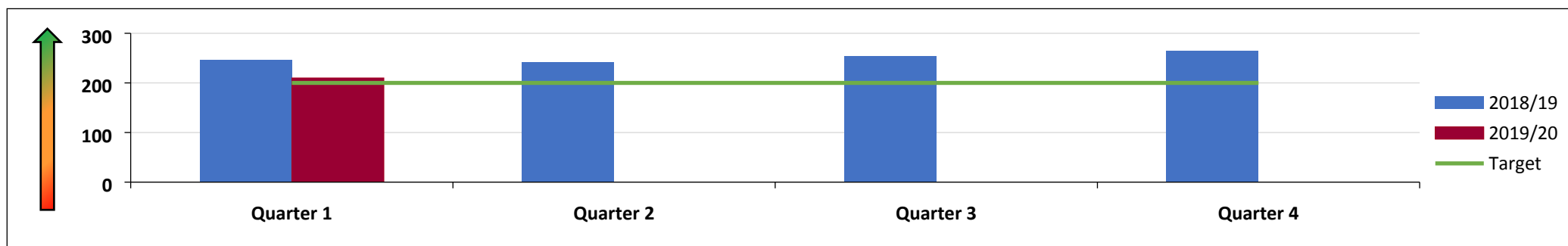


Appendix 2: Community Leadership and Engagement – Key Performance Indicators 2019/20

COMMUNITY LEADERSHIP AND ENGAGEMENT					Quarter 1 2019/20
The number of active volunteers					
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 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	2017/18 – 230 active volunteers 2018/19 – 265 active volunteers				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 1 2018/19
2019/20	210				↓
Target	200	200	200	200	
2018/19	247	242	254	265	




RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>Across quarter 1 of 2019 (April to June) there was an average of 210 active volunteers. This exceeds the monthly target of 200 by 10 and is 5% of the target figure. The target figure for 2018-2019 was retained at 200 to reflect seasonal variation in volunteering and the possible change in opportunities for volunteering with the council wide reorganization being established. Compared to Quarter 4 in 2018-2019 the figure is down by 15% however we are confident of an increase of volunteer participation as our voluntary schemes are currently in the process of recruiting up to 89 new volunteer applicants within the coming months.</p>	<p>We have continually surpassed the volunteer target of 200. This is due to the wide range of volunteer opportunities across Culture and Recreation and the use of Better Impact software by other service areas to manage volunteer deployment and recruitment. The availability of extra data is seen here and the ability for an individual volunteer to offer their time to a number of service areas. 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, Heritage volunteers, volunteering in libraries and the wider offer in Community Solutions have consistently attracted regular volunteer numbers. In addition, 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 LBB and can be used to increase the uptake of the expanded offer.</p>
Benchmarking	Local Performance measure	

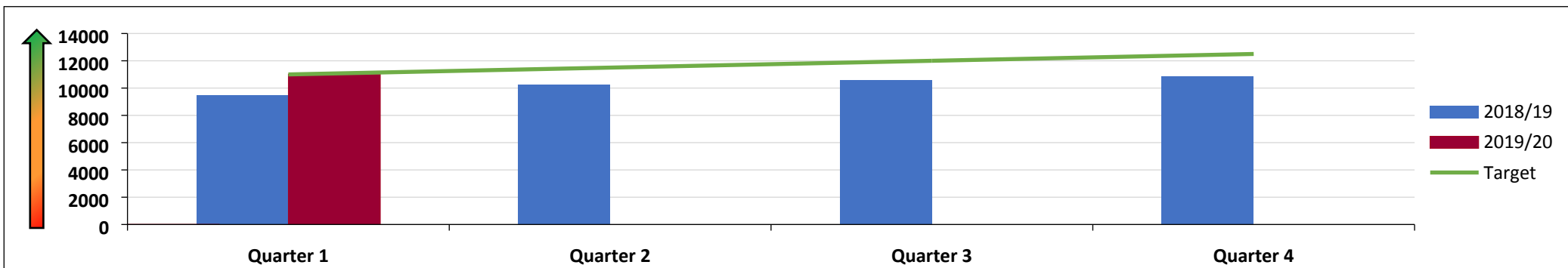
COMMUNITY LEADERSHIP AND ENGAGEMENT

Quarter 1 2019/20

The number of engagements with social media (Facebook)

Definition	How this indicator works
The number of engagements with the Council’s Facebook page over the previous quarter.	This figure will look at the number of Facebook followers we have.
What good looks like	Why this indicator is important
We are working to increase the number of residents in our social media network.	To track the growth of our social network.
History with this indicator	Any issues to consider
2017/18 – 8,145 engagements 2018/19 – 10,847 engagements	None at this time.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2019/20	11,020				
Target	11,000	11,500	12,000	12,500	
2018/19	9,479	10,264	10,586	10,847	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<ul style="list-style-type: none"> 1,541 new followers in last year Average 128 new followers each month August 2018 had the largest monthly increase in likes 	<ul style="list-style-type: none"> Refresh content plan to increase reach and engagement Cross promote Facebook account on all other comms channels (all print, email, digital banners etc across other social channels, borough events, internal comms, customer contact centre) Potential digital ad campaign promoting our digital channels (Xads / community digital screens, Social Media ads) Recruit new Digital Manager to oversee performance across all digital channels and refresh the team’s social media strategy.

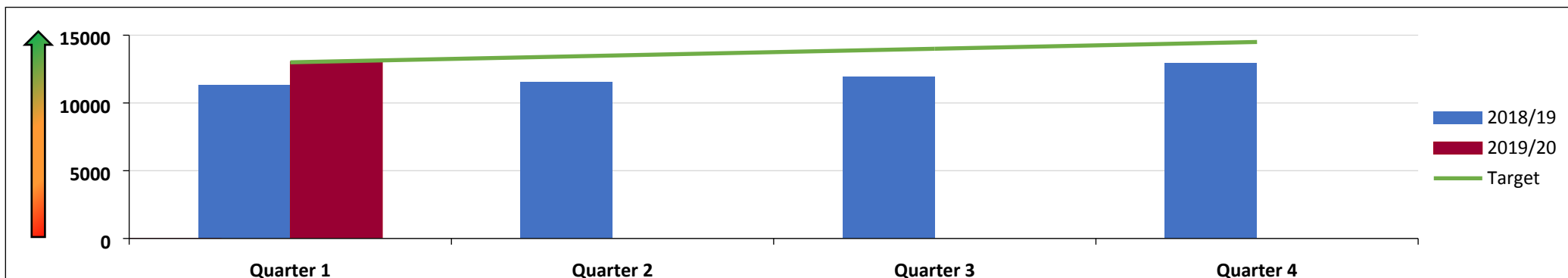
Benchmarking Local performance measure.

COMMUNITY LEADERSHIP AND ENGAGEMENT

Quarter 1 2019/20

The number of engagements with social media (Twitter)

Definition		How this indicator works			
The number of followers of the Council’s Twitter page.		This figure will look at the number people following our Twitter account.			
What good looks like		Why this indicator is important			
We are working to increase the number of residents in our social media network.		To track the growth of our social network.			
History with this indicator		Any issues to consider			
2017/18 – 10,584 followers 2018/19 – 12,953 followers		None at this time.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2019/20	13,040				↑
Target	13,000	13,500	14,000	14,500	
2018/19	11,304	11,563	11,940	12,953	




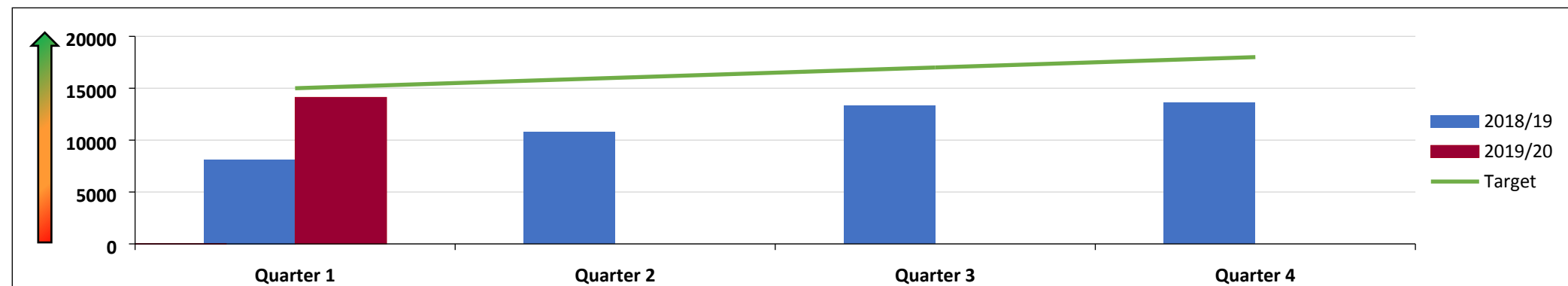
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<ul style="list-style-type: none"> • 1,736 new Twitter followers in last year • Just under 150 new followers each month • Following the Barking Riverside Fire, we had our highest single day increase in followers on Monday 10 June – 64 new followers 	<ul style="list-style-type: none"> • Refreshing content plan to increase reach and engagement • Cross promote Twitter account across all channels (all print, email, social channels, borough events, internal comms, CCC) • Digital ad campaign promoting our channels (Xads/community digital screens, Social Media ads) • Recruit new Digital Manager to oversee performance across all digital channels and refresh the team’s social media strategy.
Benchmarking	Local performance measure.	

