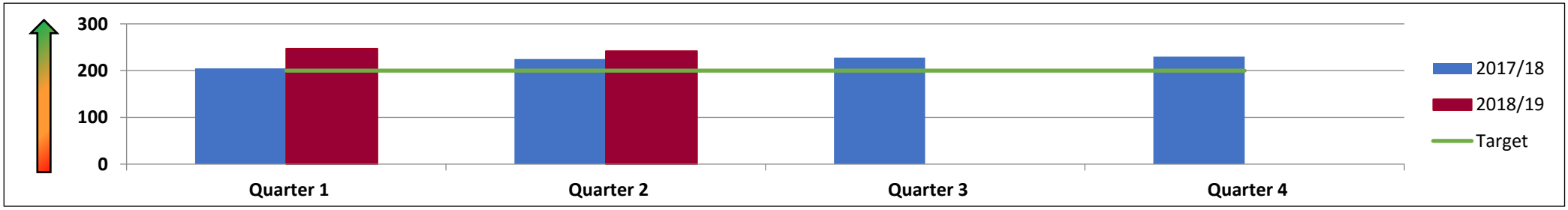
Community Leadership and Engagement – Key Performance Indicators 2018/19

Appendix 2

COMMUNITY LEADERSHIP AND ENGAGEMENT Volunteering and Engagement: The number of active volunteers				Quarter 2 2018/19
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.	

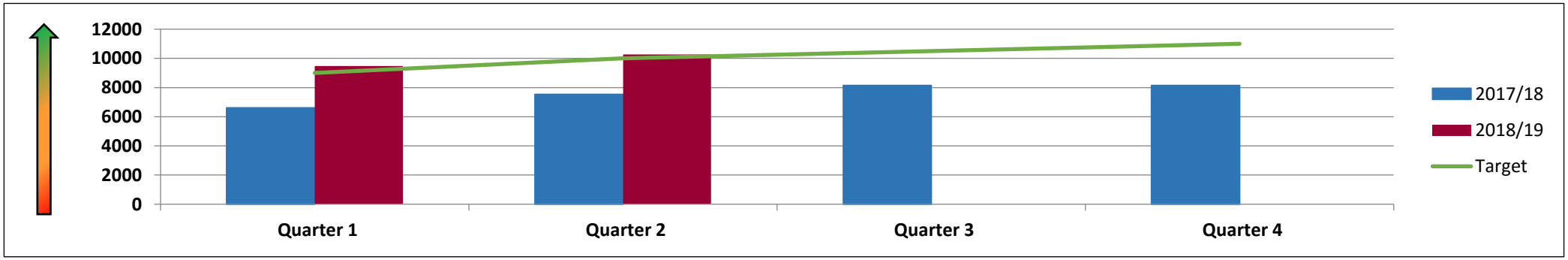
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	247	**242**			↑
Target	200	200	200	200	
2017/18	205	225	228	230	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Across quarter 2 of 2018-2019 (July to September) there was an average of 242 active volunteers. This exceeds the monthly target figure of 200 by 42and is 121% of the target figure. The target figure for 2018-2019 was retained at 200 to reflect the seasonal variation in volunteering and the possible change in opportunities for volunteering with the council wide reorganization settling in. Compared to Quarter 2 in 2017-2018 the figure is 7.56% higher. In terms of volunteer numbers this is 17 volunteers higher than the same period last year. Comparing the performance this year so there has been a decrease of 2.02% (5 volunteers) between the 2 quarters. This small decrease will be monitored going forward, but volunteer numbers remain strong. However, comparing the year to date figures there were an average 215 active volunteers over the first 6 months of 2017-2018 compared to an average of 244.5 over the first 6 months of this year. A permanent volunteer officer started in June to co-ordinate the volunteer offer for Cultural Services and is also working to have more service areas across LBBD utilizing Better Impact to manage volunteer recruitment and deployment. This has led to increased activity in Community Solutions recorded on Better Impact and included in reporting.	The success in maintaining volunteering numbers and the reason for the retention of the 200 target figure is due to the wide range of volunteer opportunities across the whole of Culture and Recreation and the inclusion of some other services data on Better Impact software. There has been an increase in venues with volunteer opportunities around the borough and the events programme is consistent throughout the year. There are also many public health funded projects running via the Healthy Lifestyles Team. The Volunteer Drivers Scheme and Heritage volunteers have constantly attracted regular volunteer numbers. In addition, the community staffed Libraries also provide regular volunteer opportunities. The regular recruitment programme for volunteers is working well and the variety of opportunities offered are seeing improved retention figures for volunteers across the year. The success of volunteers going on to gain employment with the council is also an incentive for local people to gain experience via volunteering with LBBD and can be used to increase the uptake of the expanded offer
Benchmarking	Not applicable – Local measure only	

COMMUNITY LEADERSHIP AND ENGAGEMENT Volunteering and Engagement: The number of engagements with social media (Facebook)			Quarter 2 2018/19
Definition	The number of engagements with the Council's Facebook page	**How this indicator works**	This figure will look at the number of Facebook followers we have.
What good looks like	We are working to increase the number of residents in our social media network.	**Why this indicator is important**	To track the growth of our social network.
History with this indicator	Reporting in line with the team's targets for the year	**Any issues to consider**	None at this time.

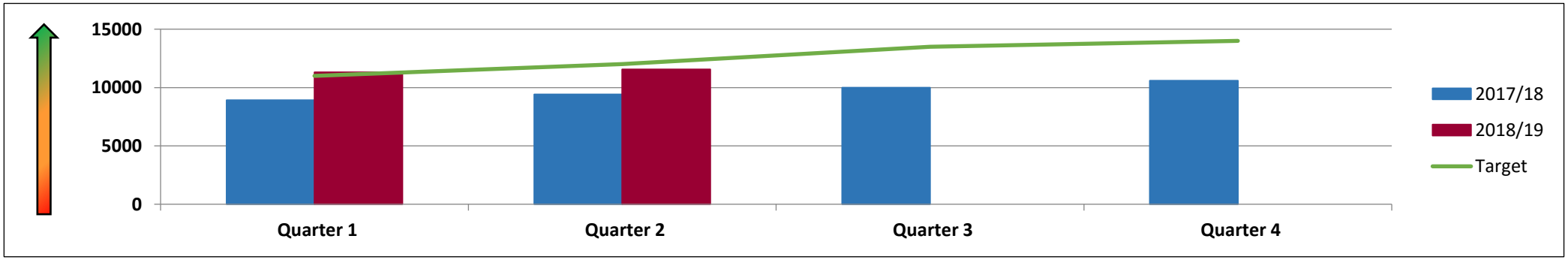
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2018/19	9,479	**10,264**			↑
Target	9,000	10,000	10,500	11,000	
2017/18	6,600	7,524	8,145	8,145	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Very pleased with the increased follower rate. We reduced the number of posts going out on this channel and shifted our focus on delivering quality content, which appears to be working.	Continue to post engaging content.
Benchmarking	Not applicable – Local measure only	

COMMUNITY LEADERSHIP AND ENGAGEMENT Volunteering and Engagement: The number of engagements with social media (Twitter)			Quarter 2 2018/19
Definition	The number of followers of the Council's Twitter page.	**How this indicator works**	This figure will look at the number people following our Twitter account.
What good looks like	Redbridge	**Why this indicator is important**	Increasing our follower count is key to expanding the reach of our communications.
History with this indicator	We're aligning this target with the team's performance targets for the year.	**Any issues to consider**	None at this time.

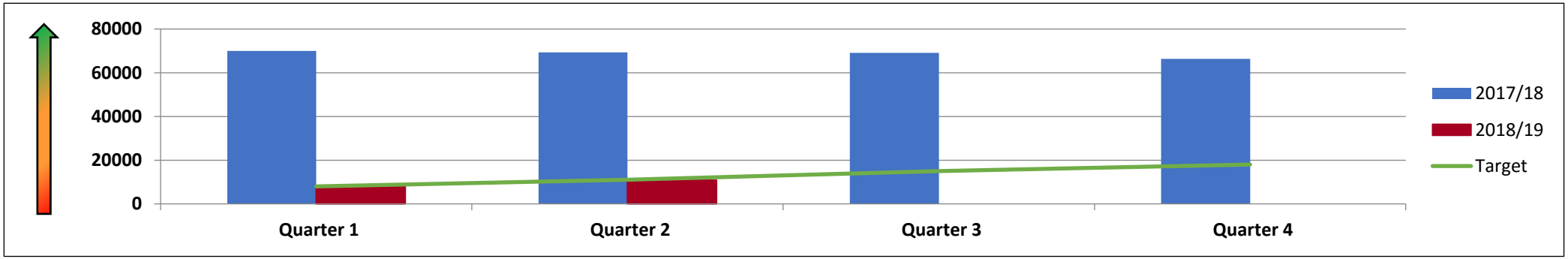
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2018/19	11,304	**11,563**			↑
Target	11,000	12,000	13,500	14,000	
2017/18	8,917	9,419	9,989	10,584	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Slow growth this quarter that has meant we've not reached the increased KPI target.	• Need to increase the number of posts that we're putting out. There was a dip in this at the end of last quarter. • Make sure that content is engaging and that we're reviewing the engagement more regularly.
Benchmarking	Not applicable – Local measure only	

COMMUNITY LEADERSHIP AND ENGAGEMENT Volunteering and Engagement: The number of One Borough newsletter subscribers			Quarter 2 2018/19
Definition	The number of subscribers to One Borough newsletter.	**How this indicator works**	This indicator monitors the number of subscribers we have to the mailing list.
What good looks like	We are working towards 18,000 subscribers by the end of quarter four.	**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 have opted to receive our communications, and therefore we're able to send important messages to.
History with this indicator	Due to GDPR, in May 2018 we had to erase all data and ask all subscribers (62,000) to resubscribe to our newsletter.	**Any issues to consider**	Targets were reviewed following since the introduction of GDPR.

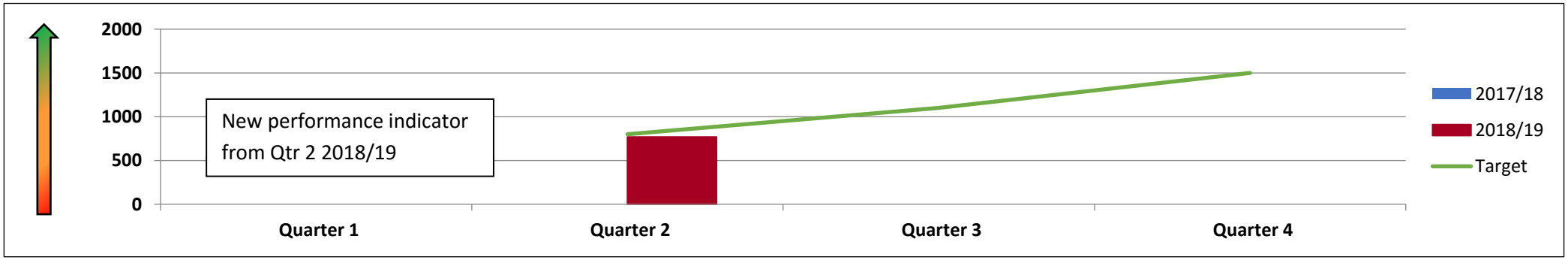
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2018/19	8,124	**10,793**			↓
Target	8,000	11,000	15,000	18,000	
2017/18	69,964	69,341	69045	66,341	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Slightly below target this quarter. Although, we had anticipated that we'd have added staff to the database by now.	• Continue to reach out to stakeholders to encourage them to signpost local people and businesses to sign up • Continue organic and paid-for social media campaign • Have sign-up option added to MyAccount and Community Solutions forms • Add the updated staff email list to the database
Benchmarking	No data available	

COMMUNITY LEADERSHIP AND ENGAGEMENT Volunteering and Engagement: Number of Instagram followers			Quarter 2 2018/19
Definition	Number of followers we have on our Instagram account	**How this indicator works**	The indicator monitors the increase of followers.
What good looks like	We are working towards 1,500 followers by the end of quarter 4.	**Why this indicator is important**	In line with the above measures, this indicator will help us to review the reach of our Instagram posts and therefore the strength of this touchpoint.
History with this indicator	New KPI introduced for Quarter 2 2018/19.	**Any issues to consider**	A strategy clear strategy needs to be drawn up for this channel.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2018/19	n/a	**768**			**n/a**
Target	n/a	800	1100	1500	
2017/18	n/a	n/a	n/a	n/a	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Slightly behind our target this quarter which is largely due to the infrequency of posts.	• Increase the frequency and regularity of posts, ensuring there is a point of difference between this and our Facebook account
Benchmarking	No data available	

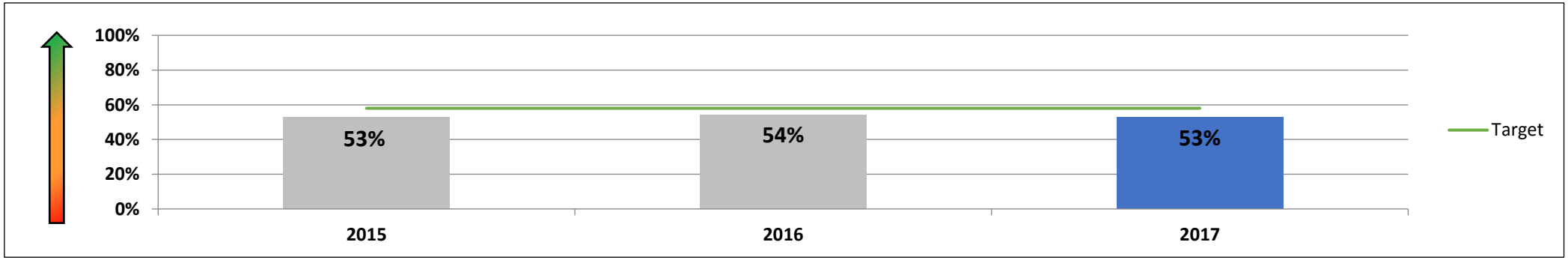
COMMUNITY LEADERSHIP AND ENGAGEMENT Impact / Success of events evaluation (Annual Indicator)			Quarter 2 2018/19
Definition	Survey of people attending the events to find out: • **Visitor profile:** Where people came from, Who they were, How they heard about the event • **The experience:** Asking people 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	2018/19	DOT
3a	The percentage of respondents who agree that these annual events should continue	100%	91%	Data not yet available	↓
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	

COMMUNITY LEADERSHIP AND ENGAGEMENT The percentage of respondents who believe the Council listens to concerns of local residents (Annual Indicator)			Quarter 2 2018/19
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	2017 Residents' Survey – 53% 2016 Residents' 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.

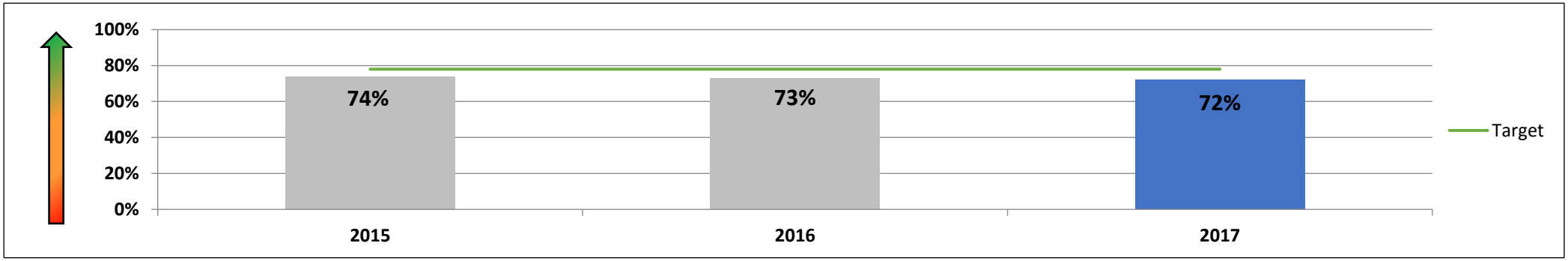
	Annual Result	DOT from 2016 to 2017
2017	**53%**	↓
Target	58%	
2016	54%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Performance for this indicator has remained static. 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.	The fieldwork for the 2018 Residents Survey began in September. The results are expected early 2019. 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.

