth Boroughs ESF Unlocking Opportunities Programme) and further funding is being sought through this programme. DWP funding is being used to provide additional support to people with health problems and young people, potentially including care leavers.

L.B. Redbridge are in the process of commissioning the Work & Health Programme on behalf of the Local London boroughs. This will provide support to the long-term unemployed (2+ years) and people claiming benefits for health-related reasons, replacing the current Work Programme. The latter will form c75% of participants. This provision will not be in place until March 2018 but the expectation is that it will be thoroughly integrated with local services. The successful bidder will be known in early November. There are ongoing and deepening links between Job Shop, Richmond Fellowship and NELFT Talking Therapies provision to cross-refer service users. Referrals are being received from probation services and links with drug and alcohol services are being developed. |
| **Benchmarking** | The gap with the London-wide figure (73.7%) has narrowed to 7.4%. Around 9,600 additional residents would need to move into work to match the London employment rate. |

ECONOMIC AND SOCIAL DEVELOPMENT
ECONOMIC AND SOCIAL DEVELOPMENT **KPI 40 – The number of households in Bed and Breakfast**

Quarter 3 2017/18

Definition	The number of homeless households residing in B & B including households with dependent children or household member pregnant.	**How this indicator works**	A snapshot of households occupying B & B at the end of each month.
What good looks like	B & B placements used only in emergency scenarios, and for short periods (less than 6 weeks)	**Why this indicator is important**	Statutory requirement and financial impact on General Fund.
History with this indicator	Target was met and exceeded during 16/17.	**Any issues to consider**	Increasing demand on homelessness service, impact of Homelessness Reduction Bill and Welfare Reform. Impact of housing market and regeneration programme. Reduction in self-contained "move on" accommodation.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2017/18	13	9	**0**		⬆
Target	Target to be agreed				
2016/17	17	12	2	2	

RAG Rating	Performance Overview		Actions to sustain or improve performance
n/a	Access to alternative temporary accommodation and better case management of households in hostel sites has led to a significant reduction in the need to procure emergency B & B accommodation.		Initiatives have been developed to enact appropriate prevention measures, which has led to a reduction in the number of households approaching the service requiring emergency / temporary accommodation.
Benchmarking	Benchmarking data not available.		

Definition	Number of homeless households residing in B & B for more than 6 weeks, including households with dependent children or household member pregnant.	**How this indicator works**	A snapshot of households occupying B & B for 6 weeks or more at the end of each month.
What good looks like	B & B placements used only in emergency scenarios, and for short periods (less than 6 weeks).	**Why this indicator is important**	Statutory requirement and financial impact on General Fund.
History with this indicator	No previous target.	**Any issues to consider**	Increasing demand on homelessness service. Impact of Homelessness Reduction Bill and Welfare Reform. Impact of housing market and regeneration programme. Reduction in self-contained "move on" accommodation.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2017/18	4	4	**0**		⬆
Target	0	0	0	0	
2016/17	7	5	0	0	

RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Access to alternative temporary accommodation and better case management of households in hostel sites has led to a significant reduction in the need to procure emergency B & B accommodation.	Initiatives have been developed to enact appropriate prevention measures, which has led to a reduction in the number of households approaching the service requiring emergency / temporary accommodation.
Benchmarking	Benchmarking data not available.	

Definition	Number of households in all forms of temporary accommodation, B&B, nightly Let, Council decant, Private Sector Licence (PSL) (in borough and out of borough)	**How this indicator works**	The number of households occupying all forms of temporary accommodation at the end of each quarter.
What good looks like	Increase in temporary accommodation / PSL supply, however with a reduction in the financial loss to the Council leading to a cost neutral service.	**Why this indicator is important**	Financial impact on General Fund. Reduction in self-contained accommodation is likely to lead to an increase in the use of B & B and the number of families occupying that type of accommodation for more than 6 weeks.
History with this indicator	PSL accommodation was considered cost neutral. Due to market demands, landlords/agents can now request higher rentals exceeding LHA rates.	**Any issues to consider**	Increasing demand on homelessness service, impact of Homelessness Reduction Bill and Welfare Reform. Impact of housing market and regeneration programme. Renewal of PSL Contract. Non-conformance of other LA's to the "Pan-London" nightly rate payment arrangements.

	Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**	**DOT from previous reporting period**
2017/18	1,857	1,901	**1,904**		↓
2016/17	1,798	1,789	1,819	1,839	

RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	There is still no desire to set a target for the number of households overall in temporary accommodation, and while there has been a slight increase in the number of households overall, there is new vigour to employ the principles laid out in the Localism Act 2012 to make offers of Private Rented Accommodation to households as a way of bringing Housing Duty to an end and therefore naturally reduce the number of households in temporary accommodation.	Better collaboration to improve Housing case management and homeless prevention options, to limit the number of households requiring temporary accommodation. Initiatives are being considered to determine the viability of sourcing temporary accommodation in "cheaper" areas, although the focus is to use powers to cease duty in the Private Rented Sector.
Benchmarking	Benchmarking data not available.	

Definition	Percentage of people affected by welfare reform changes now uncapped / off the cap.	**How this indicator works**	For a resident to be outside of the benefit cap (off the cap), they either need to find employment (more than 16 hours) and claim Working Tax Credit or be in receipt of a benefit outside of the cap; Personal Independence Payment, Disability Living Allowance, Attendance Allowance, Employment Support Allowance (care component) and (up-coming in September 2016) Carers Allowances or Guardians Allowance.
What good looks like	Moving residents from a position of being in receipt of out-of-work benefit (Income Support / Employment Support Allowance or Job Seekers Allowance) to working a minimum of 16 hours (if a single parent) or 24 hours (if a couple) or receiving a disability benefit which moves residents outside of the cap.	**Why this indicator is important**	Welfare reform changes impact on resident's income which will affect budgets, choices and lifestyle.

Financial impact on General Fund. |
| **History with this indicator** | The basis for this figure was based on a list provided by JCP which purposely overestimated the numbers that would be capped. This has been recalibrated based on actual numbers from November 2016 when the lower cap came into effect and more accurate monitoring commenced. As time goes on the cases remaining on the cap are the more difficult cases. | **Any issues to consider** | The Capped/Uncapped status of a resident is not solely down to the Welfare Reform (WR) team work but includes both Housing Benefit (HB) and the Department of Works & Pension (DWP). If the DWP do not confirm the uncapped status of a resident then HB do not remove this status on academy. All our information comes from the DWP, via HB. |

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2017/18	39.82%	51.23%	**61.25%**		
Target	40.38%	47.88%	55.38%	62.88%	↑
2016/17	3.9%	16.07%	53.47%	67.06%	

RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The percentage of people coming of the cap is increasing above target. Work with rent collection teams is yielding results and now that the team has most of the case work on the system more it is easier to work with other teams.	The team will continue to work with other teams particularly rent collection to support and encourage claimants to take positive steps to come off the cap. One of the three officers on the team is leaving next month and there may be a gap for a brief period pending completion of the ongoing restructure in ComSol. This situation will be monitored to determine if a temporary replacement will be required of likely to be longer than expected.
Benchmarking	Benchmarking data not available. Local measure only.	