COMMUNITY LEADERSHIP AND ENGAGEMENT

Quarter 1 2019/20

The number of One Borough newsletter subscribers

Definition		How this indicator works			
The number of subscribers to One Borough newsletter.		This indicator monitors the number of subscribers we have to the mailing list.			
What good looks like		Why this indicator is important			
We are working towards 18,000 subscribers by the end of quarter four.		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		Any issues to consider			
2017/18 – 66,341 subscribers (see issues to consider) 2018/19 – 13,610 subscribers		Due to GDPR, in May 2018 we had to erase all data and ask all subscribers (62,000) to re-subscribe to our newsletter.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2019/20	14,121				
Target	15,000	16,000	17,000	18,000	
2018/19	8,124	10,793	13,341	13,610	




RAG Rating	Performance Overview	Actions to sustain or improve performance
A	<ul style="list-style-type: none"> • 5,997 new subscribers in last year (following GDPR clean-up of our email list) • 27.9 % average open rate (GDPR sign up affected stats) • 20.1% average click rate (GDPR sign up affected stats) 	<ul style="list-style-type: none"> • Review Mailchimp, consider moving over to GovDelivery • Create targeted email topics to provide tailored info to residents • Refresh email layouts, uniform templates, style guide • Campaign to drive up sign ups including sign up overlays on web pages.
Benchmarking	Local performance measure.	

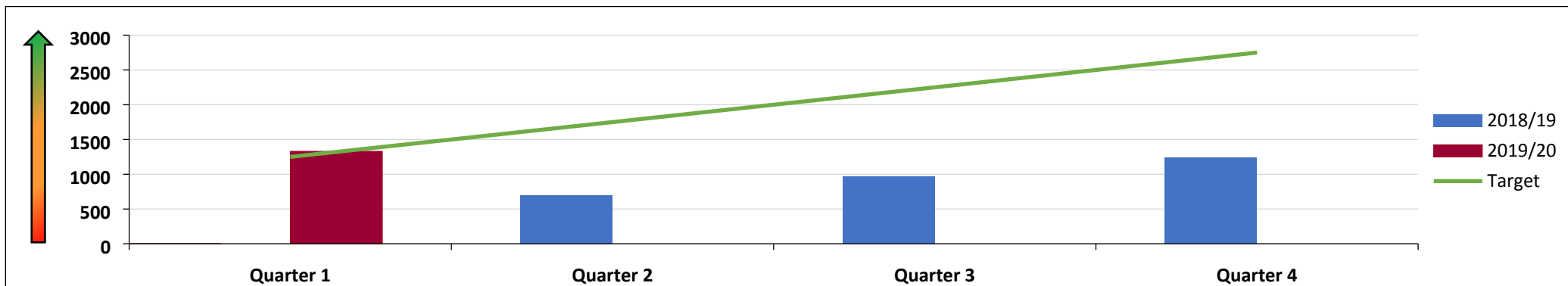
COMMUNITY LEADERSHIP AND ENGAGEMENT

Quarter 1 2019/20

Number of Instagram followers

Definition	How this indicator works
Number of followers we have on our Instagram account	The indicator monitors the increase of followers.
What good looks like	Why this indicator is important
To see an increase in the number of followers.	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	Any issues to consider
2018/19 - 1,236 followers	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
2019/20	1,330				
Target	1,250	1,750	2,250	2,750	
2018/19	n/a	768	965	1,236	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<ul style="list-style-type: none"> 1,330 new subscribers in the last year 	<ul style="list-style-type: none"> Relaunch account, and agree the key driver for channel – could potentially focus on place / using the account as a growth and regen channel? Recruit new Digital Manager to oversee performance across all digital channels and refresh the team’s social media strategy
Benchmarking	Local performance measure.	

COMMUNITY LEADERSHIP AND ENGAGEMENT

Quarter 1 2019/20

Evaluation of events

Definition	How this indicator works
Survey of people attending the events to find out: <ul style="list-style-type: none"> • 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. 	Impact / success of events is measured by engaging with attendees at the various cultural events running over the Summer, with results presented in a written evaluation report.
History with this indicator	Any issues to consider
See table below.	The outdoor cultural events programme runs from June to September.


Survey Question	2016/17	2017/18	2018/19	2019/20	DOT
The percentage of respondents who agree that these annual events should continue	100%	91%	98%		↑
The percentage of respondents who live in the Borough	66%	64%	79%		↑
The percentage of respondents who were first time attenders at the event	43%	--	30%		↓
The percentage of respondents who had attended an arts event in the previous 12 months	56%	64%	70%		n/a
The percentage of respondents who heard about the event from LBBD social media activity	25%	28%	42%		↑
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%	97%		↑

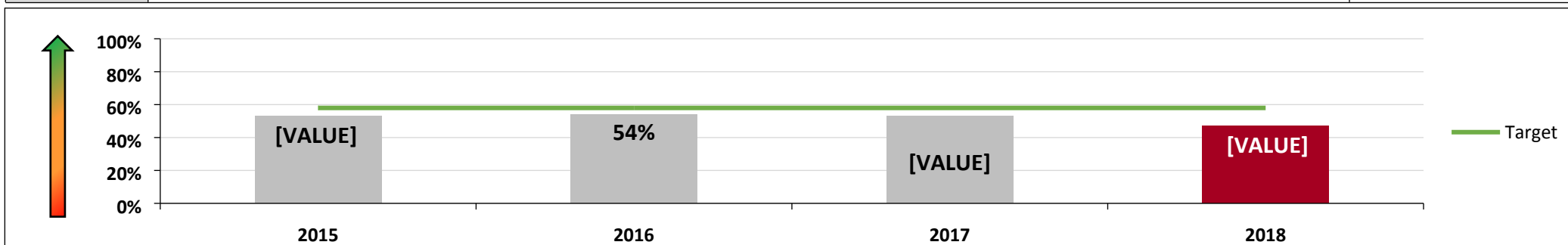
RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	Results for 2018/19 are included above. To allow comparison the results for the previous year are also included.	When we asked people what they particularly liked about the events and how they think they could be improved, a number of recurring themes were identified. 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		

COMMUNITY LEADERSHIP AND ENGAGEMENT

Quarter 1 2019/20

The percentage of residents who believe the Council listens to concerns of local residents

Definition	How this indicator works	
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’.	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	Why this indicator is important	
Good performance would see higher percentages of residents believing that the Council listens to their concerns.	Results give an indication of how responsive the Council is, according to local residents.	
History with this indicator	Any issues to consider	
2015 Residents’ Survey – 53% 2016 Residents’ Survey – 54% 2017 Residents’ Survey – 53%	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 2017
2018	47%	
Target	58%	
2017	53%	




RAG Rating	Performance Overview	Actions to sustain or improve performance
R	Performance dropped between 2017 to 2018, in line with national surveys. This may partly be linked to uncertainty surrounding Brexit and frustration with the state of affairs more generally. The Council has continued efforts to consult and engage residents. The Council is developing a relational, participatory approach, including a new participation and engagement strategy. However, to see real improvements, 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 setting clear expectations and service standards so that residents know what to expect.	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. The Council’s new consultation and engagement system will help increase participation and provide residents with a number of engagement opportunities.

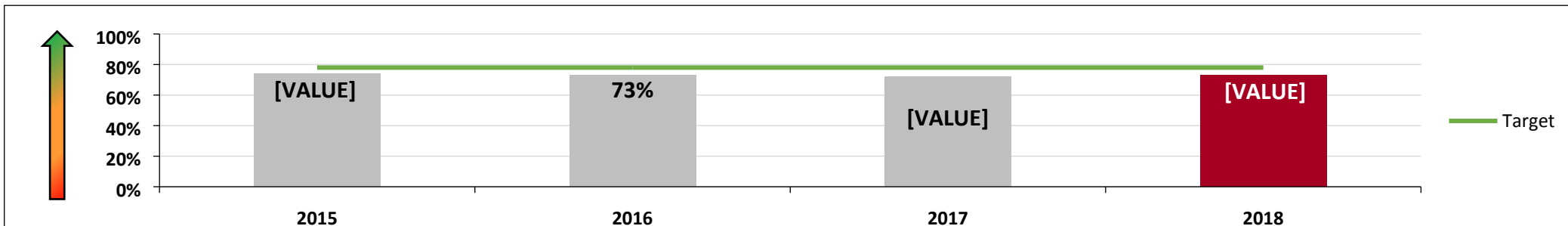
COMMUNITY LEADERSHIP AND ENGAGEMENT

Quarter 1 2019/20

The percentage of residents who believe that the local area is a place where people from different backgrounds get on well together

Definition	How this indicator works
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'.	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	Why this indicator is important
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.	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	Any issues to consider
2015 Residents' Survey – 74% 2016 Residents' Survey – 73% 2017 Residents' Survey – 72%	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.

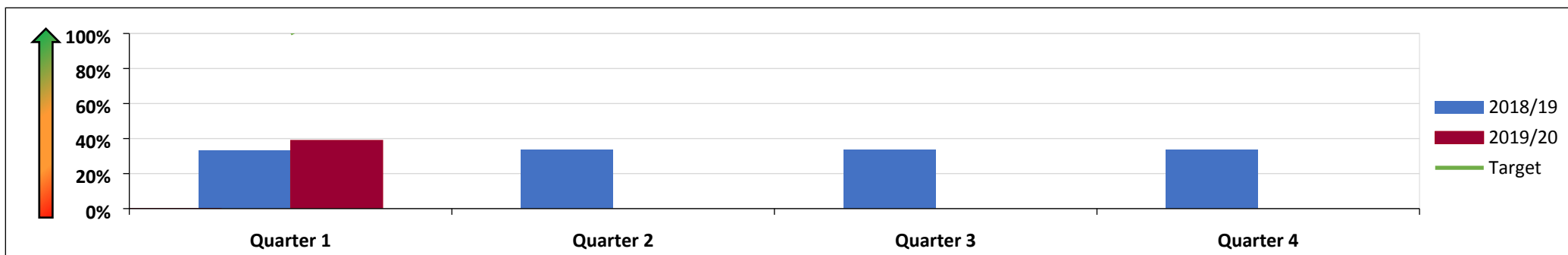
	Annual Result	DOT from 2017
2018	73%	
Target	78%	
2017	72%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Performance for this indicator has remained fairly consistent around 73% over the last few years. 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.	The Council's Cohesion Strategy recognises the interdependencies and includes actions that contribute to people connecting with and understanding one another. The Council has commissioned the Faith and Belief Forum to support grass roots faith communities and work with Barking and Dagenham Faith Forum. Community Amplifiers have been commissioned to engage with residents and Campaign company engagement with residents will help the council and partners to communicate more effectively.