COMMUNITY LEADERSHIP AND ENGAGEMENT The percentage of residents who believe that the local area is a place where people from different backgrounds get on well together			Quarter 2 2018/18
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	2017 Residents' Survey – 72% 2016 Residents' 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 from 2016 to 2017
2017	**72%**	↓
Target	78%	
2016	73%	

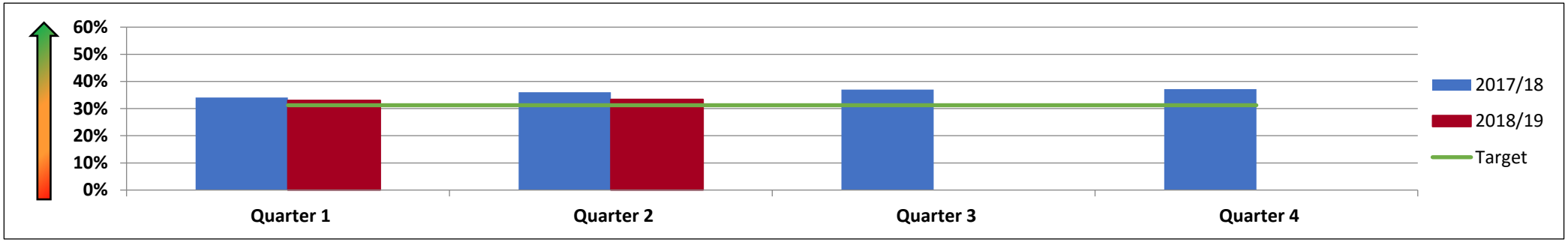


RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Results for this indicator decreased slightly in 2017, dropping from 73% to 72%. Given the circumstances, nationally as a result of Brexit and the reported rise in hate crime in places across the country, it is positive to note that performance for this indicator is holding steady. However, the performance for this indicator is still below the target of 78% and therefore RAG rated Amber.	The fieldwork for the 2018 Residents Survey began in September. The results are expected early 2019. 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%	

Equalities and Diversity – Key Performance Indicators 2018/19

EQUALITIES AND DIVERSITY The percentage of Council employees from BME Communities				Quarter 2 2018/19
Definition	The overall number of employees that are from BAME 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 some 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	There has been a small increase since the previous quarter, but a decrease when compared to the same period 2017/18. The decrease in the overall percentage of council employees from BAME communities fell from the last quarter due to the TUPE transfer of a large group of staff.	**Any issues to consider**	A small number of employees are "not-disclosed", and the actual percentage from BAME communities may 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	Quarter 4	DOT from Qtr 2 2017/18
2018/19	33.0%	**33.4%**			↓
Target	31.24%	31.24%	31.24%	31.24%	
2017/18	34.11%	35.98%	36.96%	37.17%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The council's BAME% continues to remain above the target figure. It has seen a decrease from Quarter 4 of the previous year and this is attributed to the changes to the workforce numbers following the transfer of staff to the new companies in April 2018. We track the number of new starters and have seen a larger percentage of BAME successful candidates (43%) than the overall level of representation, for the second quarter in a row.	Monitoring will continue and it is expected that ongoing high volume recruitment in areas such as Public Realm will attract candidates from within the borough to greater align representation to the borough's profile. The council is the first council to sign up to the Race at Work Charter, and the five principal calls to action in this charter are designed to help organisations to take practical steps to ensure that workplaces barriers in recruitment and progression are removed to ensure a representative workplace.
Benchmarking	Not applicable – Local measure only	

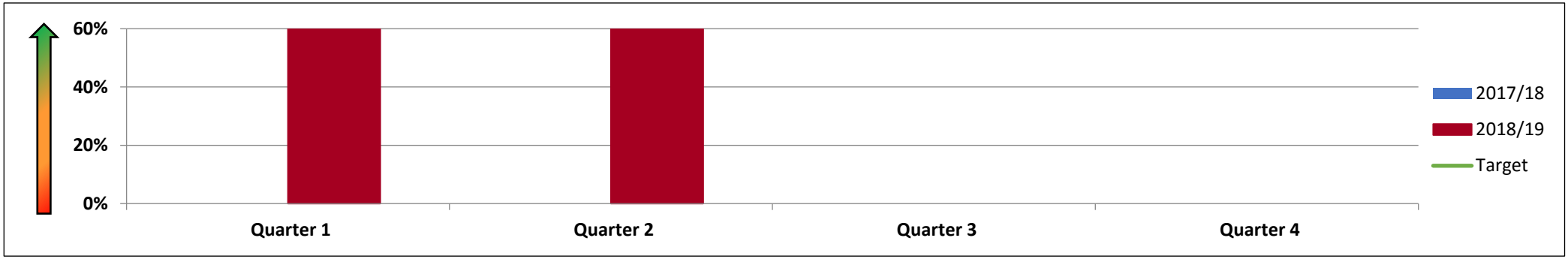
The percentage of employees from BME Communities – Service Breakdown

BME	Non-BME	Not Provided	Prefer not to say
780	**1479**	**44**	**31**
33.4%	63.4%	1.9%	1.3%

Service Block	BME	Non-BME	Not Provided	Prefer not to say
Adults Care and Support (Commissioning)	4	20	1	0
Adults Care and Support (Operational)	133	154	12	1
CE/ P&R/ Inclusive Growth/ Transformation	4	19	1	1
Chief Operating Officer	4	20	0	2
Children's Care and Support (Commissioning)	17	34	2	0
Children's Care and Support (Operational)	89	111	6	0
Community Solutions	183	280	5	3
Culture and Recreation	4	35	4	0
Education	26	148	3	2
Enforcement Service	51	73	0	0
Finance	22	25	0	0
Law and Governance	48	108	0	11
My Place	35	84	2	10
Policy and Participation	6	29	0	0
Public Health	2	10	0	0
Public Realm	53	283	7	1
We Fix	99	46	1	0

EQUALITIES AND DIVERSITY The percentage of staff who have completed mandatory training (Equalities, Health and Safety, Information Governance)			Quarter 2 2018/19
Definition	The number of employees that have completed mandatory training courses as defined by the council.	**How this indicator works**	The indicator assesses the level of completion of all of the courses that the council deems are mandatory to ensure its compliance with legislative and best practice requirements.
What good looks like	The council is aiming for full compliance in completion of all mandatory training courses.	**Why this indicator is important**	This indicator gives assurance that staff are completing the relevant training that the council deems necessary.
History with this indicator	This is a new corporate indicator and so there is no published history for comparison.	**Any issues to consider**	There are certain scenarios where staff may not be able to complete the mandatory training such as long-term absence from work for either long term sickness, maternity, paternity or adoption leave.

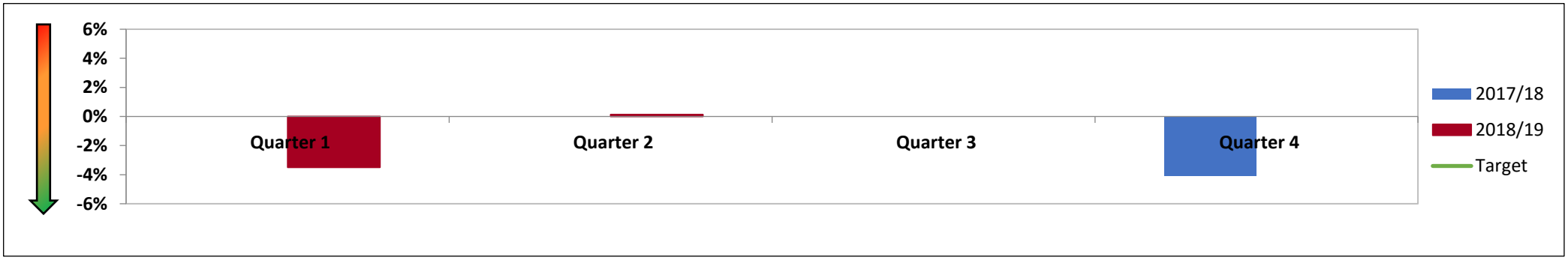
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2018/19	65.8%	**65.8%**			↔
Target	Target to be set				
2017/18	New indicator for 2018/19				



RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	Compliance levels are overall not at the level that we would expect to see when seen as an average. We know for example that the level of managing information (GDPR compliance) training completion rates are significantly high and close to full compliance. Some of the other courses such as a suite of e-learning for equalities and diversity have recently been released, reflecting a lower level of compliance.	Improved monitoring and targeted scrutiny to identify areas of non-compliance will be provided to Directors to assist in raising completion of mandatory training courses. Increased communication to all staff and to managers will be put in place as part of the mid-year appraisal review, starting 5 November 2018.
Benchmarking	Not applicable – Local measure only	

EQUALITIES AND DIVERSITY The Council's Gender Pay Gap				Quarter 2 2018/19
Definition	The Council is required by law to publish gender pay gap information by March of each year. All large employers who have a workforce of over 250 employees need to comply with the legislation. The Council now reviews the gender pay gap each quarter.	**How this indicator works**	The indicator looks at total pay for both male and female employees over the quarter. The pay gap ratio identifies the differential between the total pay received by both men and women. A positive figure means that women are paid less than men. A negative figure means that women are paid more than men.	
What good looks like	That the levels of pay between male and female employees do not have significant imbalances wither either group receiving significantly higher or lower levels of pay.	**Why this indicator is important**	This indicator helps to measure and address any bias in pay between male and female employees.	
History with this indicator	The first gender pay gap figure produced by the council in March 2018 identified a differential of 12.8% showing that women were paid less than men. The figure included in this report shows that there has been movement on this and that our female workers are paid higher than men.	**Any issues to consider**	The figure below excludes all payments categorised as a bonus payment's because this reporting period is quarterly, and payments classified under the Gender Pay Gap guidelines would not have been made during the window. The national gender pay gap reporting period is calculated on a fixed date, the council has chosen to review this in addition on a quarterly basis to track our progress and put in place actions to improve the pay gap where required.	

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	-3.5%	**0.13%**			↑
Target					
2017/18				-4.1%	

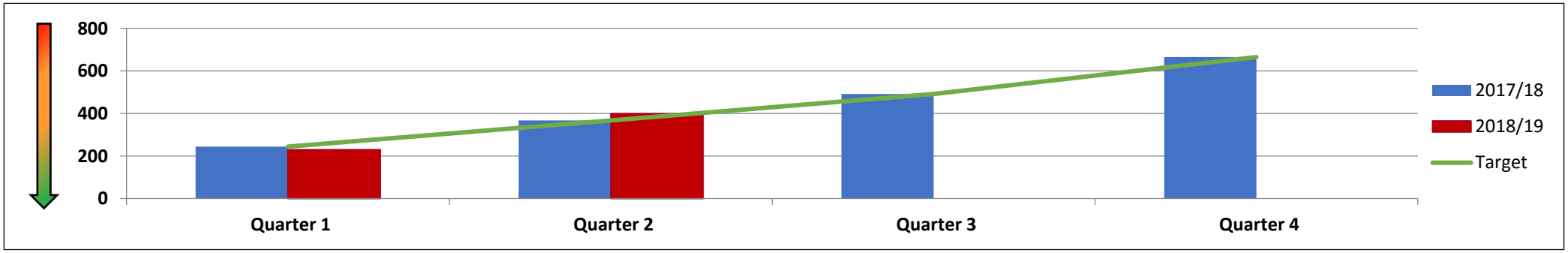


RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The current GPG ratio is demonstrates that there is no significant pay differential and that female pay is generally higher than male pay. This GPG figure is for current employees only and does not include those that were transferred out to the new companies in April 2018.	The council will continue to monitor the GPG ratio in preparation for its annual submission in March 2019.
Benchmarking	Not applicable – Local measure only	

Public Realm – Key Performance Indicators 2018/19

PUBLIC REALM The weight of fly-tipped material collected (tonnes)			Quarter 2 2018/19
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	2017/18 end of year result – 665 tonnes collected 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.

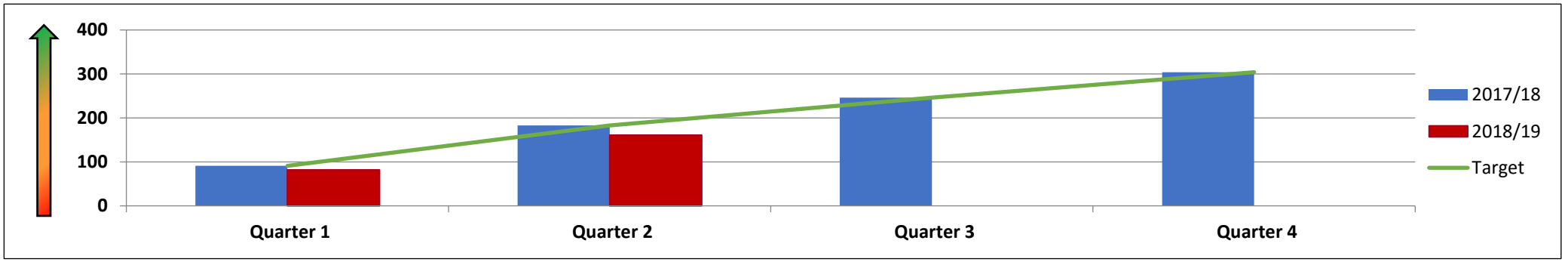
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	229 tonnes	**399 tonnes**			↓
	244 tonnes	367 tonnes	492 tonnes	665 tonnes	
2017/18	244 tonnes	367 tonnes	492 tonnes	665 tonnes	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The weight of fly-tipped materials collected (tonnes) in quarter 2 was 170 tonnes (cumulative total of 399 tonnes).	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	London Fly tipping tonnage: Latest official figure (2016/17) is not available. However, the latest official figure (2016/17) for London Fly tipping average incidents is 11269. In 2017/18 LBBD had 2599 incidents of fly tipping.	

PUBLIC REALM The weight of waste recycled per household (kg)			Quarter 2 2018/19
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	2017/18 – 304kg per household 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.

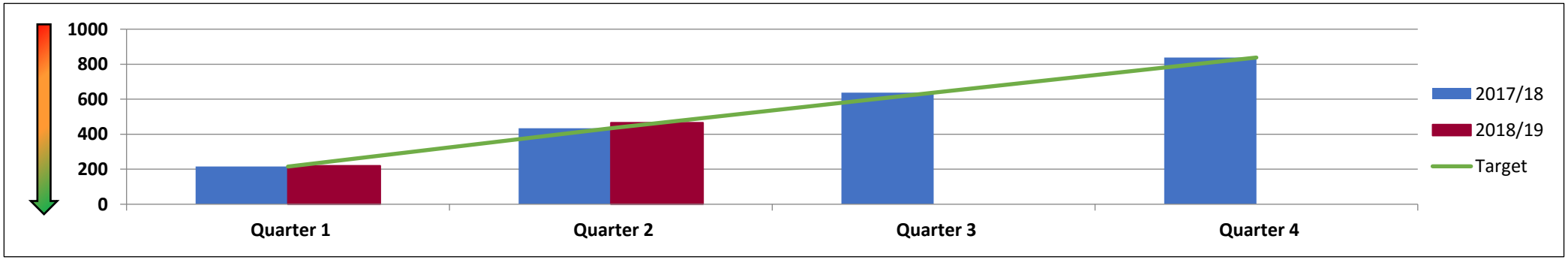
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	82kg	**161kg**			↓
Target	91kg	183kg	246kg	304kg	
2017/18	91kg	183kg	246kg	304kg	



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	The weight of waste recycled per household in quarter 2 was 79kg (cumulative total of 161kg).	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	London average figures for recycling rate: Latest official figure (2016/17) is 33.9%. LBBD's 2017/18 recycling rate was 26.4%	

PUBLIC REALM The weight of waste arising per household (kg)			Quarter 2 2018/19
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.

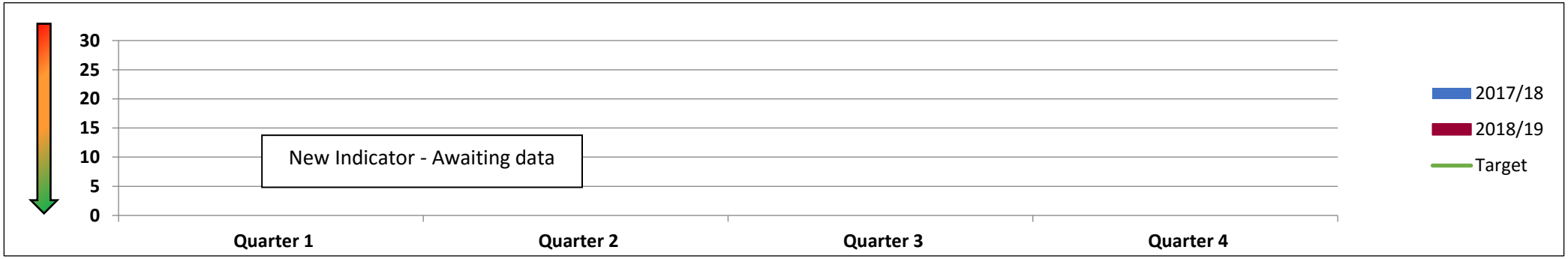
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	220kg	**465kg**			
Target	215kg	434kg	638kg	838kg	
2017/18	215kg	434kg	638kg	838kg	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The weight of waste arising per household in quarter 2 was 245kg. (cumulative total of 465kg). Lower recycling tonnages tend to increase the weight of waste arising per household. We have also since an increase in household numbers from 74,707 in 2017/18 to 75,734 in 2018/19, without corresponding increase in recycling.	Work is being continued by the waste minimisation team to police the number of large bins being delivered. Increased communications campaigns by the Communications Team is underway by targeting those households that produce the most waste. The waste behavioural change communications strategy is three-fold: Firstly, raise awareness of what LBBD's waste services are – all residents. Secondly, ensure resident know how to use the service – all residents. Finally, target those people who produce the most waste focusing on behaviour change – highly targeted.
Benchmarking	London Residual waste per household: Latest official figure (2016/17) is 564.32Kg	

PUBLIC REALM Standard of Street Cleansing				Quarter 2 2018/19
Definition	This indicator provides an overview of the cleansing standards of the borough. This indicator measures the levels of litter, detritus, fly posting and graffiti.	**How this indicator works**	This indicator works through a grading system. This is; A/B+/B/B-/C/C-/D, with A being the highest performance grade. These surveys are carried out in 3 tranches; April-July, August-November & December-March.	
What good looks like	The lower the percentage the better the standard.	**Why this indicator is important**	This indicator is important to us as we can judge areas that need more attention, and this can also help us identify problematic areas that could be targeted by enforcement and Anti-Social Behaviour teams.	
History with this indicator	The last report and available data for this indicator was in 2014/15. The results were: Litter 2%; detritus 6%; graffiti 1% and flyposting 2%.	**Any issues to consider**	We have recently seen an increase in footfall in busy shopping areas such as Barking Town Centre, The Heathway; along with an increase in new housing estates, which the section has had to absorb with its current workforce.	