Equalities and Diversity – Key Performance Indicators 2019/20

EQUALITIES AND DIVERSITY					Quarter 1 2019/20
The percentage of Council employees from BME Communities					
Definition	How this indicator works				
The overall number of employees that are from BAME communities.	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	Why this indicator is important				
That the workforce at levels is more representative of the local community (of working age).	This indicator helps to measure and address under-representation and equality issues within the workforce and the underlying reasons.				
History with this indicator	Any issues to consider				
2017/18 – 37.17% 2018/19 – 33.8%	A small number of employees are “not-disclosed”, and the actual percentage from BAME communities may be marginally 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 1 2018/19
2019/20	39%				↑
Target	Targets to be agreed				
2018/19	33.0%	33.4%	33.4%	33.8%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The council’s BAME% has increased since the previous quarter and above the figure for last year’s quarter. We have seen an increase of 6% BAME representation since Quarter 1 in the previous year. We continue to track the number of new starters and in the first quarter of 2019/2020, 57.4% of all new hires were BAME.	Monitoring of the workforce profile will continue and initiatives to attract candidates to greater align representation to the borough’s profile will remain in place.

Benchmarking

Local performance measure.

The percentage of employees from BME Communities – Service Breakdown

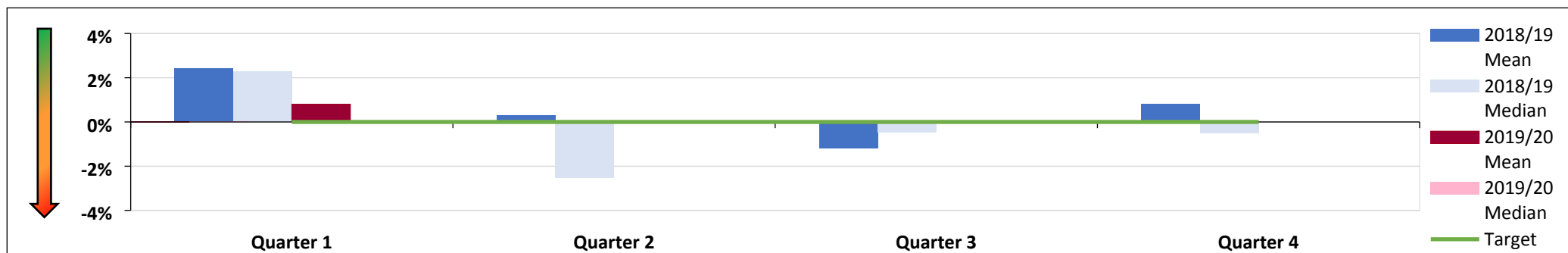
BME	Non-BME	Not Provided	Prefer not to say
937	1,369	68	28

Service Block	BAME	Not-BAME	Not Provided	Prefer not to say
Adults Care and Support - Commissioning	2	14		
Adults Care and Support - Operations	148	132	16	1
CE/ PR/ Inclusive Growth/ Transformation	2	10		
Chief Operating Officer	5	17	1	2
Children's Care and Support - Commissioning	20	33	1	
Children's Care and Support - Operations	136	83	10	1
Community Solutions	229	250	9	2
Education	36	131	3	2
Enforcement Service	63	61		
Finance	25	27	2	
Law and Governance	55	88	3	7
My Place	45	85	3	12
Policy and Participation	17	67	6	
Public Health	1	6		
Public Realm	64	304	12	1
Transformation	5	17	1	
We Fix	84	44	1	

EQUALITIES AND DIVERSITY
The Council's Gender Pay Gap

Quarter 1 2019/20

Definition		How this indicator works							
The gender pay gap is the average difference between the remuneration for men and women who are working.		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.							
What good looks like		Why this indicator is important							
That the levels of pay between male and female employees do not have significant imbalances with either group receiving significantly higher or lower levels of pay.		That the levels of pay between male and female employees do not have significant imbalances with either group receiving significantly higher or lower levels of pay.							
History with this indicator		Any issues to consider							
The previous mean & median figures reported for Q4 were 0.8% and -0.5% respectively. These will be reported in the 2020 gender pay gap submission.		Whilst the mean gap has remained the same, the median gap has slightly increased from figures reported in Quarter 4. This is because social worker recruitment & retention payments were made in March and included in the calculations. These payments were not made in Q1.							
	Quarter 1		Quarter 2		Quarter 3		Quarter 4		DOT from Qtr 1 2018/19
	Mean	Median	Mean	Median	Mean	Median	Mean	Median	
2019/20	0.8%	0.03%							↑
Target	0%		0%		0%		0%		
2018/19	2.40%	2.27%	0.30%	-2.52%	-1.19%	-0.46%	0.8%	-0.5%	




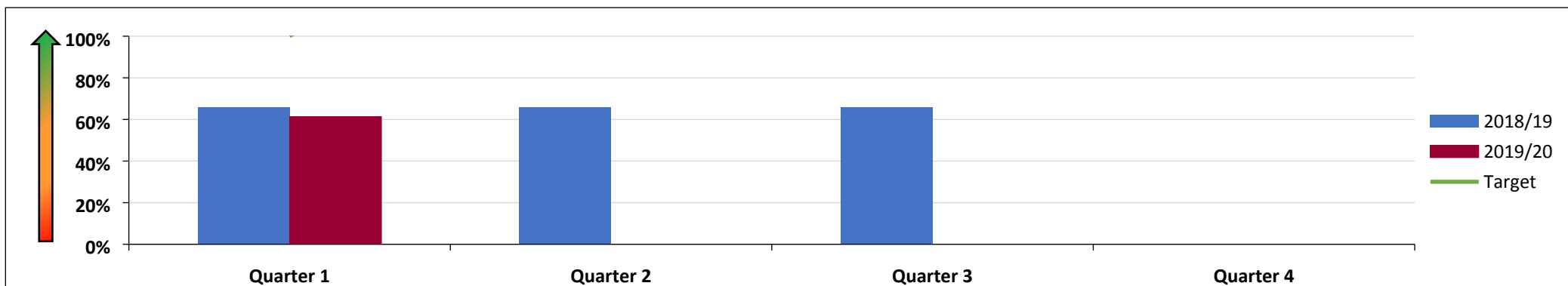
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The current Gender Pay Gap ratio demonstrates that female pay is higher than male pay.	The council will continue to monitor the GPG ratio in preparation for its annual submission in March 2020.
Benchmarking	Local performance measure.	

EQUALITIES AND DIVERSITY

Quarter 1 2019/20

The percentage of staff who have completed mandatory training (Equalities, Health and Safety, Information Governance)

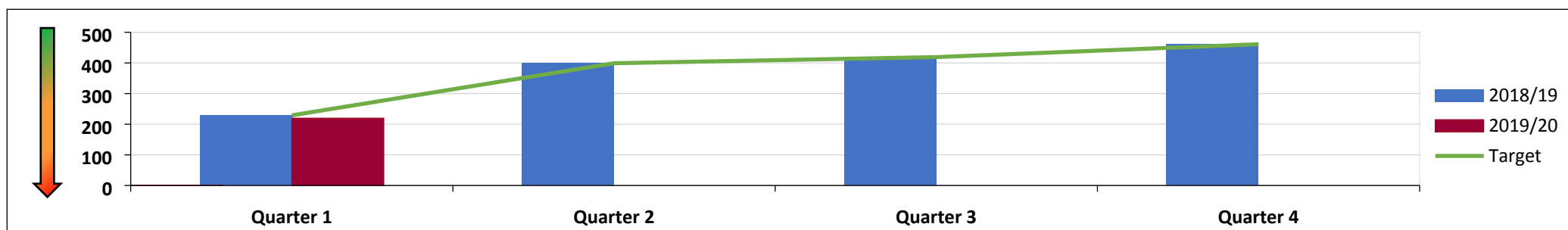
Definition		How this indicator works			
The number of employees that have completed mandatory training courses as defined by the council.		The indicator assesses the level of completion of the courses that the council deems are mandatory to ensure its compliance with legislative and best practice requirements.			
What good looks like		Why this indicator is important			
The council is aiming for full compliance in completion of all mandatory training courses.		This indicator gives assurance that staff are completing the relevant training that the council deems necessary.			
History with this indicator		Any issues to consider			
2018/19 Q1: 65.8%		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
2019/20	61.3%				
Target	Targets to be agreed				
2018/19	65.8%	65.8%	65.8%	---	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	<p>The mandatory training figure given is the average completion rate for across all training topics.</p> <p>The training levels have fallen slightly from the same period last year.</p>	<p>The new appraisal guidance for 2019-20 states that an employee’s appraisal rating will be capped if all mandatory training is not completed. The current appraisal window closes on the 30th September and it is therefore expected that completion rates will increase when figures are reported in for the next quarter.</p>
Benchmarking	Local performance measure.	

Public Realm – Key Performance Indicators 2019/20

PUBLIC REALM					Quarter 1 2019/20
The weight of fly-tipped material collected (tonnes)					
Definition	How this indicator works				
Fly tipping refers to dumping waste illegally instead of using an authorised method.	1) Fly-tip waste disposed at Material Recycling Facility and provided with weighbridge tonnage ticket to show net weight. (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	Why this indicator is important				
In an ideal scenario fly tipping trends should decrease year on year and below the corporate target if accompanied by a robust enforcement regime.	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	Any issues to consider				
2017/18 – 665 tonnes collected 2016/17 – 1,167 tonnes collected	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.				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2019/20	220 tonnes				↑
Target	229 tonnes	399 tonnes	419 tonnes	461 tonnes	
2018/19	229 tonnes	399 tonnes	419 tonnes	461 tonnes	




RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The weight of fly-tipped material collected (tonnes) in quarter 1 was 220 tonnes. April = 116 tonnes, May = 69 tonnes, June = 35 tonnes.	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. Hotspot mapping of incidents also helps to target problematic areas. This information is shared with the Enforcement team.
Benchmarking	London Fly-tipping tonnages is not available. However, the latest official figure (2017/18) for London Fly-tipping average incidents is 8,884. In 2017/18 LBBDD had 2,628 incidents of fly-tipping. LBBDD is ranked 5 th lowest for fly-tipping incidents within London's 33 boroughs (including City of London).	

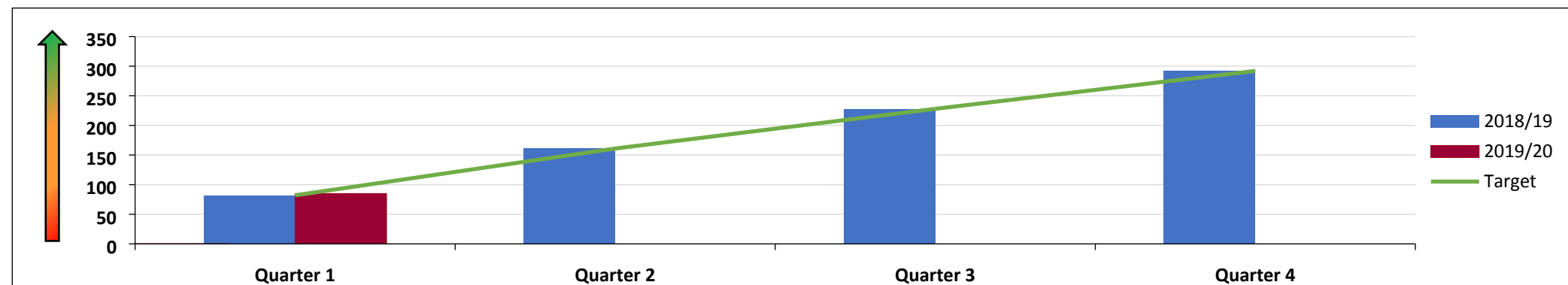
PUBLIC REALM

Quarter 1 2019/20

The weight of waste recycled per household (kg)

Definition	How this indicator works
Recycling is any recovery operation by which waste materials are reprocessed into products, materials or substances whether for the original or other purposes.	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 kg is divided by the total number of households in the borough (77,136 households 2019/20 from July 2019).
What good looks like	Why this indicator is important
An increase in the amount of waste recycled per household.	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	Any issues to consider
2017/18 – 304kg per household 2016/17 – 302kg per household	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 1 2018/19
2019/20	85kg				
Target	82kg	161kg	228kg	292kg	
2018/19	82kg	161kg	228kg	292kg	

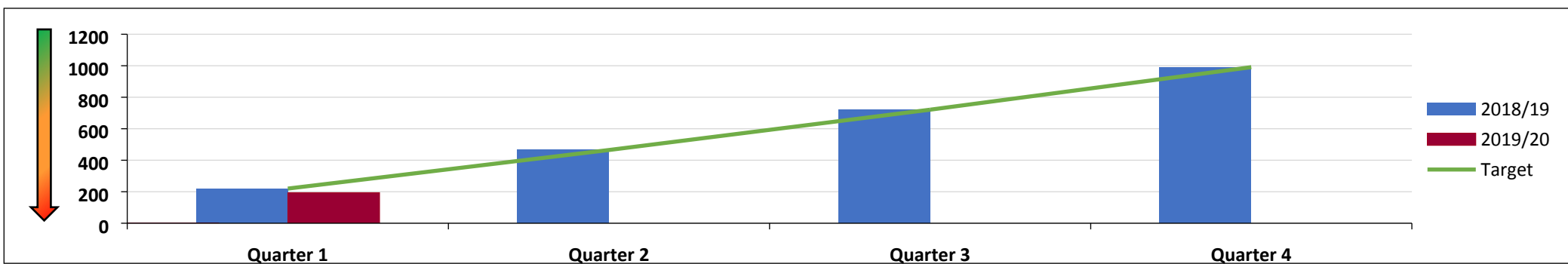


RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The weight of waste recycled per household in quarter 1 was 85kg. April = 24kg, May = 32kg, June = 29kg.	The Waste Minimisation Team continue to tackle the issue of contamination as part of the kerbside collection. Addressing this issue will be crucial to maintain LBBB's recycling rate. The team also responds to direct reports of contamination from crews and supervisors and directly engaging the residents. Dry weather impacts the amount of green garden waste produced.
Benchmarking	London average figures for recycling rate: Latest official figure (2017/18) is 33.1%. LBBB's 2017/18 recycling rate was 25%. LBBB is ranked 27 th within London's 33 boroughs (inc City of London).	

PUBLIC REALM Quarter 1 2019/20
The weight of waste arising per household (kg)

Definition	How this indicator works
Waste is any substance or object which the holder discards or intends or is required to discard and that cannot be recycled or composted.	This indicator is a result of total waste collected through domestic waste collections, 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 (77,136 households 2019/20 from July 2019).
What good looks like	Why this indicator is important
A reduction in the amount of waste collected per household.	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	Any issues to consider
2017/18 – 838kg 2016/17 – 842kg	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 1 2018/19
2019/20	194kg				↑
Target	220kg	465kg	721kg	991kg	
2018/19	220kg	465kg	721kg	991kg	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The weight of waste arising per household in quarter 1 was 194kg. April = 59kg, May = 71kg, June = 64kg. Lower recycling tonnages tend to increase the weight of waste arising per household. We have also seen an increase in household numbers from 75734 in 2018/19 to 77,136 in 2019/20 without corresponding increase in recycling.	Work is being continued by the waste min team to police the number of large bins being offered. Increase communications campaigns by the Comms Team is underway by targeting those households that produce the most waste. Increasing numbers of flats being built in the borough makes reducing household waste and increasing recycling a challenge.

Benchmarking

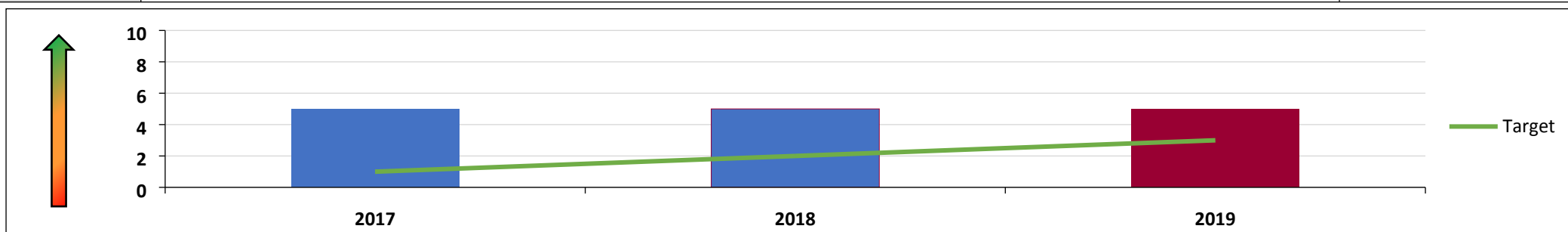
London Residual was per household: Latest official figure (2017/18) is 536.6kg. LBBB's 2017/18 waste per household rate was 850.8kg. LBBB are ranked 2nd highest for residual waste per household out of the 33 London boroughs (inc City of London).

PUBLIC REALM

The number of parks and green spaces meeting Green Flag criteria

Quarter 4 2018/19

Definition	How this indicator works				
The number of successful Green Flag Award (GFA) applications for the borough's parks and open spaces.	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.				
What good looks like	Why this indicator is important				
Achievement of the required standard and retention of the GFA.	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.				
History with this indicator	Any issues to consider				
In 2018 five of the borough's parks were awarded Green Flags: Barking Park, Beam Parklands, Greatfields Park, Mayesbrook Park and St Chads Park.	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.				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2019			5		↔
Target	Target to be agreed				
2018			5		



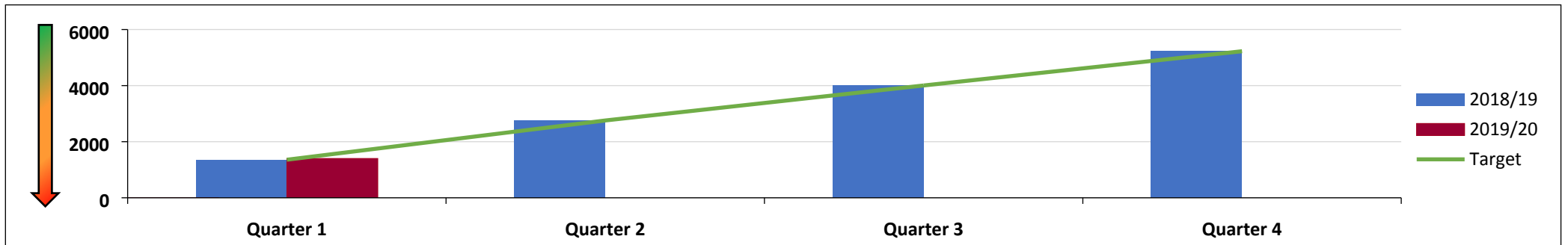
RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	Barking Park, Beam Parklands, Mayesbrook Park and St Chads Park retained the award from 2018 and will be mystery shopped in 2019. Whereas, Greatfields Park was subject to a full inspection in 2019 and was successful. Parks Commissioning prepares the site specific Management Plans, submits the applications, arranges the site visits and coordinates the response to the judge's feedback or the mystery shopper visits. However, the whole process is very much a partnership and success relies heavily on the support and commitment provide by P&E and especially	In 2019 we are provisionally aiming to prepare management plans for Eastbrookend Country Park, Tantony Green and Valence Park and hopefully submit GFA 2020/2021 applications by the deadline of 31 January 2020. The Friends of Eastbrookend CP are on board and North meets South Big Local have confirmed support for Tantony Green. Similarly, we are confident to secure local support for the Valence Park application. Hopefully next year we can achieve the standard at 8 sites. However, each application costs around £375 (depends on the size of the park). In the absence of a designated revenue budget we currently fund the GFA applications from the Parks Commissioning Marketing and Comms budget. So, the 3 extra sites could

	the hard work of the grounds staff, as well as key stakeholder and partner involvement.	add around £1,300 to the annual cost, so we can't add these additional sites without a specific budget allocation.
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Benchmarking Local Performance measure.