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	Not Available*				**n/a**
Target					
2017/18	New indicator for 2018/19				



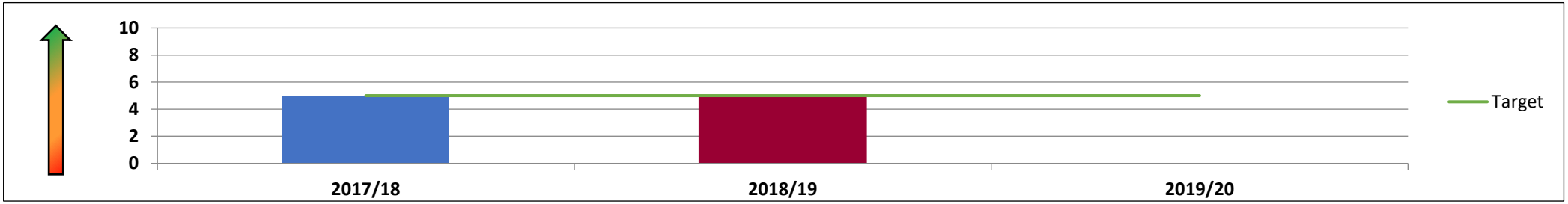
RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	*The Street Cleansing service has recently undergone staff restructure, and the full complement of staff is yet to be completed. However, the service is planning to train key staff to undertake these surveys. It is anticipated the results of the tranche 2 survey (August – November) could be reported in Quarter 2 Corporate Performance Report.	
Benchmarking	Not available. The National indicator had been abolished by Government since 2010.	

PUBLIC REALM
The number of parks and green spaces meeting Green Flag criteria

Quarter 2 2018/19

Definition	The number of successful Green Flag Award (GFA) applications for the borough's parks and open spaces.	**How this indicator works**	Successful sites must show that they manage a quality green space with a clear idea of what they are trying to achieve, why, and who they seek to serve. Award applicants are independently judged against 27 different criteria (divided in to 8 sections) and must submit their active management plan, showing that they understand: the users, the site and the management.Judging is a two-part process: **Stage One – Desk Assessment:** Judges assess the application, the site-specific management plan and associated documentation, and the response to the judges' feedback from the previous year. This section is worth 30 out of 100 points, and applicants must score at least 15 points to gain accreditation. **Stage Two – Site Assessment:** The second stage involves a site visit where judges assess whether the management plan is in practice on the site, and how well the GFA expectations are being met, by observation and by questioning staff, volunteers and visitors. This section is worth 70 out of 100 points, and applicants must score at least 42 points to gain accreditation.
What good looks like	Achievement of the required standard and retention of the GFA.	**Why this indicator is important**	The GFA scheme recognises and rewards well managed and maintained parks and green spaces, setting the benchmark standard for the management of recreational outdoor spaces across the United Kingdom, and around the world. Parks and green spaces are at the centre of discussions around urban place making, development and regeneration, and research has demonstrated conclusively that a number of economic, social and environmental benefits accrue from good quality parks. Parks and green spaces help people become healthier and more active, are great places to relax, to play, to meet friends and hold events. They also help make urban life more sustainable by supporting food growing, biodiversity, improving air quality and controlling flood risk. Most importantly, parks are free. Therefore, parks and open spaces, and the services and facilities they provide, can help shape the future of the borough by helping to achieve the Council's vision and objectives, and deliver the Borough Manifesto.
History with this indicator	Barking Park was the first Barking and Dagenham park to receive a GFA in 2011. Since then applications have been submitted annually and in 2018 five of the borough's parks were awarded Green Flags: Barking Park, Beam Parklands, Greatfields Park, Mayesbrook Park and St Chads Park.	**Any issues to consider**	**Key Dates**: The 2019/20 application round opens 1st November 2018 and closes 31st January 2019. Announcement of winners - July 2019. **Judge's feedback:** as part of the GFA application process sites are required to provide a response to the judges' feedback from the previous year. This feedback often includes comments and recommendations for investment in park buildings, infrastructure and facilities. Therefore, participating in the GFA scheme requires both revenue and capital funding.

	Annual Indicator	DOT from 2017/18
2018/19	**5**	↔
Target	5	
2017/18	5	

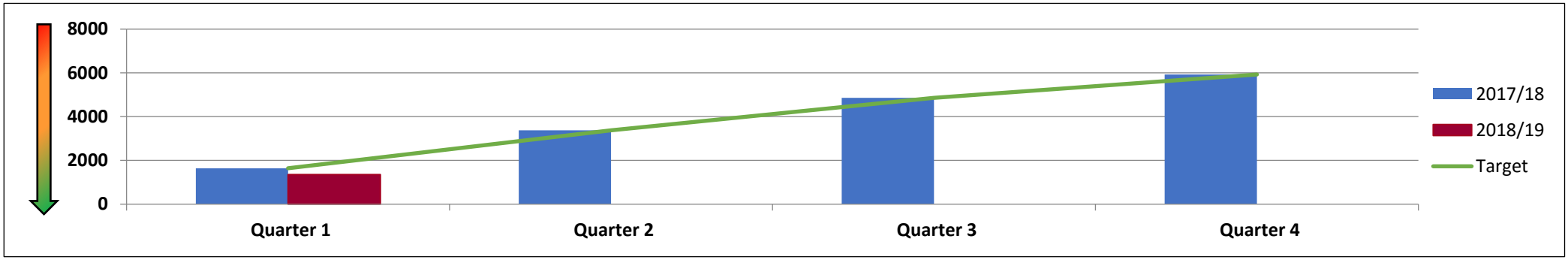


RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The quality assurance target for parks and open spaces by 2020 is: the number of Green Flag Awards secured year on year for the Borough's parks will have increased to 10; the independently assessed quality rating for parks classed as 'good' will have increased from two to five.	It will only be feasible to achieve these targets if the proposed capital investment schemes at Parsloes Park, Abbey Green, Central Park, Tantony Green, and Valence Park are implemented. It is expected that it will be possible to secure and retain the GFA for Eastbrookend Country Park during this period.

Enforcement and Community Safety – Key Performance Indicators 2018/19

ENFORCEMENT AND COMMUNITY SAFETY The number of anti-social behaviour incidents reported in the borough				Quarter 2 2018/19
Definition	Anti-social behaviour includes Abandoned Vehicles, Vehicle Nuisance, Rowdy/Inconsiderate Behaviour, Rowdy/Nuisance Neighbours, Malicious/ Nuisance Communications, Street Drinking, Prostitution Related Behaviour, Noise, Begging.	**How this indicator works**	As defined, it is a count of all calls reported to the police.	
What good looks like	Ideally, we would see a year on year reduction in ASB calls reported to the Police.	**Why this indicator is important**	This indicator is one of the high-volume crime priorities for Barking and Dagenham. This was agreed between the Leader, the Crime and Enforcement Portfolio holder, the Chief Executive of the council, 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: 5999 calls 2015/16: 5688 calls 2016/17: 6460 calls 2017/18: 5929 calls	**Any issues to consider**		

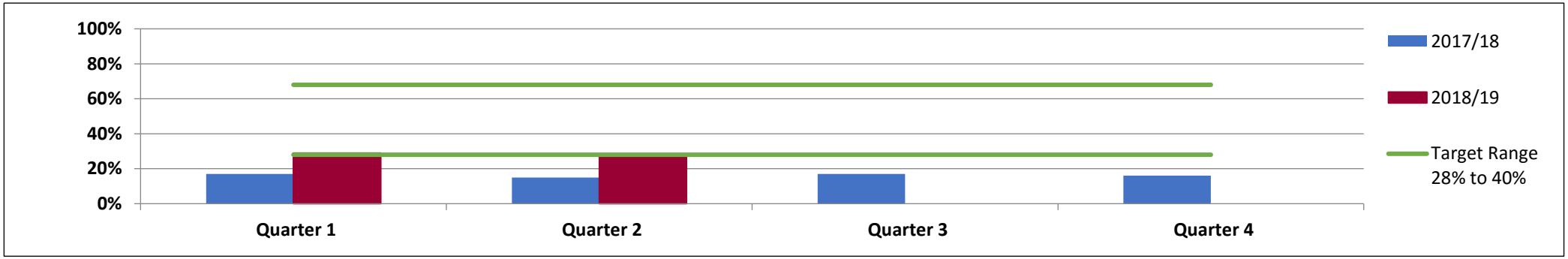
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2017/18	1358	n/a*			↑
Target	Year on year reductions	Year on year reductions	Year on year reductions	Year on year reductions	
2016/17	1643	3372	4859	5929	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	***Awaiting September 2018 data update.** The currently available Year To Date data (August 2018) indicates that 2348 ASB calls were recorded by the Police, this suggests a decrease of 18.2% (down 523 calls) on the 2871 calls reported by Aug 2017. In comparison ASB Calls to the Police across London are down at the same rate of 18.2%.	Actions within this area include: • Issued over 1,320 fines for enviro-crime including more than 335 fines for littering, • Wall of shame officially launched, • Dealt with 1,600 reports of eyesore gardens, • 28 prosecutions of rogue landlords. The Community Safety Partnership will need to review how we sustain this level of work.
Benchmarking	12 months to August 2018 Rate per 1,000 population is: 27.5, this is marginally below the London average. Barking and Dagenham ranks 16 out 32 (1 = lowest crime rate in London, 32 = highest crime rate in London)	

ENFORCEMENT AND COMMUNITY SAFETY Repeat incidents of domestic violence (MARAC)				Quarter 2 2018/19
Definition	Numerator: Number of repeat cases of domestic abuse within the last 12 months referred to the MARAC Denominator: Number of cases discussed at 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.	
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**	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	2014/15 end of year result: 20% 2015/16 end of year result: 25% 2016/17 end of year result: 28% 2017/18 end of year result: 16%	**Any issues to consider**	Repeat referral rate is a single indicator and is not fully representative of MARAC performance. MARAC processes vary across areas and therefore benchmarking should be considered with caution for this indicator.	

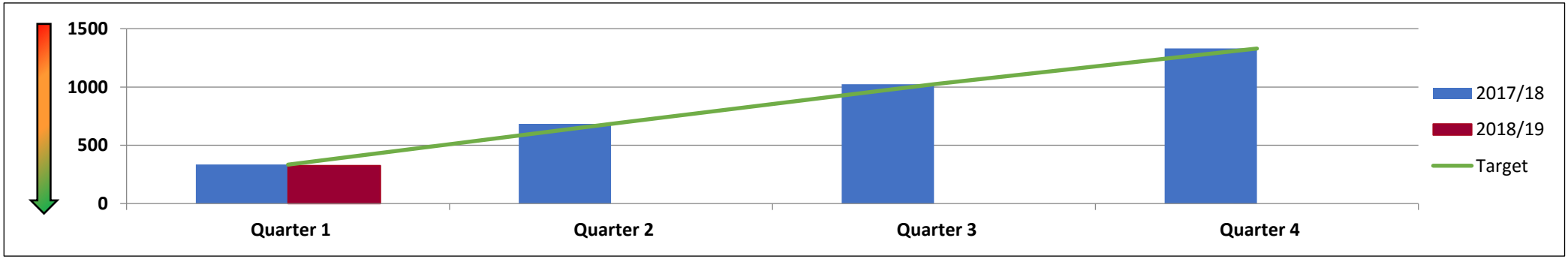
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	29%	**28%**			↑
Target	28% to 40%	28% to 40%	28% to 40%	28% to 40%	
2017/18	17%	15%	17%	16%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	At September 2018 the accumulative rate of repeat referrals to MARAC has decreased to 28% but is still within the recommended levels expected by Safelives (28% to 40%) which is good.	This is being monitored closely by the MARAC Chair and VAWG subgroup of the CSP in partnership and any issues raised are worked through with partners including the police.
Benchmarking	Benchmarking data is currently available for January 2017 to December 2017. Metropolitan Police Force average: 21%. National: 28%. Most Similar Force: 29%	

ENFORCEMENT AND COMMUNITY SAFETY The number of non-domestic abuse violence with injury offences recorded				Quarter 2 2018/19
Definition	The number of violence with injury offences reported to and recorded by the police which were non-domestic.		**How this indicator works**	This indicator is the accumulative count of all non-domestic violence with injury offences reported to the police within the financial year period specified.
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, The Crime and Enforcement Portfolio holder, the Chief Executive of the council, CSP Chair, Borough Commander and the Mayor's Office of Policing and Crime (MOPAC).
History with this indicator	2013/14: 987 2014/15: 1,147 2015/16: 1,325 2016/17: 1,366 2017/18: 1,331	**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.	

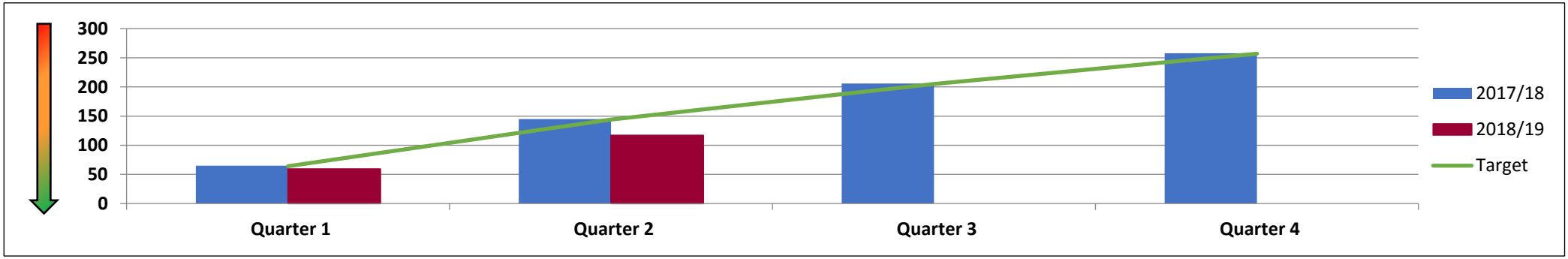
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2017/18	**326**	n/a*			↑
Target	Year on year reduction	Year on year reduction	Year on year reduction	Year on year reduction	
2016/17	335	684	1,024	1,331	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	***Awaiting data update for September 2018.** The currently available Year to Date data (August 2018) indicates that 574 offences were recorded, suggesting that *Non-Domestic Abuse Violence With Injury* is up by 3.6% (+ 20 offences) compared to August 2017 (554 offences). In comparison, the data across London is up by 1.2%.	Actions in this area include: • Test Purchasing, • Commissioning ARC Theatre, • Knife Crime Programme in 2018/19, • developing a long-term trauma informed model. • Focus on reduction Non DA VWI is concentrated on the two Town centres in the borough. • The partnership needs to provide a visible presence in these areas.
Benchmarking	12 months to August 2018 Rate per 1,000 population is 6.5, this is partially above the London average, and Barking and Dagenham ranks 21 out of 32 (1 = lowest crime rate in London, 32 = highest crime rate in London).	

ENFORCEMENT AND COMMUNITY SAFETY The number of serious youth violence offences recorded				Quarter 2 2017/18
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 2017/18: 258	**Any issues to consider**	Serious Youth Violence Counts the number of victims aged 0-19 years old, not the number of offences.	

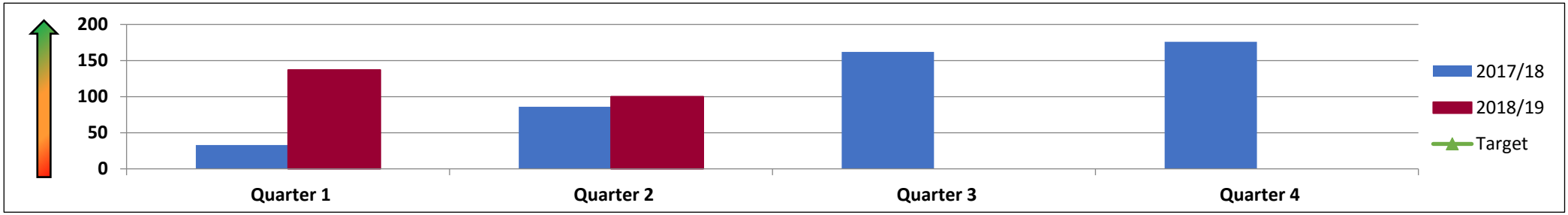
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	59	**117**			↑
Target	Year on year reduction	Year on year reduction	Year on year reduction	Year on year reduction	
2017/18	65	145	206	258	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Using 2018/19 Financial Year To Date figures at September 2018 (117 victims) Serious Youth Violence is down by 19.3 % (- 28 victims) compared to FYTD figures at September 2017 (145 victims). In comparison London is down by 9.2%.	1) High level mentoring support for those identified as high risk of involvement in violence, gang involvement 2) 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. 3) Use of a Youth Matrix to identify the most at risk young people through schools, police, youth service and YOS 4) Full Time Support workers to provide one to one mentoring as part of early intervention identified by the matrix. We are working with schools and voluntary organisations to develop a trauma informed approach which will have a long-term impact.
Benchmarking	Rank (by Volume) Barking and Dagenham is 14 of 32 (1 = lowest crime & 32 = highest crime).	