Enforcement and Community Safety – Key Performance Indicators 2019/20


ENFORCEMENT AND COMMUNITY SAFETY					Quarter 1 2019/20
The number of anti-social behaviour incidents reported in the borough					
Definition	How this indicator works				
Anti-social behaviour includes Abandoned Vehicles, Vehicle Nuisance, Rowdy/Inconsiderate Behaviour, Rowdy/Nuisance Neighbours, Malicious/Nuisance Communications, Street Drinking, Prostitution Related Behaviour, Noise, Begging.	As defined, it is a count of all calls reported to the police.				
What good looks like	Why this indicator is important				
Ideally, we would see a year on year reduction in ASB calls reported to the Police.	This indicator is one of the high-volume MOPAC priorities for Barking and Dagenham.				
History with this indicator	Any issues to consider				
2014/15: 5999 calls 2015/16: 5688 calls 2016/17: 6460 calls 2017/18: 5929 calls 2018/19: 5,227 calls					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2019/20	1,402				↓
Target	1,357	2,757	4,005	5,226	
2018/19	1,358	2,758	4,006	5,227	

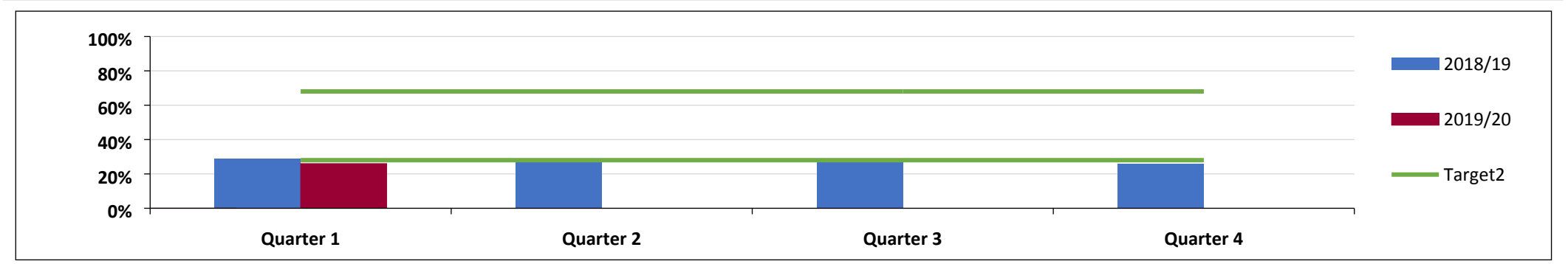


RAG Rating	Performance Overview	Actions to sustain or improve performance
A	<p>FYTD at June 2019 there were 1402 ASB incidents reported to the police. This is up by 44 incidents (+3.2%) on the 1358 reported at the same point in the previous year.</p> <p>ASB can now be reported more easily on the Met website which may account for some increase in reporting.</p>	<p>Tackling ASB is fully incorporated into police neighbourhood teams and the new council funded crime and enforcement taskforce. A new intelligence post has recently started, and the joint council/police tasking process has been reviewed so that we understand issues better and can be more proactive in dealing with them. Work is being further enhanced by recent training packages for all police officers on ASB and a specific full day of training for Neighbourhood officers.</p>

ENFORCEMENT AND COMMUNITY SAFETY Quarter 1 2019/20
Repeat incidents of domestic violence (MARAC)

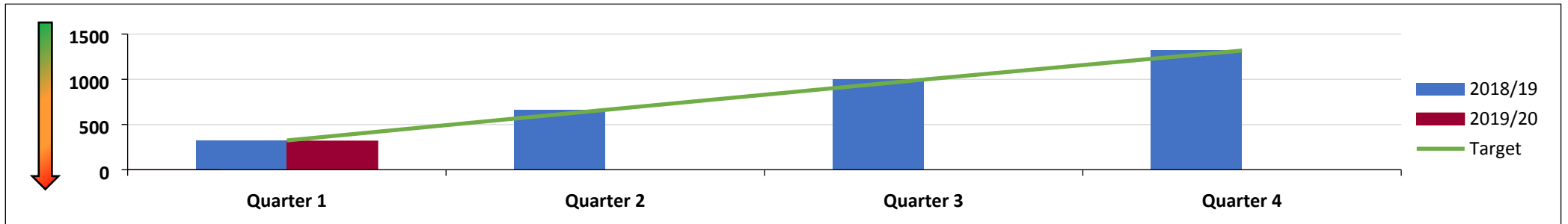
Definition	How this indicator works
The number of repeat cases of domestic abuse that are being referred to the MARAC from partners.	Numerator: Number of repeat cases of domestic abuse within the last 12 months referred to the MARAC Denominator: Number of cases discussed at the MARAC
What good looks like	Why this indicator is important
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.	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	Any issues to consider
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%	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 1 2018/19
2019/20	26%				
Target	28% to 40%	28% to 40%	28% to 40%	28% to 40%	
2018/19	29%	28%	29%	26%	




A	Performance remains steady at 26% from 2018/19 quarter 4. However, this is just outside the SAFELIVES recommended target level of between 28% and 40%.	MARAC Chair has raised this internally within Police, and this has been discussed at the Violence Against Women and Girls (VAWG) sub-group to CSP. This is being monitored and will be on the agenda at the next VAWG sub-group meeting.
Benchmarking	Benchmarking data is currently available for Jan 2018 to December 2018: Metropolitan Police Force average: 22%, National: 28%, Most Similar Force: 29%	

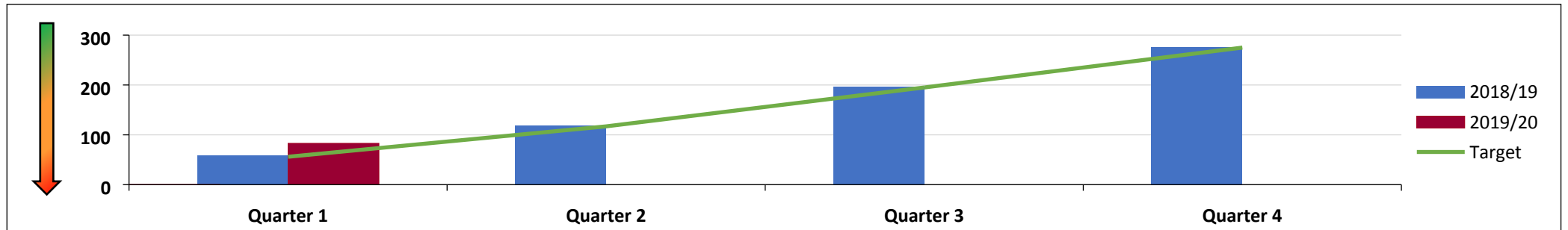
ENFORCEMENT AND COMMUNITY SAFETY					Quarter 1 2019/20
The number of non-domestic abuse violence with injury offences recorded					
Definition	How this indicator works				
The number of violence with injury offences reported to and recorded by the police which were non-domestic.	This indicator is the accumulative count of all non-domestic violence with injury offences reported to the police within the financial year period specified.				
What good looks like	Why this indicator is important				
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.	This indicator has been agreed as one of the high-volume crime priorities for Barking and Dagenham.				
History with this indicator	Any issues to consider				
2013/14: 987 2014/15: 1,147 2015/16: 1,325 2016/17: 1,360 2017/18: 1,346 2018/19: 1,319	In April 2014 changes were made to the way in which violence was recorded and classified. 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 1 2018/19
2019/20	318				↑
Target	324				
2018/19	325	663	998	1319	



RAG Rating	Performance Overview	Actions to sustain or improve performance
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A	FYTD at June 2019 there have been 318 Non-Domestic Abuse Violence With Injury Offences reported to the police. This is down 7 offences (-2.2%) compared to the same point in the previous year.	Actions in this area are captured in a new a new knife crime/SYV plan, which has a range of interventions including enforcement in key hotspot locations, targeting of perpetrators/gang nominals, taking weapons off the street, engagement with the community, rollout of the long term trauma informed model and early interventions and diversionary support for people at risk.
Benchmarking	There has been an 1.6% decrease in Non-DA VWI reported to the police across London for the same period. Rate per 1,000 population: B&D: 6.4, London: 6.1. B&D RANK 15 of 32.	