ENFORCEMENT AND COMMUNITY SAFETY The number of properties brought to compliance by private rented sector licensing			Quarter 2 2018/19
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 89% 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 3% of the private rental sector.

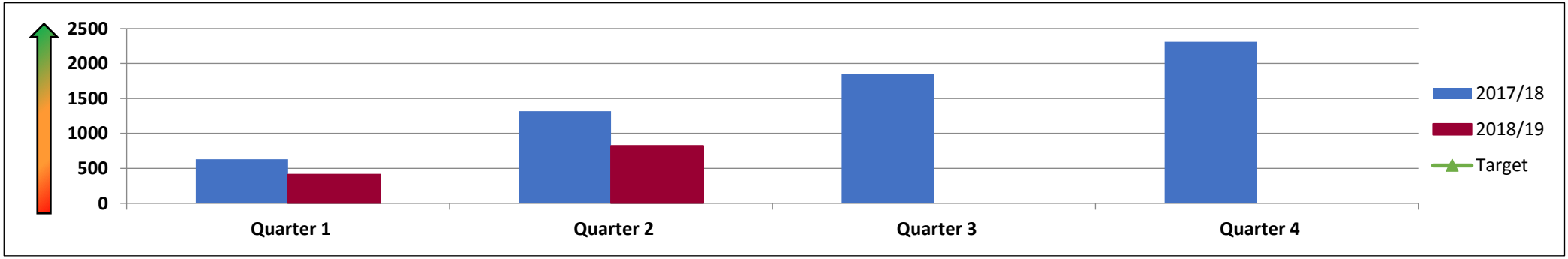
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	137	**100**			↑
2017/18	33	86	162	176	



RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	The current number of non-complaint properties is being managed by enforcement officers who have been tasked to action those cases that require enforcement action. This is being monitored on a monthly basis with enforcement as a key priority.	A target date of three months was agreed, and all officers are working to achieve compliance within 3 months. All cases are progressed to an enforcement stage. We are projecting to reduce the number of non-complaint properties by 60% over the two months.
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 The number of fixed penalty notices issued			Quarter 2 2018/19
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	2017/18 – 2,311 FPNs issued 2016/17 – 1,914 FPNs issued	**Any issues to consider**	We cannot set income targets for FPN's.

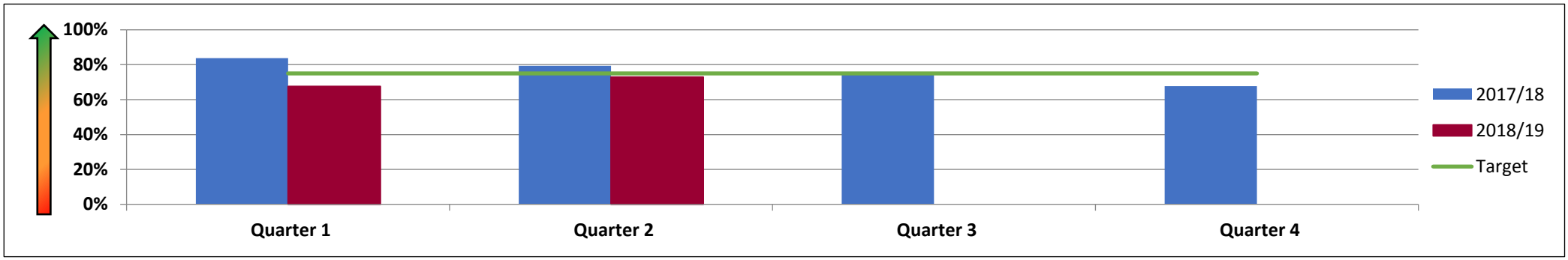
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	415	**409**			
2018/19 YTD	415	**824**			
2017/18	629	688	536	458	
2017/18 YTD	629	1,317	1,853	2,311	



RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	The service has issued 409 FPN's during the second quarter of 2018/19. This is a 40% reduction on the number issued in the same quarter last year.	There has been a reduced number of street enforcement officers in Quarter 2 which has had an impact on overall FPN issuance, this has been addressed through agreement with Workforce group to go to formal recruitment for the vacant posts. The team have also been focusing on other enviro crime and Anti Social priorities such as Barking Town Centre PSPO whilst this has had a significant impact in terms of perceptions of safety in and around the Town Centre this programme does not result in high volumes of FPN issuance.
Benchmarking	Benchmarking data not available.	

ENFORCEMENT AND COMMUNITY SAFETY The percentage of fixed penalty notices paid / collected			Quarter 2 2018/19
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	2017/18 – 67.7% FPNs paid/collected 2016/17 – 58.8% FPNs paid / collected	**Any issues to consider**	No significant issues figure is only slightly under the target rate.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	67.5%	**78.4%**			
2018/19 YTD	67.5%	**72.9%**			
Target	75%	75%	75%	75%	
2017/18	83.78%	75%	67%	45%	
2017/18 YTD	83.78%	79.39%	75.26%	67.70%	

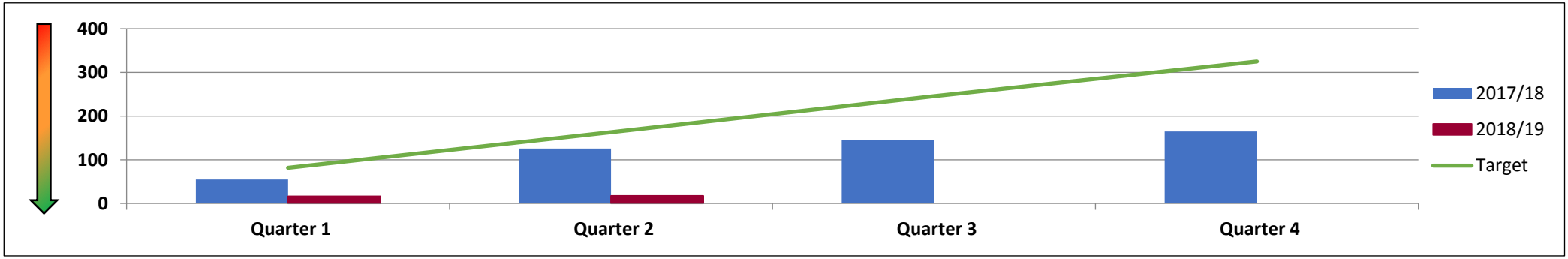


RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Quarter 2 is showing a payment rate of 72.9% against the FPNs issued during that period. The total payment rate for this current year is 78.4%	Ensure that the balance between issuing FPN's and chasing payments is correct so that the number of FPN's is sustained.
Benchmarking	Benchmarking data not available.	

Social Care and Health Integration – Key Performance Indicators 2018/19

SOCIAL CARE AND HEALTH INTEGRATION The total Delayed Transfer of Care Days (per 100,000 population) attributable to social care				Quarter 2 2018/19
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 cares 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 Better Care Fund Plan target for the period.	**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	2015/16: 1457 days, 1084.9 per 100,000 2016/17: 550 days, 388.4 per 100,000 2017/18: 240 days, 164.9 per 100,000	**Any issues to consider**	The indicator is reported on a cumulative basis.	

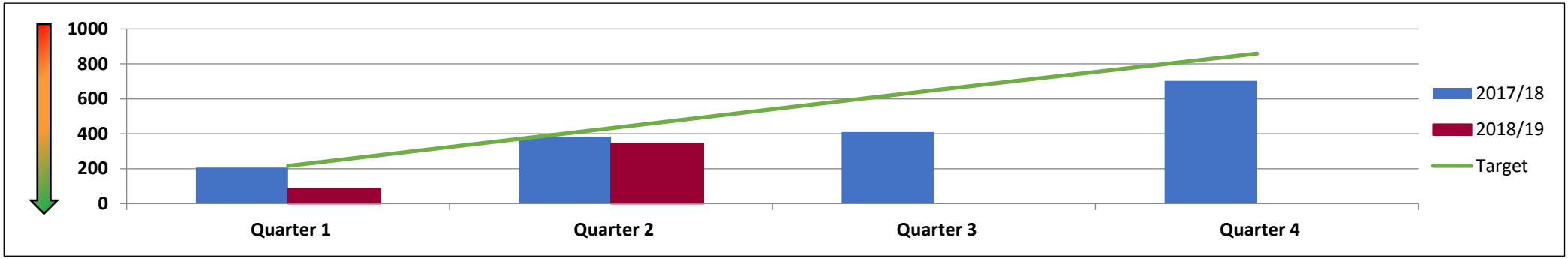
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	16.2	**17.6***			↑
Target	81.6	163.1	245.4	324.9	
2017/18	54.6	125.8	146.2	164.9	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Delayed transfers due to social care continue to show a marked improvement compared with last year. However, the data for Q2 is incomplete*. In the year to July 26 delayed days were attributed to social care alone, equivalent to 17.6 per 100,000 people. Our targets, updated in the table above, have been severely reduced by NHS England who have applied stretch targets to reduce delayed bed days nationally. Although we continue to perform well our year to date performance is closer to the target than previously observed, leaving us more at risk of breaches, for example in winter when there is more demand for beds.	• Joint Assessment and Discharge Team review by the partners aims to identify improvements and changes to the operating model to reflect changing requirements and priorities. • Discharge to Assess set as the default pathway as part of the implementation of the High Impact Change Model across BHR. • Establishment of Home from Hospital service, with transport commissioned with British Red Cross to support people leave hospital and settle back in their own homes. • Work with NELFT to increase the emphasis upon admission avoidance rather than just a focus on reducing delay length.
Benchmarking	Year to 31st July 2018/19: Redbridge 8.4 per 100,000, Havering 72.2.6 per 100,000, England average 384.2 per 100,000	

SOCIAL CARE AND HEALTH INTEGRATION The number of permanent admissions to residential and nursing care homes (per 100,000)			Quarter 2 2018/19
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	2015/16 - 179 admissions, 910.0 per 100,000 2016/17 - 145 admissions, 737.2 per 100,000 2017/18 –139 admissions, 702.3 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.

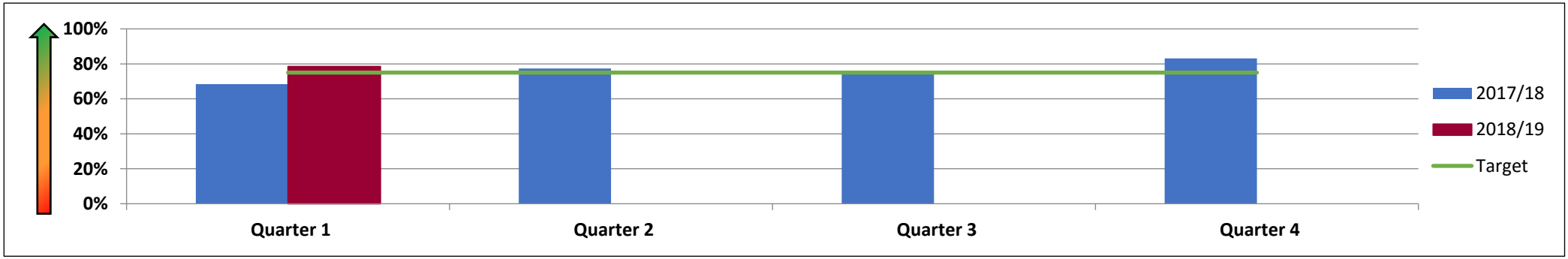
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	85.9	**343.5**			↑
Target	216.2	432.4	648.7	858.9	
2017/18	207.1	384.0	409.8	702.3	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	As at Q2, 65 older people have been admitted to long-term residential and nursing care homes due to long term needs -343.5 per 100,000 people. This is a slight reduction in admissions compared with Q2 last year and performance remains below target. Q1's data has been revised to reflect the delayed loading of care packages during the quarter. The outturn is higher than previously reported, although still within target.	• Continued management focus on ensuring that community-based care and support solutions are optimised. • Quarterly reconciliation of admissions undertaken to ensure that activity is reflected in reporting during the year.
Benchmarking	2016-17: ASCOF comparator group average – 479.2 per 100,000; London average – 438.1 per 100,000. Publication date for 2017-18 data is 23rd October 2018.	

SOCIAL CARE AND HEALTH INTEGRATION The percentage of children who received a 12-month review by 15 months of age			Quarter 1 2018/19
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-month 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**	Data has been revised by the provider due to the discovery of an issue with how this had been reported previously. This has had a particularly large impact on quarters 1–3 2017/18.

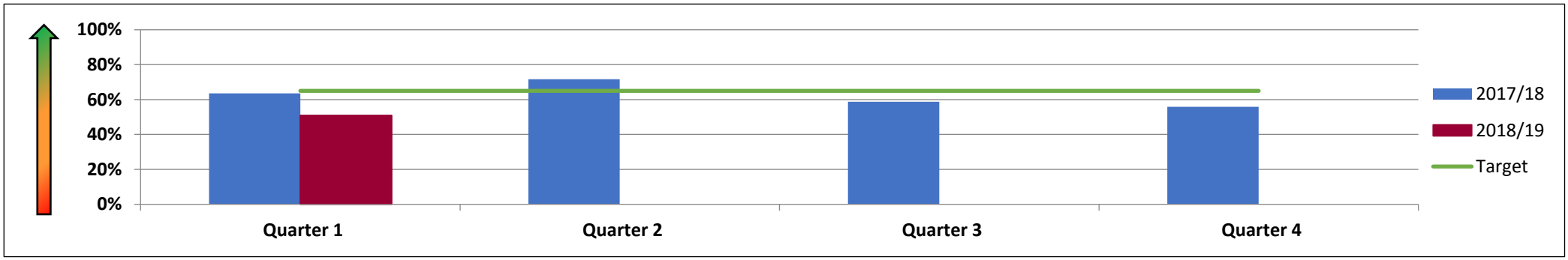
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	**78.4%**	n/a			↑
Target	75.0%	75.0%	75.0%	75.0%	
2017/18	68.4%	77.4%	75.5%	83.1%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Performance for quarter 4 2017/18 and quarter 1 2018/19 is above the target of 75%.	• Monthly performance monitoring meetings with the service provider are continuing in which the Commissioner and Performance Analyst monitor and work with the provider to maintain and increase performance. • The service has been recommissioned as part of an integrated 0–19 Healthy Child Programme to achieve integrated services, operational efficiencies and better outcomes. A new contract has been awarded to the North East London NHS Foundation Trust (NELFT) and this commenced on 1 September 2018.
Benchmarking	Quarter 4 2017/18: England – 82.1%; London – 70.0%; Barking and Dagenham – 84.1% (refreshed data).	

SOCIAL CARE AND HEALTH INTEGRATION The percentage of healthy lifestyles programmes completed			Quarter 1 2018/19
Definition	The percentage of children and adults starting healthy lifestyle programmes that complete the programme.	**How this indicator works**	The number of people starting the HENRY, Exercise on Referral (EOR), Adult Weight Management (AWM) 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 GPs 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.
History with this indicator	2016/17: 61.7%	**Any issues to consider**	Data operates on a 3-month time lag as completion data is not available until participants finish the programme. For CWM programmes, including HENRY, figures only include the target child and not other family members who attend. **This indicator has changed to report on percentage of starters who complete the programme as agreed by SD&I and Lead Member.**

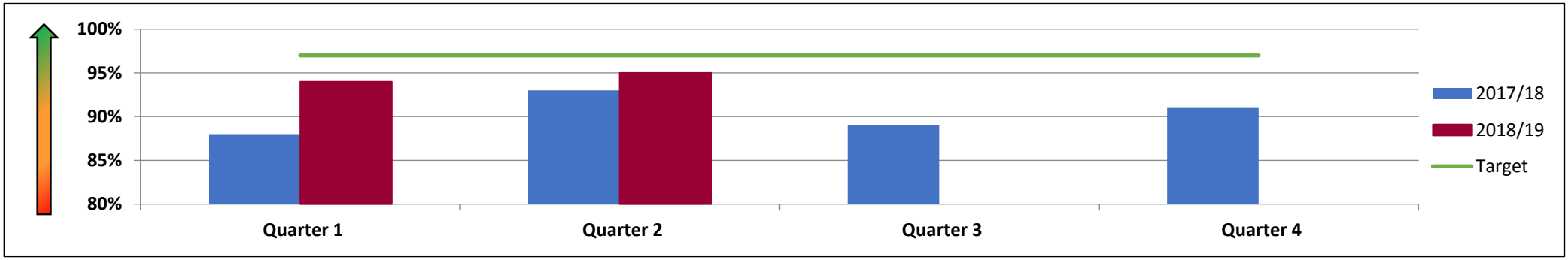
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	50.9%	n/a			↓
Target	65.0%	65.0%	65.0%	65.0%	
2017/18	63.6%	71.7%	58.8%	55.9%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	Q1 performance was 50.9% (305/599), below target and lower than Q1 2017/18 (63.6%). Retention rates for CWM programmes have increased relative to quarter 1 2017/18 due to the introduction of LEAN Beans. There were 0 referrals from school nursing in Q1 18/19 compared to 12 in Q1 17/18. Retention rates for EOR due to a reduction in the number of lifestyle coach hours, impacting on available review appointments. AWM programmes were also affected by coaches resigning and leaving in the middle of the programme which resulted in a reduced number of completions.	A restructure and recruitment to vacant posts will increase number of delivery staff and increase the number of appointments and programmes available; Revised NCMP referral pathway is being discussed with NELFT to align delivery with NCMP schedule in schools ensuring children get access to support after identification; system is now in place where attendance is monitored weekly and people that do not attend are contacted to check how they are and to encourage them to come back. Training needs will be identified, and training provided. A quality assurance schedule is being put in place to identify good practice and training needs. We have reviewed current programmes and redirected resources to increase EOR appointment availability.
Benchmarking	This is a local indicator.	

SOCIAL CARE AND HEALTH INTEGRATION The percentage of 4-weekly Child Protection Visits carried out within timescales			Quarter 2 2018/19
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	4 weekly CP visits have been monitored since August 2015, compared to 6 weekly CP visits previously.	**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.

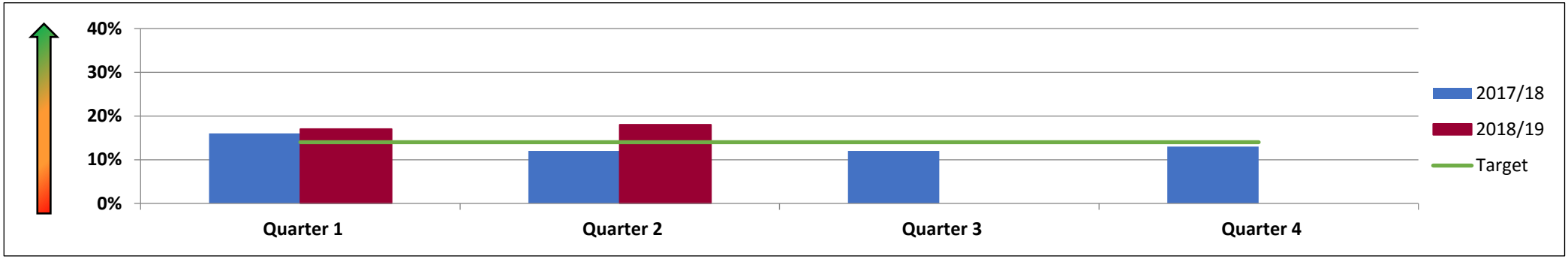
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	94%	**95%**			↑
Target	97%	97%	97%	97%	
2017/18	88%	93%	89%	91%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	As at the end of Q2 2018/19, performance has increased slightly to 95% (307/323) compared to 94% (286/302) at the end of Q4117/18. Performance remains below target of 97%. **2 weekly CP visits is now the agreed standard and KPI and performance is at 66% below target set at 90% plus (RAG rated Red).**	Outstanding CP visits are being monitored via 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.	

SOCIAL CARE AND HEALTH INTEGRATION The percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time			Quarter 2 2018/19
Definition	The total number of children who have become subject to a child protection plan in the year, and of those how many have previously been subject to a child protection plan	**How this indicator works**	The indicator measures the number who had previously been the subject of a child protection plan, or on the child protection register, regardless of how long ago that was, against the number of children who have become the subject to a child protection plan at any time during the year, expressed as a percentage. The figure presented is a year to date figure as of the end of each quarter.
What good looks like	A low percentage, but not necessarily zero percent: some subsequent plans will be essential to respond to adverse changes in circumstances	**Why this indicator is important**	Subsequent Child Protection plans could suggest that the decision to initially remove the child from the plan was premature and that they are not actually safer. It may be reasonable to question whether children were being taken off plans before necessary safeguards have been put in place, so therefore a low percentage is desirable.
History with this indicator	2015/16 8% 2016/17 17% 2017/18 13%	**Any issues to consider**	None at present

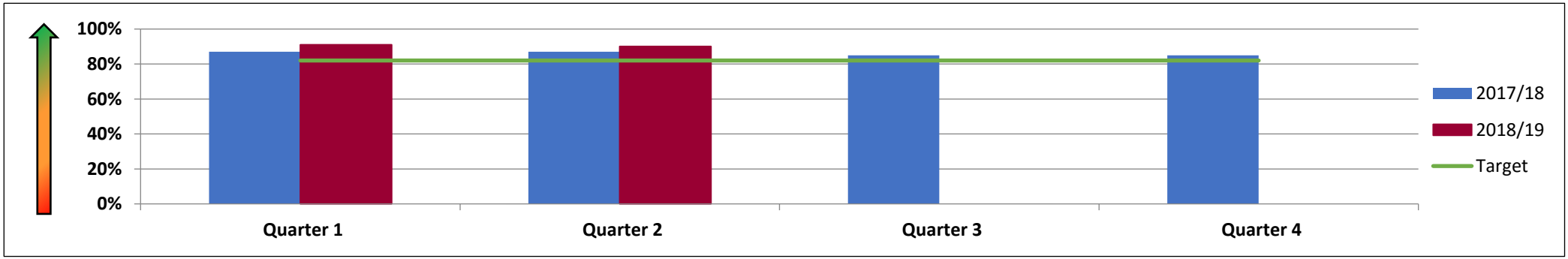
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	17%	**18%**			↓
Target	14%	14%	14%	14%	
2017/18	16%	12%	12%	13%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	As at Q2, 18.0% (35/194) children have become subject of a CPP for a second or subsequent time, higher than the Q1 figure of 17.1% (18/105). Performance is above target but in line with statistical neighbours and lower than the national average.	• The CP Chairs currently undertake a 6 week and 3 month 'paper' review of cases with a ceased CP plan to ensure that the family remains open to services; Audit's to be undertaken to identify themes as to why children become subject to a CP plan for a subsequent time.
Benchmarking	London Average 15%, National Average 19%, Statistical Neighbours 17%	

SOCIAL CARE AND HEALTH INTEGRATION The percentage of assessments completed within 45 working days			Quarter 2 2018/19
Definition	The total number of Assessments completed and authorised during the year and of those, the number that had been completed and authorised within 45 working days of their commencement	**How this indicator works**	This indicator counts all single assessments that have been authorised in the year to date as of the end of each quarter
What good looks like	Higher the better	**Why this indicator is important**	The timeliness of an assessment is a critical element of the quality of that assessment and the outcomes for the child. Working Together to Safeguard Children sets out an expectation that the Single Assessment will be completed within a maximum of 45 working days of receipt of the referral
History with this indicator	Performance by year: 2013/14 - 78% 2014/15 - 71% 2015/16 - 76%, 2016/17 - 78%, 2017/18 - 85%	**Any issues to consider**	Although most Single assessments are initiated at the end of referral process, this indicator includes review single assessments on open cases.

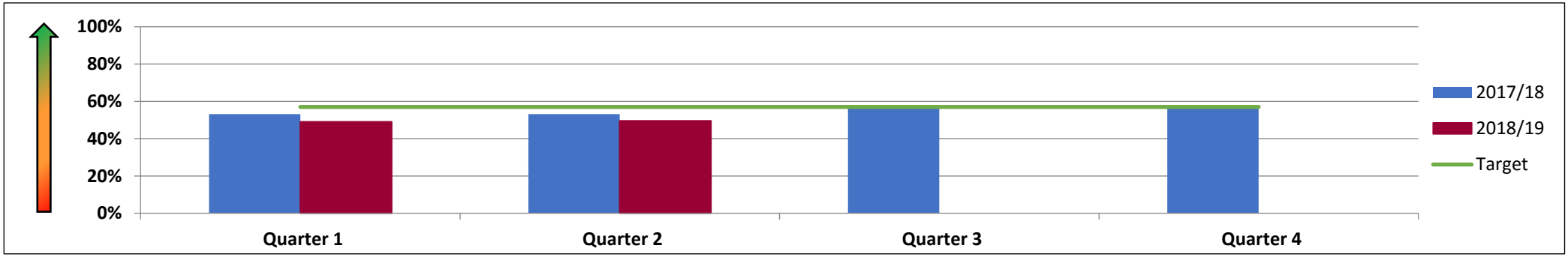
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	91%	**90%**			↑
Target	82%	82%	82%	82%	
2017/18	87%	87%	85%	85%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	As of Q2, 90% (1652/1832) of single assessments were completed and authorised within 45 working days. This is above our target of 82% and above 2017/18 performance of 85%.	Ongoing assessments are routinely monitored by the Assessment Team daily, which enable them to highlight any assessment that is approaching 45 working days and ensures those that fall out of timescale are kept to a minimum.
Benchmarking	London Average 82%, National Average 83%, Statistical Neighbours 85%	

SOCIAL CARE AND HEALTH INTEGRATION The percentage of Care Leavers in employment, education or training (EET)				Quarter 2 2018/19
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.	

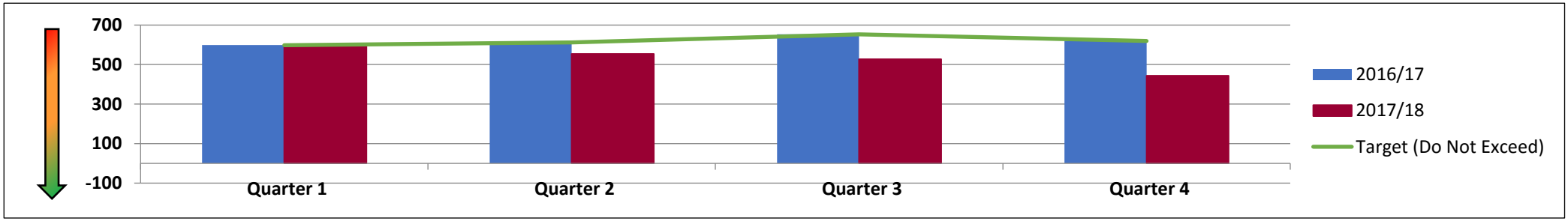
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	49.0%	**49.6%**			↓
Target	57.0%	57.0%	57.0%	57.0%	
2017/18	53.1%	53.2%	57.4%	57.1%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Q2 performance has increased slightly to 49.6% (55/111) compared with Q1 performance of 49.0% (21/43) Performance is below all comparators. Of the 56 young people not in EET as of the end of Q2, 3 are in Prison, 2 are young mothers, 20 we are not in contact with and 30 are open to the L2L service and are NEET. **For those young people we are in contact with, performance is 60%.**	• The L2L team has been involved in the NEET workshops with Members and Officers, 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 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 The number and rate per 10,000 First Time Entrants				Quarter 2 2018/19
Definition	First Time Entrants (FTEs) to the criminal justice system are classified as offenders, (aged 10 – 17) who received their first reprimand, warning, caution or conviction, based on data recorded on the Police National Computer	**How this indicator works**	The measure excludes any offenders who at the time of their first conviction or caution, according to their PNC record, were resident outside of England or Wales. Penalty notices for disorder, other types of penalty notices, cannabis warnings and other sanctions given by the police are not counted.	
What good looks like	Ideally, we would see a reduction on the previous year	**Why this indicator is important**	The life chances of young people who have a criminal conviction may be adversely affected in many ways in both the short term and long term. Reducing First Time Entrants is a priority for all London boroughs to address as set by the Mayor's Office for Policing and Crime.	
History with this indicator	2014/15: 522 per 100,000 10-17 year olds (n=122) 2015/16: 613 per 100,000 10-17 year olds (n=135) 2016/17: 620 per 100,000 10-17 year olds (n=140)	**Any issues to consider**	The latest data is for the rolling 12 months to December 2017 released on 19/06/2018. ONS mid-year population estimates to 2016 are used in the calculations.	

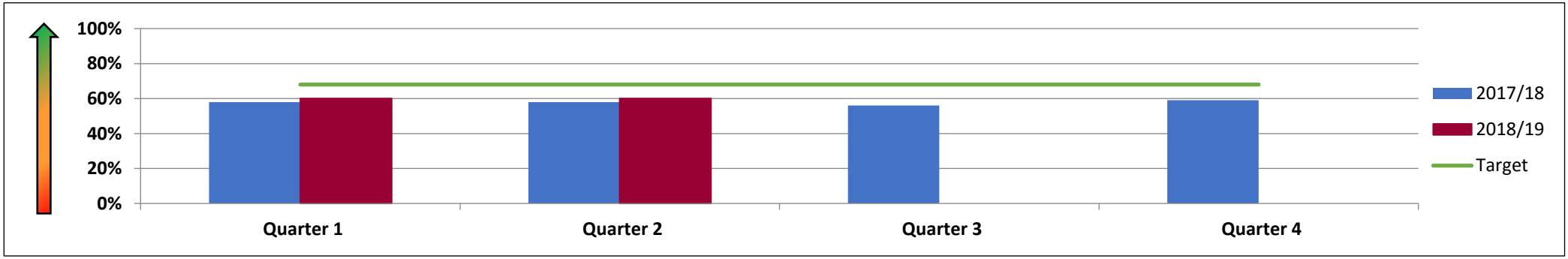
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	134	125	119	**102**	↑
Rate	594	554	527	**443**	
Target	598	612	653	619	
2016/17	132	135	144	140	
Rate	599	613	654	620	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The latest data covers the period Apr 2017 to Mar 2018 released week ending 31/08/2018. FTEs has decreased over the last 12 months. RAG rated AMBER as B&D rate is still above regional and national averages.	• The work that the YOS has done to improve the delivery of the out of court disposals as well as the development of the Youth 'At Risk' Matrix have contributed to this improvement. Support from the Community Safety Partnership, which ensured that the MOPAC funding coming into the borough was utilised in the best way and has also played a part in improved outcomes.
Benchmarking	Barking and Dagenham Rate at March 2018: 443; London: 353, National: 273.	

SOCIAL CARE AND HEALTH INTEGRATION Long term stability of placements for children in care				Quarter 2 2018/19
Definition	The number of children aged under 16 in care who have been looked after continuously for at least two and a half years and in the same placement for the last two years		**How this indicator works**	This is a rolling indicator, which look at those children who have been in care for two and a half years at the end of each quarter.
What good looks like	Higher the better		**Why this indicator is important**	Frequent moves between care placements have a negative impact on the ability of children to succeed both in education and in other areas of their lives. Therefore, placement stability is central to supporting the needs of children in care.
History with this indicator	2015/16 60% 2016/17 60% 2017/18 59%	**Any issues to consider**	An adoptive placement move is not counted in this KPI as a move although other positive moves i.e. from residential to a family setting are. In 2017-18, 9% of placement moves impacting on this indicator were for positive reasons, although the impact on performance was an end of year figure of 59%. If these changes had not occurred our performance would have been in line with the national performance (69%) and above London (66%).		

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	60%	**60%**			↑
Target	68%	68%	68%	68%	
2017/18	58%	58%	56%	59%	

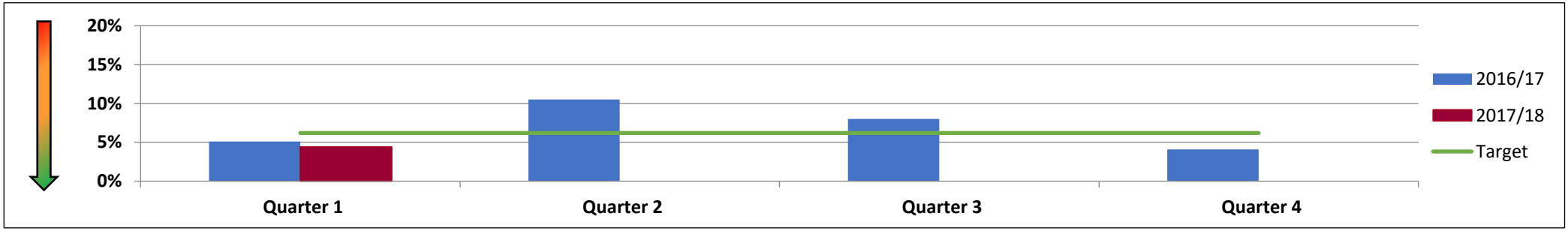


RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Q2 performance has remained at 60%. (79/131 and below target of 68% and all comparators.	• Expansion of the Mockingbird Fostering Programme is planned for 2018-19. • Targeted marketing to recruit carers for remand fostering, teenage fostering and children with SEND will be developed. Consideration will need to be given to a review of the fostering fee and support packages to support these placements.
Benchmarking	London average 66%, National average 68%, Statistical neighbours 69%	

Educational Attainment and School Improvement – Key Performance Indicators 2018/19

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT The percentage of 16 to 18 year olds who are not in education, employment, or training (NEET) or who have Unknown Destinations			Quarter 2 2018/19
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	The lower the number of young people in education, employment, or training (not NEET) or not known, 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.	**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 destinations being updated to 'Unknown' on 1 September until re-established in destinations. The annual indicator is now an average taken between December and February. Q2 figures are not yet available.