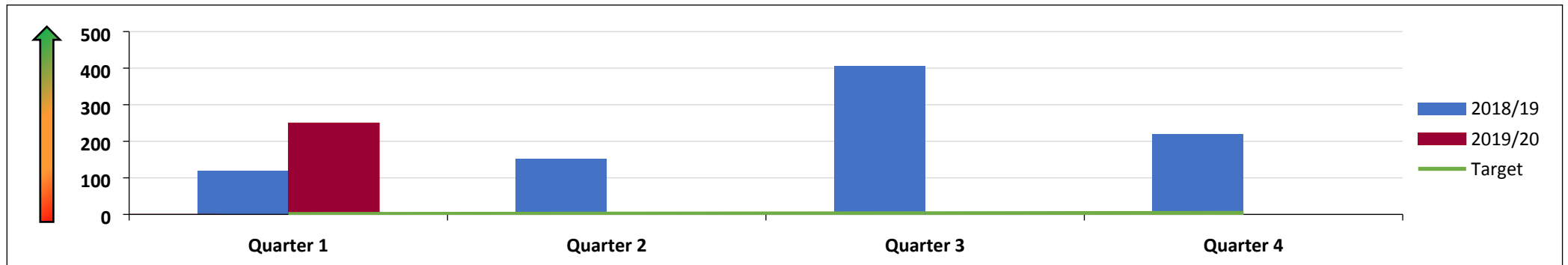
ENFORCEMENT AND COMMUNITY SAFETY					Quarter 1 2019/20
The number of serious youth violence offences recorded					
Definition	How this indicator works				
Serious Youth Violence is defined by the MPS as 'Any offence of most serious violence or weapon enabled crime, where the victim is aged 1-19.'	Serious Youth Violence is a count of victims of Most Serious Violence aged 1-19.				
What good looks like	Why this indicator is important				
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.	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	Any issues to consider				
2018/19: 275 2017/18: 258 2016/17: 224 2015/16: 245	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 1 2018/19
2019/20	83				
Target	56	116	195	274	
2018/19	59	118	196	276	




R	FYTD at June 2019 there has been 83 victims aged 1 to 19 of Serious Youth Violence. This is up 24 victims (+40.7%) on the 59 in victims in the same period last year.	Actions in this area are captured in a new a new knife crime/SYV plan, which has a range of interventions including enforcement in key hotspot locations, targeting of perpetrators/gang nominals, taking weapons off the street, engagement with the community, rollout of the long term trauma informed model and early interventions and diversionary support for people at risk.
Benchmarking	There has been an 6.1% increase in SYV victims across London for the same period. In terms of volume Barking and Dagenham ranks 8 of 32 (8 th highest in London)	

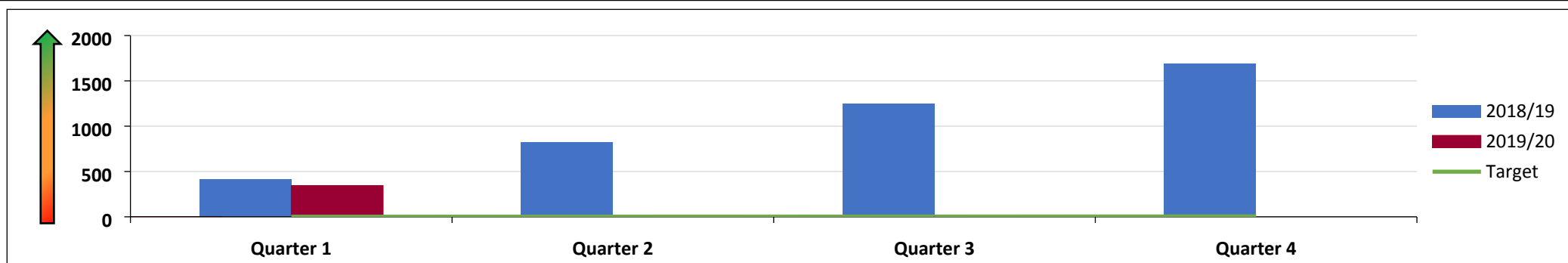
ENFORCEMENT AND COMMUNITY SAFETY Quarter 1 2019/20
The number of properties brought to compliance by private rented sector licensing

Definition	How this indicator works				
The number of non-compliant properties brought to compliant standard.	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	Why this indicator is important				
A reduction in the number of non-compliant properties increases the number of good quality private rented properties in the borough.	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	Any issues to consider				
The scheme has been licence since September 2014 and compliance visits have taken place on 98.7% of all properties that have applied for a licence	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. The volume of non-compliant properties is currently at 1.6%.				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2019/20	250				↑
2018/19	120	153	405	220	



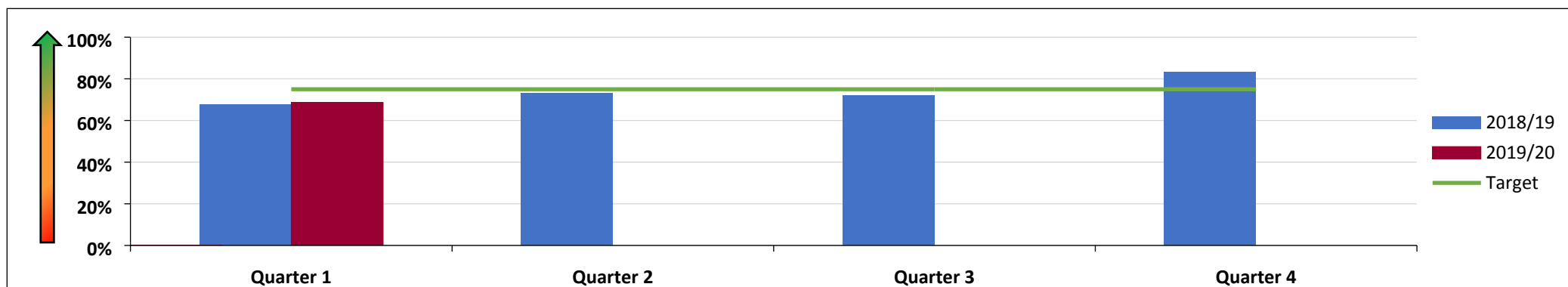
n/a	The current number of non-complaint properties is being managed by enforcement officers who have been tasked to action those cases that require enforcement action. This is being monitored on a monthly basis with enforcement as a key priority.	All minor non-compliance has been dealt with by way of conditions of licence to reduce the total outstanding number. The number of non-compliant properties that have been made compliant over the last quarter has increased due to tight performance monitoring and measuring of individual officer's caseload which has helped with accountability action planning.
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					Quarter 1 2019/20
The number of fixed penalty notices issued					
Definition	How this indicator works				
The number of fixed penalty notices issued by the enforcement team	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	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	Any issues to consider				
2017/18 – 2,311 FPNs issued 2016/17 – 1,914 FPNs issued	We cannot set income targets for FPN's.				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2019/20	344				
2019/20 YTD	344				
2018/19	415	409	420	446	
2018/19 YTD	415	824	1,244	1,690	



RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	The service has issued 344 FPNs during the first quarter of 2019/2020. This is a 17% reduction on the numbers issued in the same quarter last year.	There has been a reduced number of street enforcement officers in Quarter 4 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					Quarter 1 2019/20
The percentage of fixed penalty notices paid / collected					
Definition	How this indicator works				
The percentage of fixed penalty notices issued that have been paid / collected.	This indicator monitors the collection rate of those fixed penalty notices that have been issued.				
What good looks like	Why this indicator is important				
The aim is to increase the rate of FPNs collected / paid.	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	Any issues to consider				
2017/18 – 67.7% FPNs paid/collected 2016/17 – 58.8% FPNs paid / collected	No significant issues figure is only slightly under the target rate				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2019/20	68.6%				↑
2019/20 YTD	68.6%				
Target	75%	75%	75%	75%	
2018/19	67.5%	78.4%	69.86%	75.78%	
2018/19 YTD	67.5%	72.9%	71.92%	83.2%	

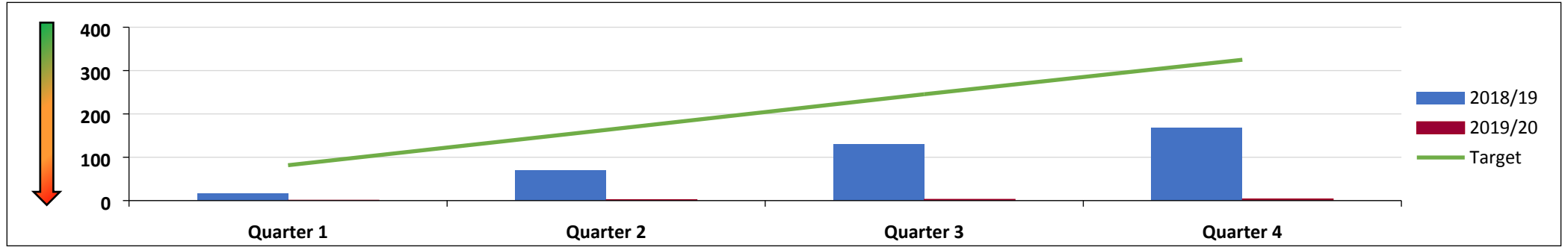


RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Quarter 1 is showing a payment rate of 68.6% against the FPNs issued during that period.	Ensure that there is a good work balance of issuing of FPN's and chasing of payments to ensure a high percentage of fixed penalty notices paid.
Benchmarking	Benchmarking data not available.	

Social Care and Health Integration – Key Performance Indicators 2019/20

SOCIAL CARE AND HEALTH INTEGRATION					Quarter 1 2019/20
The total Delayed Transfer of Care Days attributable to social care (per 100,000 population)					
Definition	How this indicator works				
Total number of days that patients remain in hospitals because of social care service delays when they are otherwise medically fit for discharge.	This indicator measures the total number of social care delayed days recorded in a month per 100,000 population and converts it to a quarterly total. The indicator is reported two months in arrears.				
What good looks like	Why this indicator is important				
Below the target set in the Better Care Fund plan.	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	Any issues to consider				
2017/18: 240 days, 164.9 per 100,000 2016/17: 550 days, 388.4 per 100,000 2015/16: 1457 days, 1084.9 per 100,000	None at present				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2019/20	Not published				
Target	81.6	163.1	245.4	324.9	

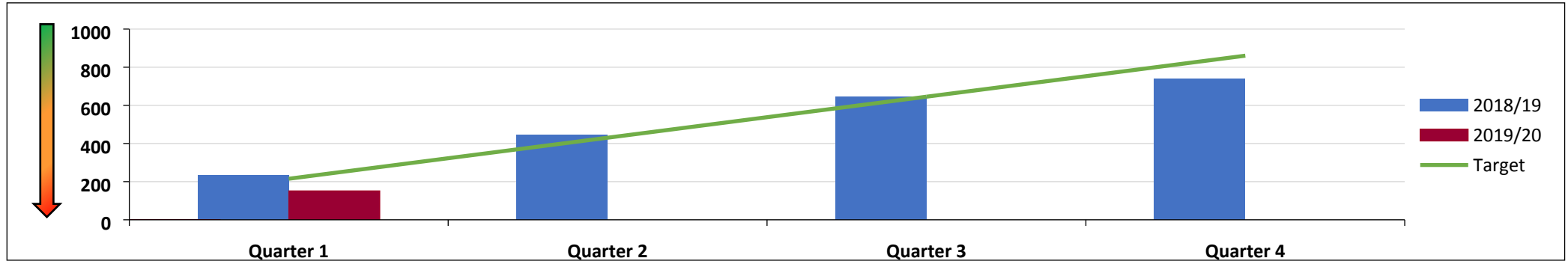
2018/19	16.2	69.0	130.6	167.09	
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RAG Rating	Performance Overview	Actions to sustain or improve performance
A	During Q4 2018-19 (most recently available quarterly data): 54 delayed days were attributable to social care, bringing the total number of delayed days for the year to 247, 167.09 on a per head basis. Comparison with the same period in 2017-18, with a reported rate of 167.03 per 100k, shows there was little progress in reducing delayed days (0.06 per 100k increase over 2018-19).	The target will remain as the national set target. The target will be reviewed in September when there is a revision to the BCF plan for 2019/20. The BCF plan is to be agreed by the HWBB before submission to the national team.
Benchmarking	Q4 2018/19: Redbridge - 131.9 per 100,000, Havering - 326.0 per 100,000, England - 1,143.9 per 100,000	

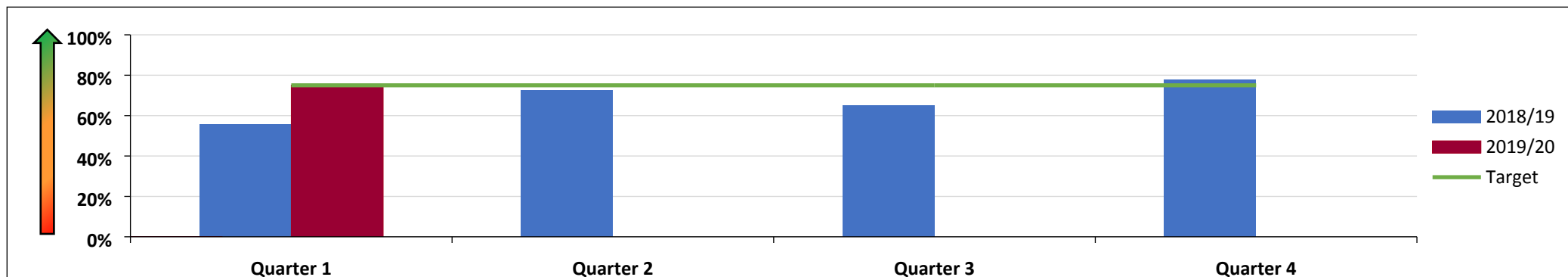
SOCIAL CARE AND HEALTH INTEGRATION					Quarter 1 2019/20
The number of permanent admissions to residential and nursing care homes (per 100,000 population)					
Definition	How this indicator works				
The number of permanent admissions to residential and nursing care homes, per 100,000 population (Aged 65+).	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	Why this indicator is important				
The Better Care Fund has set a maximum limit of 170 admissions, equivalent to 860.5 per 100,000.	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	Any issues to consider				
2018/19 -146 admissions, 737.5 per 100,000 2017/18 –139 admissions, 702.3 per 100,000 2016/17 - 145 admissions, 737.2 per 100,000 2015/16 - 179 admissions, 910.0 per 100,000	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 is of a long-term nature, short-term placements are excluded.				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2019/20	151.9				↑

Target	215.1	430.3	645.4	860.5	
2018/19	232.4	444.5	646.6	737.5	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	During Q1 30 older people were admitted to residential or nursing care homes, equivalent to 151.9 per 100k. This is 29% lower than the quarterly target of 215.1 per 100k. The target, a maximum limit of 170 admissions per year, has been updated to reflect the population estimate for older people released by the Office of National Statistics in June 2019.	Adults Care and Support continues to maintain significant management focus on reducing admissions and ensuring that people can access appropriate community-based care that meets their needs.
Benchmarking	2017-18: ASCOF England average – 585.6 per 100,000; London average – 406.2 per 100,000	

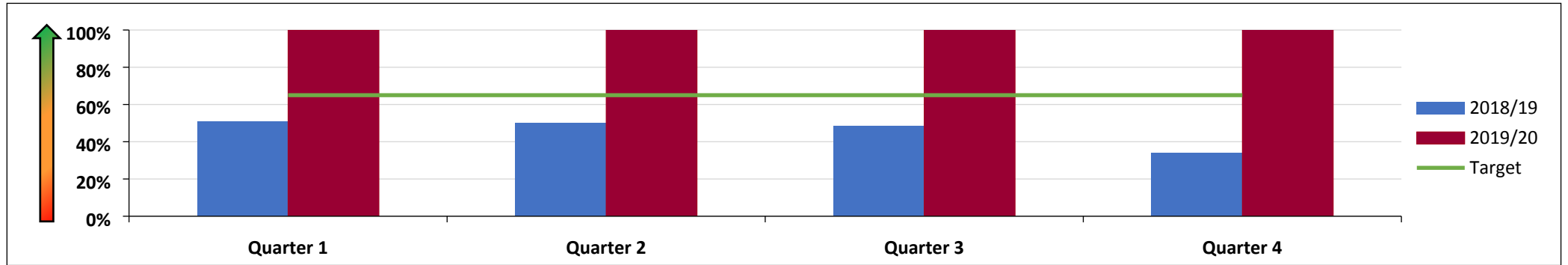
SOCIAL CARE AND HEALTH INTEGRATION					Quarter 1 2019/20
The percentage of children who received a 12-month review by 15 months of age					
Definition	How this indicator works				
Proportion of children who received a 12-month review by 15 months.	This indicator is a measure of how many children receive their 12-month review by the time they reach the age of 15 months.				
What good looks like	Why this indicator is important				
For the percentage to be as high as possible.	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	Any issues to consider				
2018/19: 71.4% 2017/18: 67.5%	The reporting for this indicator was revised in 2018/19 and hence these figures may not be comparable with figures reported in older versions of this report.				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2018/19
2019/20	75.1%				
Target	75%	75%	75%	75%	
2018/19	55.5%	72.5%	65.1%	77.8%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>In quarter 1, 75.1% of children received a 12-month review by the age of 15 months (656 of 873 children who turned 15 months in the quarter).</p> <p>Performance appeared to begin improving in March after a 6-month period below target. However, a dip in performance in May has lowered the overall performance across quarter 1.</p>	<p>Performance is monitored monthly with NELFT, the provider of this service. Over the past few quarters, the operational teams at NELFT have introduced a new appointment system whereby children are invited earlier than previously for their relevant check e.g. invite at 10 months for their 12-month review. This means that should they cancel or not attend, NELFT can reoffer an appointment within the remaining period.</p>
Benchmarking	Q4 2018/19: England – 84.4%, London – 75.6%, Barking and Dagenham – 70.6%	

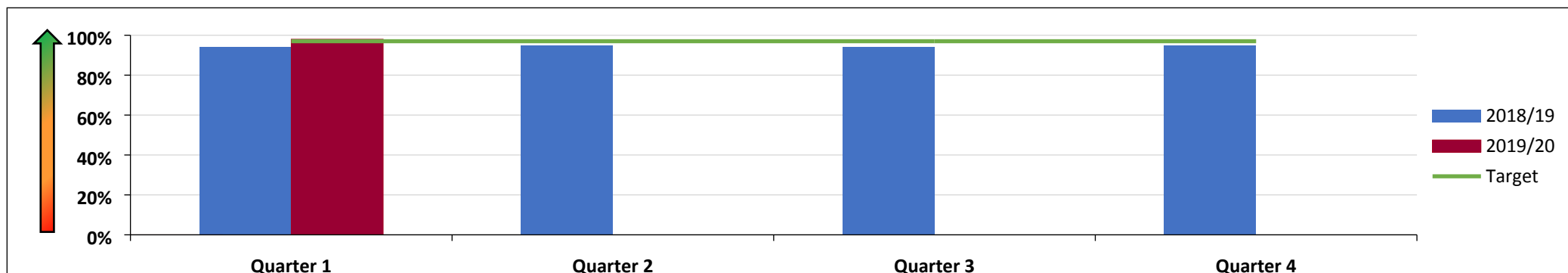
SOCIAL CARE AND HEALTH INTEGRATION					Quarter 1 2019/20
The percentage of healthy lifestyles programmes completed					
Definition	How this indicator works				
The percentage of children and adults starting healthy lifestyle programmes that complete the programme.	The number of people starting the HENRY, Exercise on Referral (EOR), Adult Weight Management (AWM) and Child Weight Management (CWM) programmes who complete the programme.				
What good looks like	Why this indicator is important				
For the percentage of completions to be as high as possible.	The 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	Any issues to consider				
2018/19: 49.8% 2017/18: 61.9% 2016/17: 48.8%	Data operates on a 3-month time lag as completion data is not available until participants finish the programme. For CWM/HENRY, figures only include the target child and not other family members who attend. Activities outside the four programmes (e.g. workshops) are not included.				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2019/20	Data not yet available				
Target	65%	65%	65%	65%	

2018/19	50.9%	50.0%	48.3%	33.8%	
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RAG Rating	Performance Overview	Actions to sustain or improve performance
R	<p>Across quarter 4 2018/19, 435 people began programmes and, of these, 147 completed them (33.8%). The largest contributor to this was EOR, where 78/303 people completed programmes (25.7%). This should show an improvement when data is refreshed at the end of July. Of 85 adults starting AWM programmes, 44 completed them (51.8%). No children’s programmes began in February or March. Of children starting in January 25/47 completed HENRY or CWM (53.2%).</p>	<p>Following the restructure, the team is now up to full capacity. This will lead to an increase in the number of AWM and CWM programmes being delivered and an increase in capacity to chase up EOR clients due for 12-week reviews, which will improve reporting on retention rates. A new flexible AWM programme will lead to improved retention as clients can access sessions they have missed.</p>
Benchmarking	This is a local indicator.	