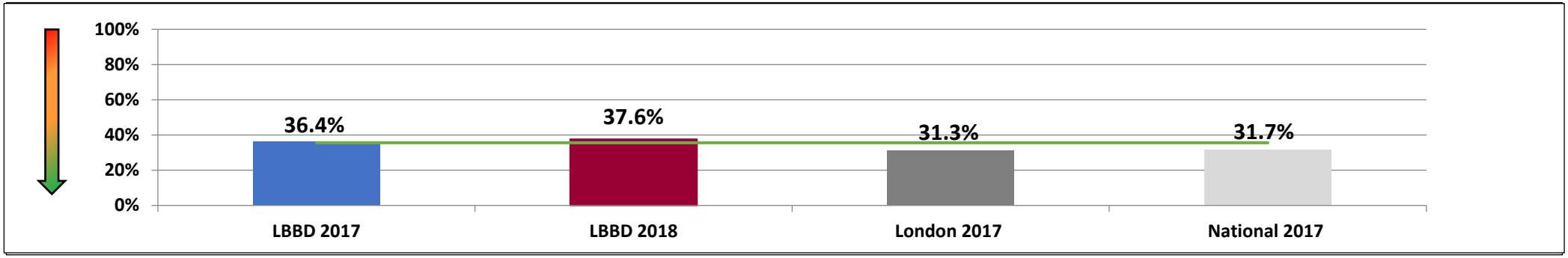
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	**4.4%**	n/a			↑
Target	6.2%	6.2%	6.2%	6.2%	
2017/18	5.1%	10.5%	8%	4.1%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	In 2017/18 the borough's annual headline figure for NEETs + Unknowns was 4.2% (quintile 2) compared with 5.6% in 2016/17. This total comprised: NEETs 3.4% (quintile 4) and Unknowns 0.8% (quintile 1). Q2 figures are not yet available as September figures are not yet finalised. *For July and August our figures were, at 4.5%, well below London (5.8%) and National (9.9%)	• The implications of GDPR have been identified and measures taken to secure future sources for tracking young people e.g. the use of the Revs. and Bens. database. • A 'Destinations' group was set up by the 14-19 Partnership to identify the main issues contributing to the high NEET rate. Goldsmiths College have agreed to undertake some research into this area. • Community Solutions are planning greater involvement with the Specialist Alternative Provision and with those at risk of becoming NEET.
Benchmarking	The annual published indicator (Dec-Feb average NEETs + Unknowns) in 2017/18 was 6% (national benchmark). The equivalent figure for London was 5.3%. The target for the borough's 2018/19 combined Dec-Feb average (4%) is based on the borough's performance in 2017/18.	

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT Early Years Foundation Stage (EYFS) Inequality Gap				Quarter 2 2018/19
Definition	The gap is calculated as the percentage difference between the mean average of the lowest 20% and the median average for all children.	**How this indicator works**	It measures the attainment gap at the end of Early Years Foundation Stage between the lowest 20% and the median average of all children.	
What good looks like	The lower the percentage, the better.	**Why this indicator is important**	It shows how far adrift the lowest attaining children are from their peers at the end of Early Years Foundation Stage.	
History with this indicator	Barking and Dagenham's gap has historically been quite low. However, as the number of children achieving a 'Good Level of Development' (GLD) increased, the gap between the lowest and higher performing children increased. The gap has widened further this year.	**Any issues to consider**	This indicator is measured annually only at the end of Foundation Stage. Results are published in July/August.	

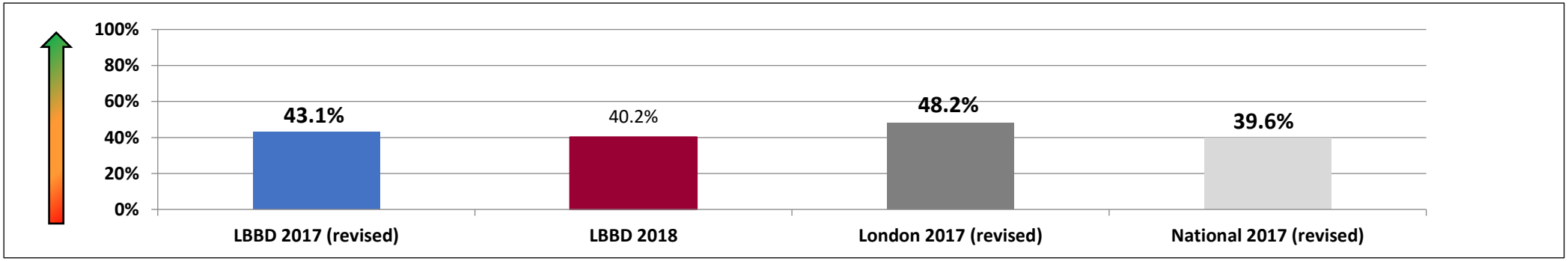
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	**37.6% *2018 Provisional**				↓
Target	35.6%				
2017/18	36.4%				



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	Our focus with schools has been on increasing the % of children achieving a GLD. We have not worked with schools to sufficiently highlight the gap between the lowest attaining children and the rest of the cohort. * Please note, 2018 figure is provisional. SFR to be published on the 18th October.	• Work with all schools to use their data to specifically target and support the lowest attaining children.
Benchmarking	In 2017 National was 31.7% and London was 31.3%. For 2018 national and London benchmarks are not yet available.	

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT The percentage pupils achieving 9-5 in English and Maths			2018/19
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 2018 provisional Barking and Dagenham position stands at 40.2%. Revised 2017 for London is 48.2% and National (all schools) 39.6%.	**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.

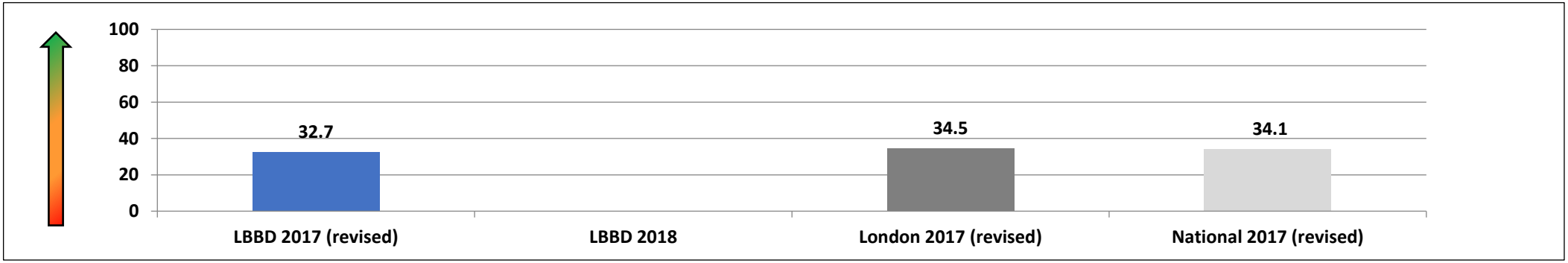
	Annual Result	DOT
LBBD	**40.2% (2018 provisional)**	↓
Target	To be agreed	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	While the LA's result is above the 2017 national benchmark, closing the gap with London remains key.	• Working in close partnership with BDSIP to support and challenge schools. • Supporting improved retention and recruitment of Maths Teachers. • Maths Network Meetings have been scheduled throughout the year. • Incorporating learning from last year's exam results given the new grading arrangements.
Benchmarking	In 2017, National was 39.6% and London was 48.2%.	

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT Average point score per entry – Best 3 A-Levels				2018/19
Definition	The average point score for the highest scoring A' Levels across pupils.	**How this indicator works**	Points for the 3 A' Levels with the highest attaining scores across pupils are used to calculate this. This indicator applies to the subset of A' Level students who entered at least one full size A' Level (excluding AS Levels, General Studies or Critical Thinking). If students are entered for less than three full size A' Levels, they are only included in the measure if they have not entered other academic, Applied General and Tech Level qualifications greater than or equal to an A level. Results are published as a provisional and revised score annually by the DfE.	
What good looks like	The higher the score, the better.	**Why this indicator is important**	Strong attainment at A' Level improves the life chances of young people, enabling them to access high quality post 18 opportunities, including Higher Education and employment.	
History with this indicator	This is a new measure introduced in 2016/17. In 2017, Barking and Dagenham scored 32.7, a slight increase from our 2016 score of 32.0, but compared to London (34.5) and National (34.1) in 2017.	**Any issues to consider**	N/A	

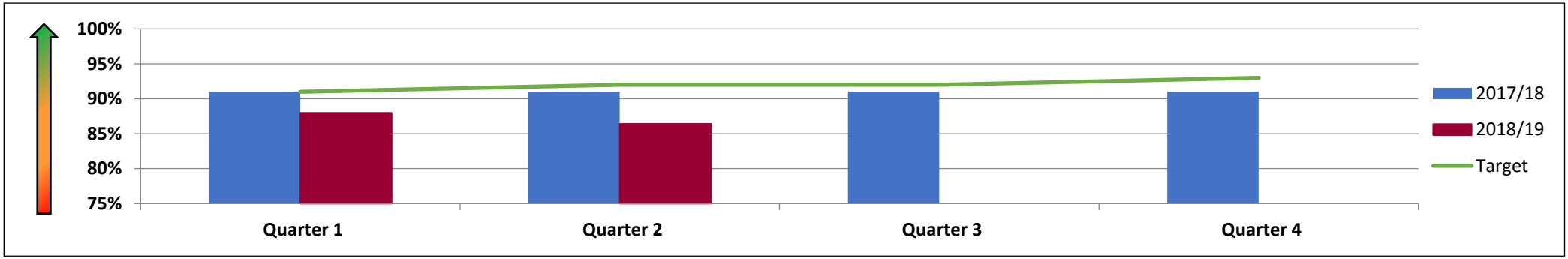
	Annual Result	DOT
LBBD	**32.7**	**n/a**
Target	To be agreed	



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	This continues to be challenging. The rate of improvement is improving but too slowly. 2018 data will be available from mid-October.	• Improving performance at A Level is a priority in the new draft Education & Participation Strategy 2018-22. • Working with BDSIP and schools to improve the recruitment and retention of Maths and Science teachers so that more able students do not leave the LA to seek tuition elsewhere.
Benchmarking	In 2017, National was 34.1 and London was 34.5.	

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT The percentage of schools rated outstanding or good				Quarter 2 2018/19
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	Quarter 4	DOT from previous reporting period
2018/19	88%	**86.4%**			↓
Target	90%	90%	90%	90%	
2017/18	91%	91%	91%	91%	

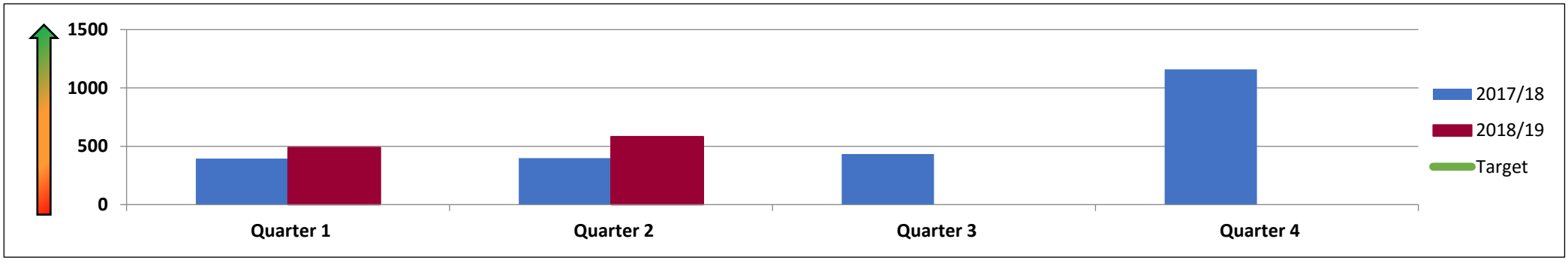


RAG Rating	Performance Overview	Actions to sustain or improve performance
A	At end of September 2018, 86.4% of inspected schools in Barking and Dagenham were judged 'Good' or better, just above national and below London. This is a small drop from 88% in August (Q1) owing to Riverside Bridge's inspection result (see below). There have been 24 inspections including 17 section 8 monitoring inspections and five Section 5 inspections. All the section 8 inspections of LA maintained schools were positive. Eastbury Community maintained its 'Good' judgement with the Sixth Form judged outstanding; Furze Infants and Grafton Primary were judged as moving towards 'Outstanding' which will lead to a Section 5 inspection. Riverside Bridge had its Section 5 inspection and was judged to have serious weaknesses. Marks Gate Junior School's report is likely to be published later in the Autumn term.	• Continuing to work in close partnership with schools and BDSIP, this indicator is expected to move back up over the course of the year. • There are currently eight schools which are not graded 'Good' or 'Outstanding' plus Greatfields School which is due its first inspection this academic year. Of the eight (3 LA and 4 academies) half are due to be inspected this academic year and are expected to move to 'Good' (2 x LA, 2 x academies). • The remaining four schools which are not 'Good' (1 x LA, 3 x academy) are not likely to be inspected until 2019/20 at the earliest. In three of these schools there has been a change of leadership. The LA has commissioned additional support for the LA maintained school causing concern by supporting the appointment of an experienced executive headteacher and additional governors to the governing body. The headteacher of Trinity School has been seconded on a part-time basis as Executive Headteacher of Riverside Bridge to bring about significant and rapid improvement and the academy trust will be establishing a monitoring board with representation from the LA.
Benchmarking	For 2017/18, national is 86% and London is 92% (at March 2018).	

Employment, Skills and Aspiration – Key Performance Indicators 2018/19

EMPLOYMENT, SKILLS AND ASPIRATION The total number of households prevented from being homeless			Quarter 2 2018/19
Definition	Number of households approaching the service for assistance to prevent homelessness	**How this indicator works**	Total number of households successfully prevented from becoming homeless at the end of each quarter.
What good looks like	Number of households prevented from becoming homeless increases, while the number of households requiring emergency accommodation decreases	**Why this indicator is important**	With homelessness continuing to remain high on the political and media agenda's it is important to show that new ways of working (in accordance with new legislation) is having the desired impact of preventing households from becoming homeless.
History with this indicator		**Any issues to consider**	Increasing demand on Homeless Prevention Service, impact of Homelessness Reduction Act and Welfare Reform. Impact of housing market and regeneration programme. Financial pressure on budgets.

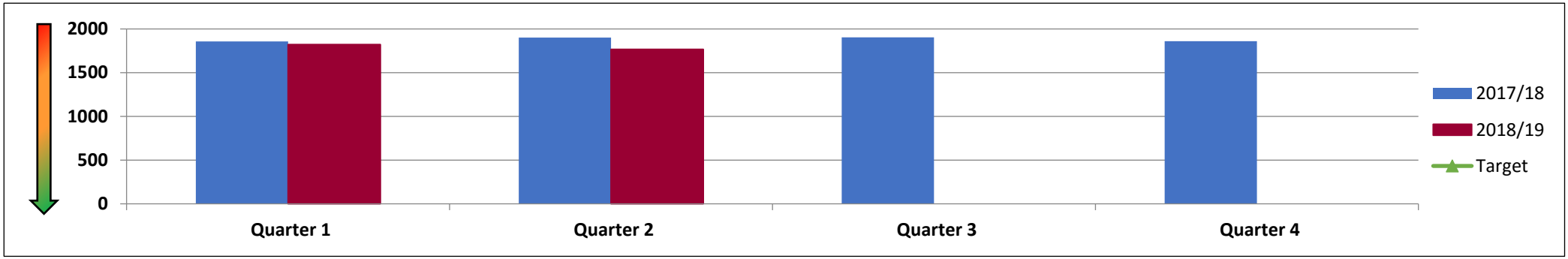
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2018/19	490	**582**			↑
2017/18	395	398	433	1159	



RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	In line with new ways of working and with new legislation via the Homelessness Reduction Act, the ambition is to work and support all households with the ambition of preventing homelessness by providing alternative housing solutions as oppose to having to procure and provide expensive temporary accommodation.	Ongoing development of staff and service to provide alternative solutions to homelessness. Improvement of relationships with internal and external partners to communicate the prevention agenda.
Benchmarking	Data unavailable.	

EMPLOYMENT, SKILLS AND ASPIRATION The number of households in Temporary Accommodation over the year			Quarter 2 2018/19
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.

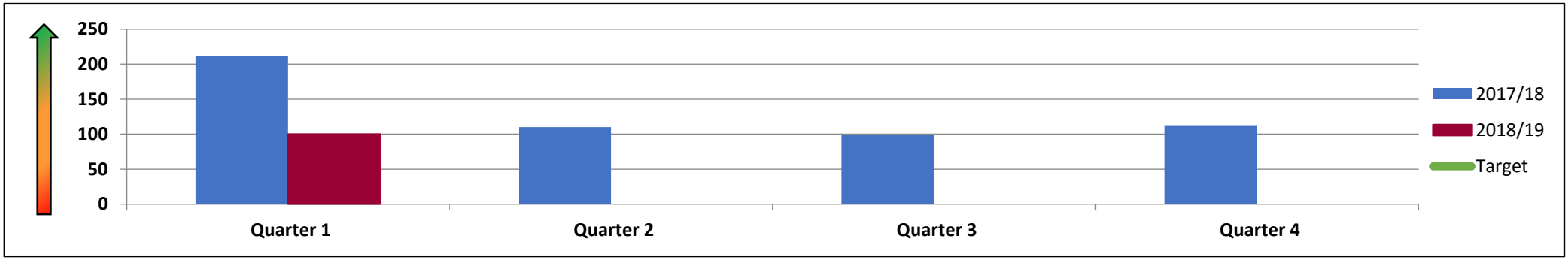
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2018/19	1,822	**1,766**			↑
2017/18	1,857	1,901	1,904	1,861	



RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	As the need to get a better appreciation of the overall cost of temporary accommodation is prioritised, work is being done to reduce the overall number of properties being utilised as last 3 quarters would suggest. A more targeted approach is now being developed to look at opportunities to further reduce the number while offering alternative solutions to households.	Development of a temporary accommodation model to easily identify where reductions in the portfolio can be made. Better access to longer term housing solutions including through Choice Homes / Reside / Private Rented Sector.
Benchmarking	Data unavailable.	

EMPLOYMENT, SKILLS AND ASPIRATION The total number of households moved out of temporary accommodation			Quarter 2 2018/19
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**	Total number of households where housing duty has been discharged at the end of each quarter and the Council no longer Housing responsibility.
What good looks like	Increase in number of households removed from temporary accommodation into longer term housing solutions, with an overall reduction on the use of temporary accommodation.	**Why this indicator is important**	Financial impact on General Fund. Cost of providing temporary accommodation continues to increase which has a negative impact on budgets. With the reduction in other "move on" accommodation, the ongoing cost of providing temporary accommodation increases.
History with this indicator	No previous data reported	**Any issues to consider**	Increasing demand on homelessness service, impact of Homelessness Reduction Act 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. Lack of alternative Housing exit strategies.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2018/19	100	**162**			↑
2017/18	212	110	99	112	

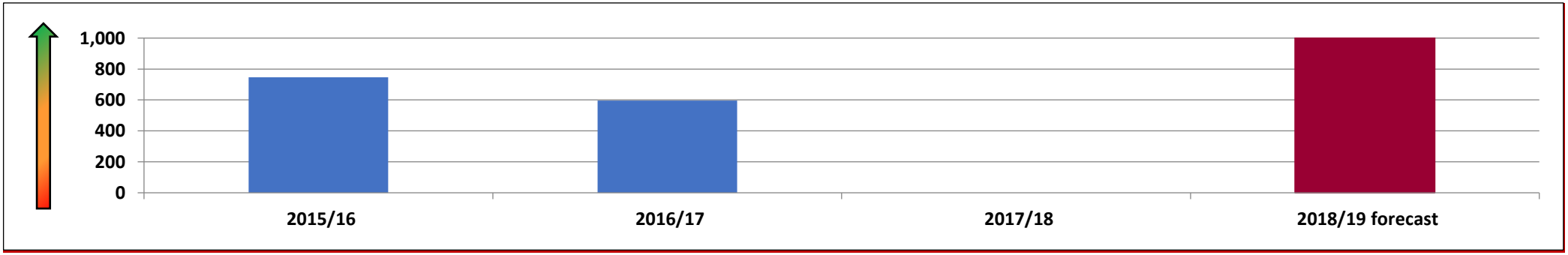


RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	Work is being done to reduce the overall number of temporary accommodation properties being utilised. A more targeted approach is now being developed to look at opportunities to further reduce the number while offering alternative solutions to households.	Development of a temporary accommodation model to easily identify where reductions in the portfolio can be made. Better access to longer term housing solutions including through Choice Homes / Reside / Private Rented Sector.
Benchmarking	Data not available.	

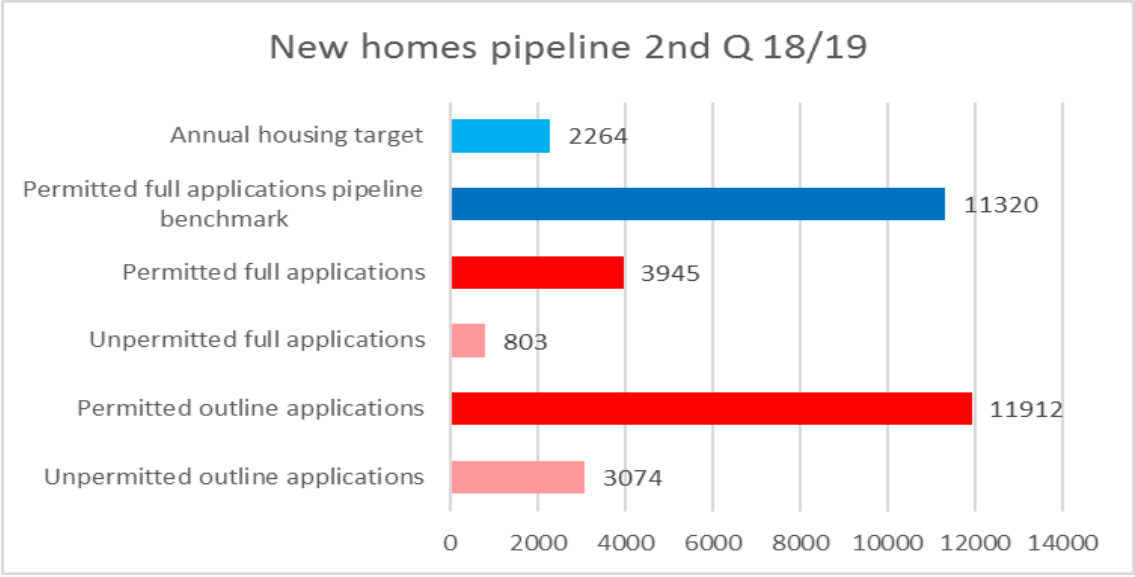
Regeneration and Social Housing – Key Performance Indicators 2018/19

REGENERATION AND SOCIAL HOUSING The number of new homes completed (Annual Indicator)			Quarter 2 2018/19
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. Be First forecasts a reduction of new homes in the Borough in 18/19 due to the timing of unit delivery. The overall trend is that fewer total units will be delivered in the first three years of the Be First Business Plan whilst 21/22 and 22/23 see a significant increase in delivery.

	Annual Result	DOT
2018/19	1064 (forecast)	↓
Target	1453	
2017/18	Awaiting final data	
2016/17	596	

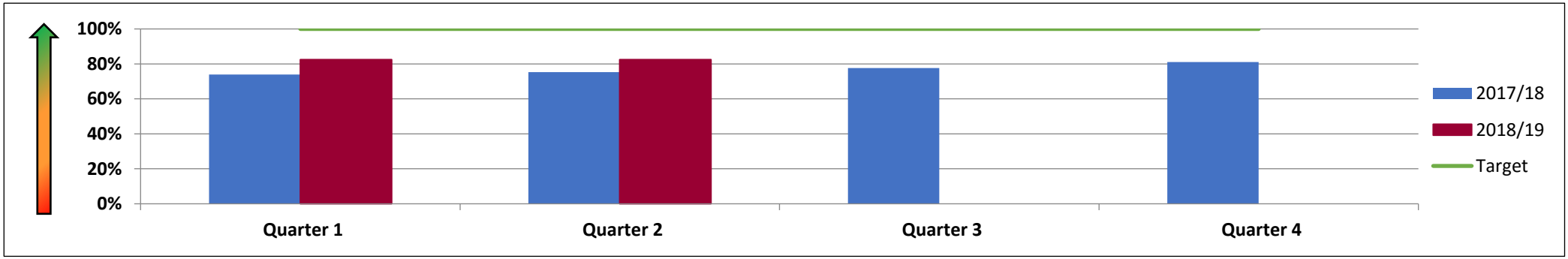


REGENERATION AND SOCIAL HOUSING The number of homes with unimplemented full planning permission			Quarter 2 2018/19
Definition	The number of homes yet to be built on sites with full planning permission. This includes homes on sites where construction has started but the homes are not completed.	**How this indicator works**	Generally speaking there are two types of planning permission outline and full. Full applications are applications which can be built without further approval. Outline applications cannot be built until reserved matters applications are approved. Barking and Dagenham has ambitious plans to build 50,000 new homes over the next twenty to twenty-five years and a corresponding housing target of 2264 new homes a year in the draft London Plan. It has sites with enough capacity to deliver this figure but of these 50,000 homes only 3945 have full planning permission, 11,912 have outline permission and planning applications are currently awaiting approval for a further 803 homes for full permission and 3074 for outline. In 15/16 the top five boroughs built in total 10990 homes from a pipeline of 54950 homes with full permission, a ratio of 5. This indicates that the pipeline of full permissions needs to be five times the borough's housing target. Therefore, Barking and Dagenham's pipeline of full permission needs to increase from 3945 homes to around 11320 homes to help achieve the borough's new housing target of 2264 net new homes a year.
What good looks like	The pipeline of full permissions should be around 11320 which is five times the housing target of 2264 net new homes a year	**Why this indicator is important**	It evidences whether there is enough potential deliverable new housing supply to meet the borough's housing target in the draft London Plan and the Government's Housing Delivery Test, the growth ambitions set out in the Borough Manifesto and emerging Local Plan and the house building targets in the Be First Business Plan.
History with this indicator	Currently the pipeline of full permissions is 3945 and on average over the last five years only 654 net new homes have been built each year (a factor of five). The pipeline needs to increase three-fold to achieve the housing target of 2264 net new homes a year.	**Any issues to consider**	GLA data shows that Barking and Dagenham has the third largest total capacity in London for new homes but the 10th highest housing target. This is because many of these sites are not currently deliverable as they either have outline planning permission, no permission and are not allocated in the development plan. The emerging Local Plan/Masterplans being prepared by Be First will be crucial in enabling planning applications to be brought forward on land currently zoned for industry such as Chadwell Heath, Thames Road and Castle Green and for optimising housing supply in Barking Town Centre.



REGENERATION AND SOCIAL HOUSING The percentage of council homes compliant with Decent Homes			Quarter 2 2018/19
Definition	The **Decent Homes** Standard is a minimum standard council and **housing** association **homes** should meet according to the government. Under the standard, council or **housing** association **homes** must: be free from any hazard that poses a serious threat to your health or safety.18 May 2018	**How this indicator works**	Dwellings which fail to meet this criterion are those which lack three or more of the following: • a reasonably modern kitchen (20 years old or less); • a kitchen with adequate space and layout; • a reasonably modern bathroom (30 years old or less); • an appropriately located bathroom and WC; • adequate insulation against external noise (where external noise is a problem); • adequate size and layout of common areas for blocks of flats. A home lacking two or less of the above is still classed as decent therefore it is not necessary to modernise kitchens and bathrooms if a home passes the remaining criteria.
What good looks like	A continuous improvement of the stock with constant monitoring of the stock Investment/knowledge stock condition.	**Why this indicator is important**	This indicator is important as it aims at providing minimum safe housing for the community/landlord obligation clean safe and hazard. Decent/comfort
History with this indicator	2010 the access database got decommissioned and the service was without a system for two years.	**Any issues to consider**	The percentage figure for this indicator is difficult to produce as it is a moving target. The total stock figure changes as some properties drop of the target or new stock gets added to the ratio

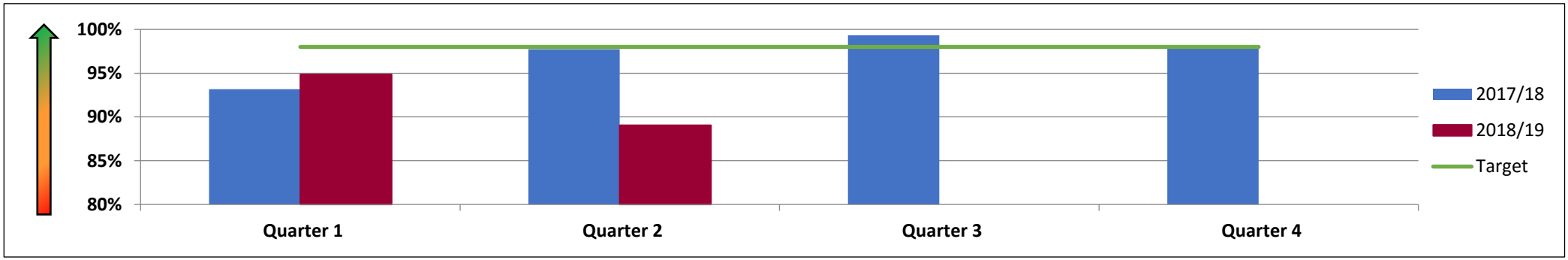
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	82.41%	**82.5%**			↑
Target	100%				
2017/18	73.88%	75.26%	77.7%	81.14%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	This is on target – it is a moving target . It might be difficult to get a green on this target as the total stock figure changes every month.	To improve performance there is a need for continuous investment. This is a KPI that the government was focusing on until March 2019. It will need local support and planning to ensure that the focus is maintained to keep a good programme in for stack maintenance.
Benchmarking	Data not available.	

REGENERATION AND SOCIAL HOUSING The percentage of residents satisfied with capital works			Quarter 2 2018/19
Definition	Monitored monthly to see how satisfied residents are with the quality of repairs	**How this indicator works**	Our residents provide feedback through a telephone interview they undertake with Elevate. These figures are then cumulated to give a monthly average across the contractors
What good looks like	We aim for 98% customer satisfaction.	**Why this indicator is important**	This indicator is important as we are trying to provide more and more value for money service we need to ensure that we are still meeting the needs of our residents. Secondly, we are delivering through contractors and subcontractors and we need to ensure that our residents are getting a good service. We monitor the performance of our contractors through customer satisfaction.
History with this indicator	This figure has been calculated for the past four years.	**Any issues to consider**	In LBBD there are a pool of contractors that cover the repairs side of the local stock of buildings when averaging the total customer satisfaction figures we tend to boost up the figures of some poor performing contractors. Figures for individual contractors are available and at a service they are reviewed with the contractors.

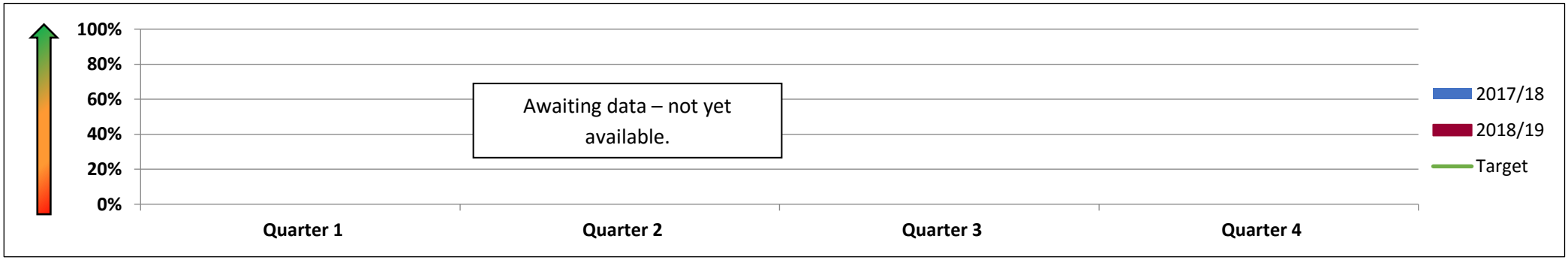
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	94.84%	**89.05%**			↓
Target	98%	98%	98%	98%	
2017/18	93.17%	97.75%	99.34%	98.11%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The target was raised from 90% which was for 2017-2018 to 98% for 2018-2019. This was because the 90% was met easily through the year. However, the figure has dropped below 90% for this quarter.	There are weaker contractors within the contractors who we are working with. Their figures get boosted whilst averaging. The service is aware of this and they look at the contractors individually.
Benchmarking	Data not available.	

REGENERATION AND SOCIAL HOUSING Capital spend within year being within 5% of planned budget					Quarter 2 2018/19
Definition	**Capital expenditure**, or **CapEx**, are funds used by a company to acquire, upgrade, and maintain physical assets such as property, industrial buildings, or equipment. **CapEx** is often used to undertake new projects or investments by the organisation. In accounting terms, the money spent will not run through the income statement directly but will appear on the cash flow statement.		**How this indicator works**	The organisation will set a budget to maintain, upgrade and purchase stock. This budget will be part of the whole capital spend. This indicator enables planning long term projects and forecasting the state of the capital stock. In some cases it is felt that a lot more is required than what the budget allows and in this case the organisation can look at other sources of funding to enable the long term plans of managing their stock.	
What good looks like	When Capital Expenditure stays within 5% of the planned budget. Not going over budget and similarly not underspending.	**Why this indicator is important**	This indicator is important as it keeps the organisation within planned works where stock can be maintained on a cyclical pattern. This in the long-term stops overspending when stocks decline and helps avoid overspending in repairs and maintenance.		
History with this indicator		**Any issues to consider**	This indicator can be looked at yearly to see if we have kept within budget. Currently it is not available on a quarterly format. Capital projects have a cycle where the initial planning and tendering takes place hence less spend and towards the middle and end of the yea the money is spent. This makes it difficult to use the full capital spend figure on a quarterly or monthly basis.		

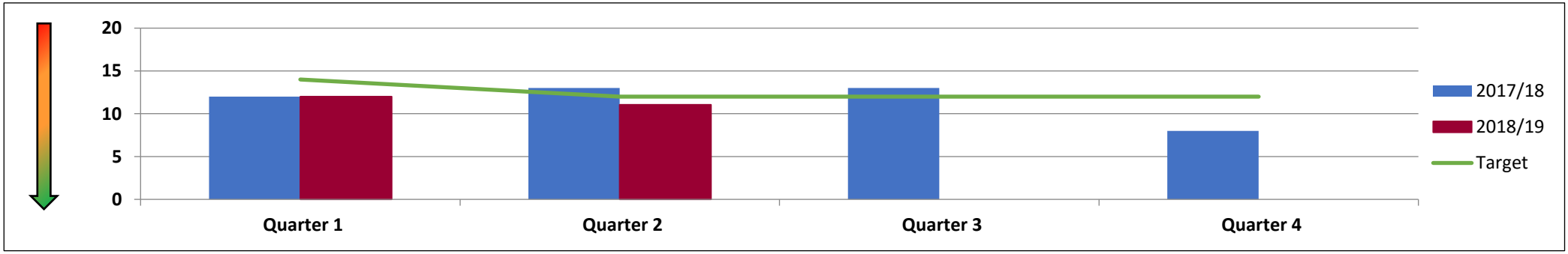
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2018/19		Data not yet available			**n/a**
Target					



Finance, Performance and Core Services – Key Performance Indicators 2018/19

FINANCE, PERFORMANCE AND CORE SERVICES The average number of days taken to process Housing Benefit / Council Tax Benefit Change Events			Quarter 2 2018/19
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	2017/18 End of year result – 8 days 2016/17 End of year result – 9 days 2015/16 End of year result – 14 days 2014/15 End of year result – 9 day	**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.

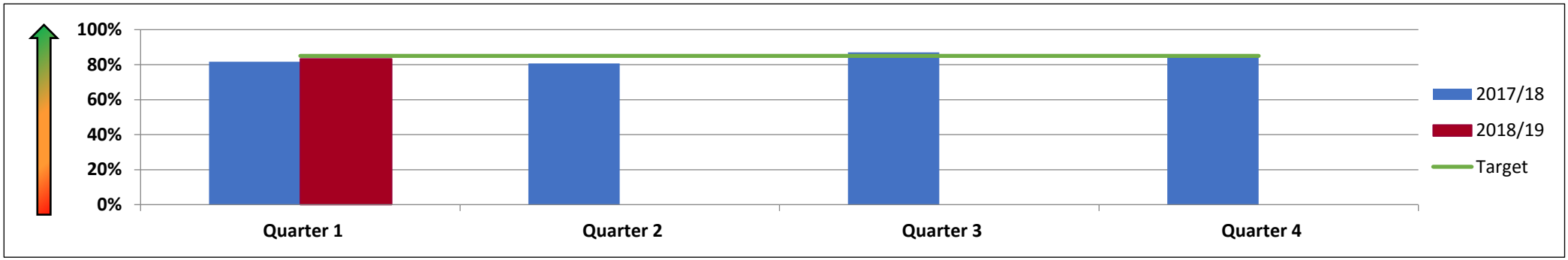
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	12 days	**11.05 days**			↑
Target	14 days	12 days	12 days	12 days	
2017/18	12 days	13 days	13 days	8 days	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Verify Earnings and Pensions remains fully implemented and utilised. Atlas automation fully utilised. Suspension Reports are being tightly controlled so all claims that hit month (as per legislation) are actioned immediately. Continual tray management and officer redeployment to priority work areas.	Continuation of work structure & plans implemented in 2017/18
Benchmarking	No benchmarking data	

FINANCE, PERFORMANCE AND CORE SERVICES The percentage of customers satisfied with the service they have received				Quarter 2 2018/19
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.	

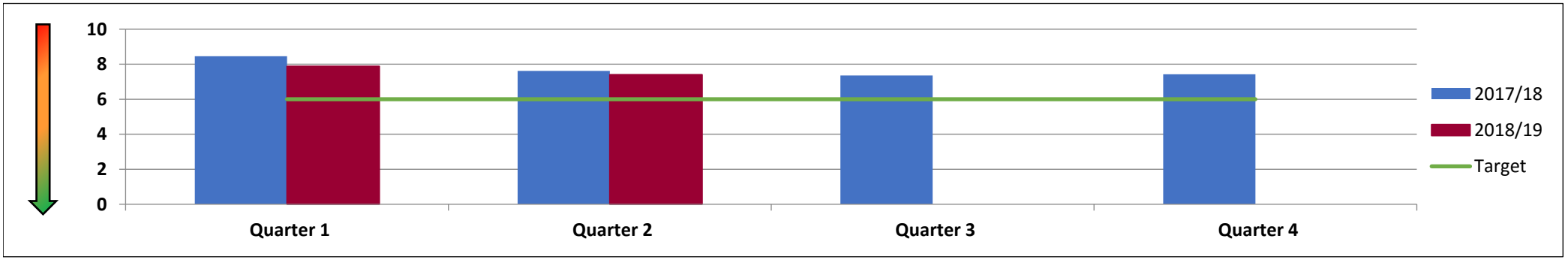
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	**83.34%**	**85%**			↑
Target	85%	85%	85%	85%	
2017/18	81.6%	80.66%	87%	84%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Performance has improved during Quarter 2 with 85% of customers stating they were satisfied with the service they received.	We are further refining the method statement for collecting satisfaction feedback.
Benchmarking	LA neighbours Benchmark - OnSource is 80%	

FINANCE, PERFORMANCE AND CORE SERVICES The average number of days lost due to sickness absence			Quarter 2 2018/19
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 has recently been revised and reported as is 8.2 days (up from 7.8).	**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**	Sickness has decreased since the previous quarter. Monthly tracking continues to show a reduction in absence. We are still not achieving the revised target of 6 days. A breakdown of sickness absence in services is set out below.

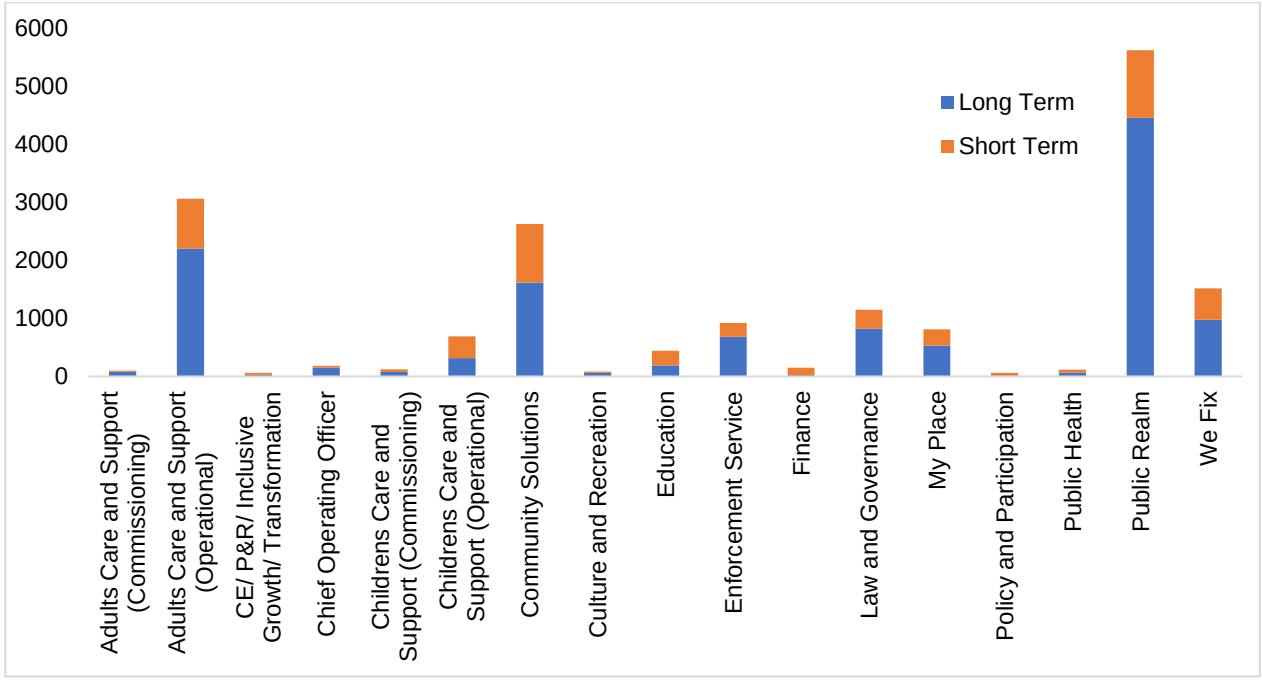
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	7.88	**7.40**			↑
Target	6.0	6.0	6.0	6.0	
2017/18	8.45	7.62	7.36	7.43	



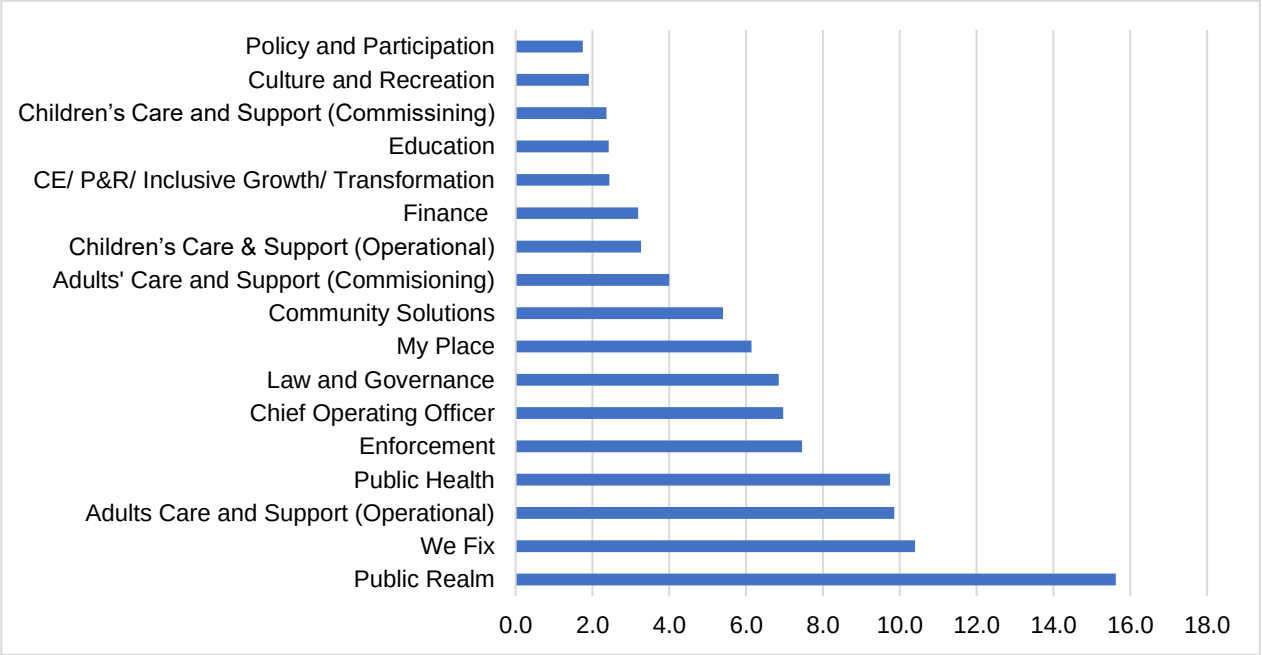
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The council's sickness figures have improved since Q1 2018/19 and are on a downward trend.	Targeted interventions are in place in areas where there continue to be high levels of absence and initial observations are that this is having a positive impact. Further detailed analysis of areas with high absence levels continues to be undertaken.
Benchmarking	London average – 7.8 days	

Service Breakdown of sickness absence

Service Block	Long Term	Short Term
Adults Care and Support (Commissioning)	85	15
Adults Care and Support (Operational)	2201	864.75
Chief Executives, SDI, Transformation, Inclusive Growth	29	32
Chief Operating Officer	149	32
Children's Care and Support (Commissioning)	76	47
Children's Care and Support (Operational)	317	374.5
Community Solutions	1620	1009.5
Culture and Recreation	59	23
Education	190.5	254.5
Enforcement Service	684	240.5
Finance	23	127
Law and Governance	822	328
My Place	533	277
Policy and Participation	0	61
Public Health	67	50
Public Realm	4458	1164.75
We Fix	978	539.5

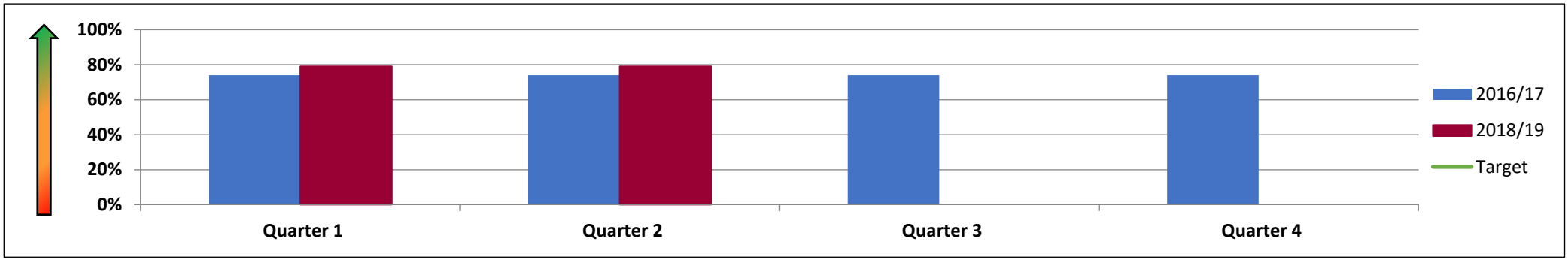


Service Block	Average Days Lost per EE
Adults' Care and Support (Commissioning)	4.0
Adults Care and Support (Operational)	9.9
CE/ P&R/ Inclusive Growth/ Transformation	2.4
Chief Operating Officer	7.0
Children's Care & Support (Operational)	3.3
Children's Care and Support (Commissioning)	2.4
Community Solutions	5.4
Culture and Recreation	1.9
Education	2.4
Enforcement	7.5
Finance	3.2
Law and Governance	6.8
My Place	6.1
Policy and Participation	1.7
Public Health	9.8
Public Realm	15.6
We Fix	10.4



FINANCE, PERFORMANCE AND CORE SERVICES Employee Engagement Index Score				Quarter 2 2018/19
Definition	The employee engagement index calculated from the scoring of the employee engagement questions of the Temperature Check survey.	**How this indicator works**	The indicator uses the average score of all questions answered within the Temperature Check survey.	
What good looks like	The employee engagement index has increased by 5% since the last survey.	**Why this indicator is important**	This indicator helps to measure the engagement of the council's workforce and enables any underlaying issues to be investigated and addressed.	
History with this indicator	Employee engagement Index Score 2016/17: 74%	**Any issues to consider**	None to be noted.	

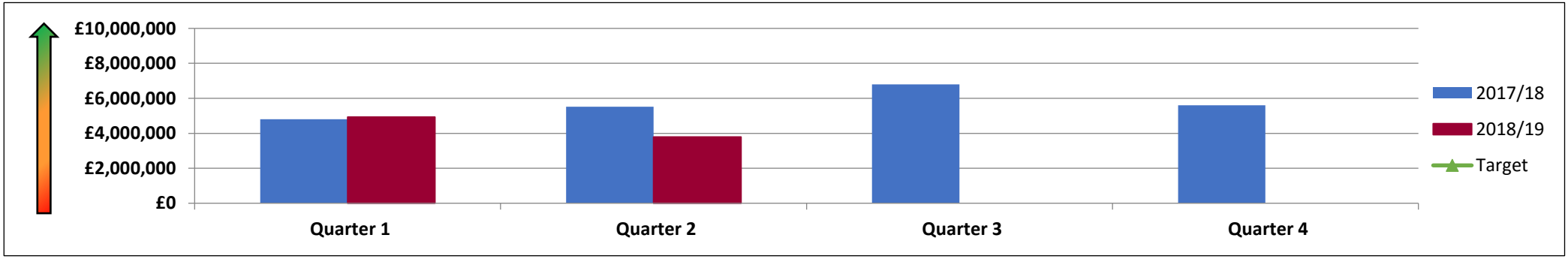
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from 2016/17
2018/19	79%	**79%**			↑
Target	Target to be set				
2016/17	74%				



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The increased engagement score since 2017/2018 is positive and demonstrates that the change programme the council has undergone in the past two years have not adversely affected employee's satisfaction and attitudes towards working for the Council.	In depth analysis of the full survey as a whole is ongoing.
Benchmarking	No benchmarking data available – Local measure only.	

FINANCE, GROWTH AND INVESTMENT The current revenue budget account position (over or underspend)				Quarter 2 2018/19
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	2017/18 end of year result: £5m overspend 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	Quarter 4	DOT from Qtr 2 2017/18
2018/19	£4,924,000 forecast	**£3,789,000 forecast**			↓
2017/18	£4,800,000 forecast	£5,517,000 forecast	£6,800,000 forecast	£5,000,000	



RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	Although the actions taken in last year's MTFS and the impact of the transformation programme have brought many previously overspending services back into balance, issues still remain in Care and Support where high levels of demand and unachieved savings are resulting in potential overspends. This is partly offset by prudent use of central contingencies.	Overspending services are continuing to implement their agreed savings and developing additional management action plans. These will be monitored closely throughout the year as part of the new governance arrangements.
Benchmarking	No benchmarking data available – Local measure only	