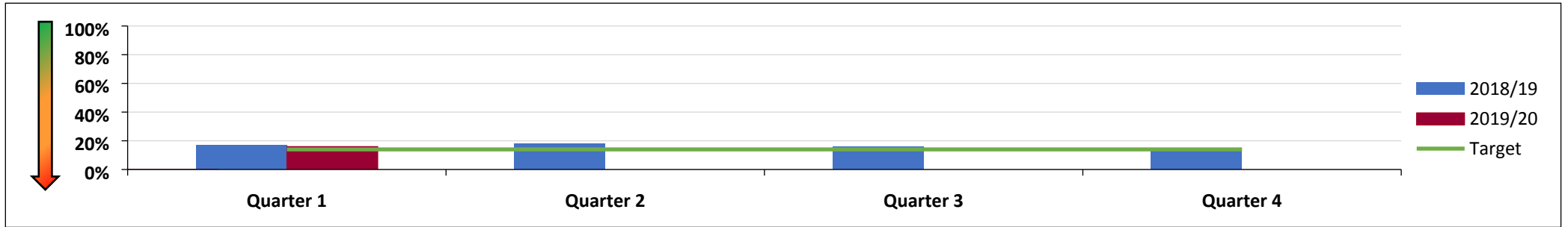
SOCIAL CARE AND HEALTH INTEGRATION					Quarter 1 2019/20
The percentage of 4-weekly Child Protection Visits carried out within timescales					
Definition	How this indicator works				
The percentage of children who are currently subject to a child protection (CP) plan for at least 4 weeks who have been visited in the last 4 weeks.	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	Why this indicator is important				
Higher is better.	Child protection visits are vital to monitor the welfare and safeguarding risks of children on a child protection plan.				
History with this indicator	Any issues to consider				
2016/17 – 86% 2017/18 – 91% 2018/19 – 94%	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 1 2018/19
2019/20	98%				
Target	97%	97%	97%	97%	
2018/19	94%	95%	94%	95%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	As at the end of Q1 2019/20, performance has increased to 98% (240/246) compared to 94% (267/279) at the end of Q4 18/19. 2 weekly CP visits is now the agreed standard and performance is at 75% - below the 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					Quarter 1 2019/20
The percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time					
Definition	How this indicator works				
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.	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.				
What good looks like	Why this indicator is important				
A low percentage, but not necessarily zero percent: some subsequent plans will be essential to respond to adverse changes in circumstances	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	Any issues to consider				
2018/19 – 15% 2017/18 – 13% 2016/17 – 17%	None at present				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19

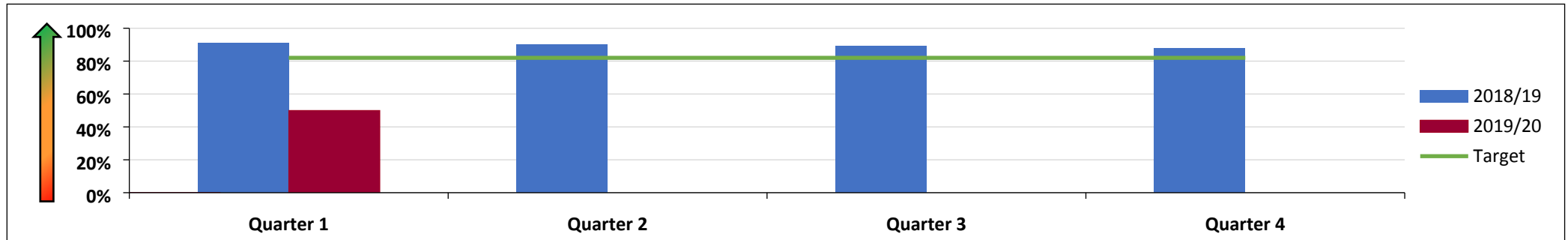
2019/20	16%				
Target	14%	14%	14%	14%	
2018/19	17%	18%	16%	15%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	As at Q1 19/20, 16% (11/69) children have become subject of a CPP for a second or subsequent time, higher than the Q4 18/19 figure of 15% (52/337). Performance is slightly above target and the London average but lower than the national average.	The CP Chairs currently undertake a six week and three month 'paper' review of cases with a ceased CP Plan to ensure that the family remains open to services. Audits are undertaken to identify themes as to why children become subject to a CP Plan for a subsequent time.
Benchmarking	London average 15%, National average 20%, Statistical neighbours 21%	

SOCIAL CARE AND HEALTH INTEGRATION					Quarter 1 2019/20
The percentage of assessments completed within 45 working days					
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	2018/19 – 88% 2017/18 – 85% 2016/17 – 78% 2015/16 – 76%		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 1 2018/19

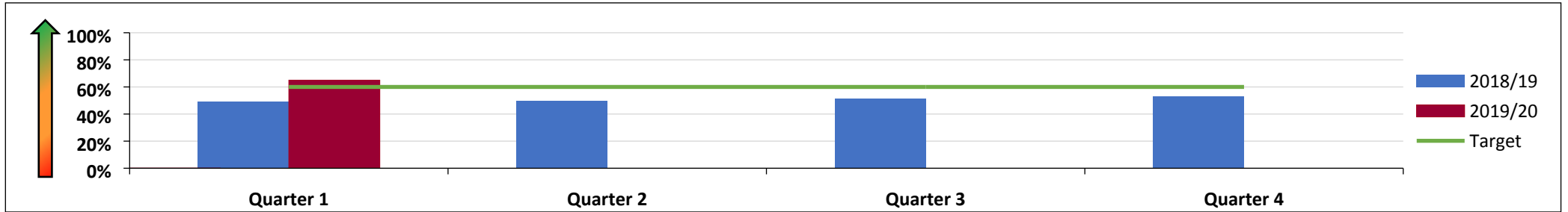
2019/20	50%					↓
Target	82%	82%	82%	82%	82%	
2018/19	91%	90%	89%	88%		



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	Performance has fallen from our end of year 18/19 position of 88% to just 50% of single assessments being completed and authorised within 45 working days in Q1. This is below the local target of 82% and all comparators.	Good progress has been made to stabilise the assessment service and recruit permanently to management posts. This has addressed staffing issues and will impact on both quality of assessments and improve the timeliness of assessments throughout the rest of this year. The Assessment Head of Service is working closely with Head of Service in MASH to ensure consistency in the application of thresholds and weekly S47 meetings take place to review thresholds and build on the interface between both teams and comparators.
Benchmarking	London average 83%, national average 83%, statistical neighbours 81%	

SOCIAL CARE AND HEALTH INTEGRATION					Quarter 1 2019/20
The percentage of Care Leavers in employment, education or training (EET)					
Definition		How this indicator works			
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.		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		Why this indicator is important			
Higher the better.		This provides an 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		Any issues to consider			
2018/19 – 53% 2017/18 – 59% 2016/17 – 58% 2015/16 – 50%		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 1 2018/19			

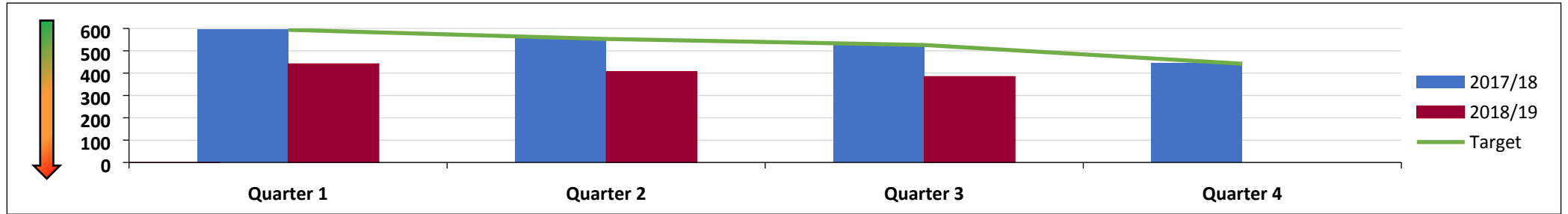
2019/20	65%				↑
Target	60%	60%	60%	60%	
2018/19	49%	50%	51%	53%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Q1 performance has increased to 65% (33/51) compared to Q4 performance of 53% (148/278). Performance is above all comparators. Of the 18 young people not in EET as of the end of Q1, 1 is in Prison, 5 we are not in contact with and 12 are open to the L2L service and are NEET. For those young people we are in contact with, performance is 72%.	<ul style="list-style-type: none"> 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	London average 52%, National average 51%, Statistical neighbours 53%	

SOCIAL CARE AND HEALTH INTEGRATION					Quarter 1 2019/20
The number and rate per 10,000 First Time Entrants					
Definition	How this indicator works				
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.	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	Why this indicator is important				
Senior managers have locally agreed that the target is to achieve a First Time Entrant rate of 390 per 10,000 population (aged 10-17 years)	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	Any issues to consider				
2017/18: 433 per 100,000 10-17 year olds (n= 102) 2016/17: 620 per 100,000 10-17 year olds (n=140) 2015/16: 613 per 100,000 10-17 year olds (n=135)	The latest data is for the rolling 12 months to December 2018 released on 06/06/2019. The next release will be on 04/09/2019 and will cover the 12-month period to end of March 2019. Therefore 2018/19 are still displayed below and the target will reduce to 390 after the next publication. ONS mid-year population estimates to 2017 are used in the calculations				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19

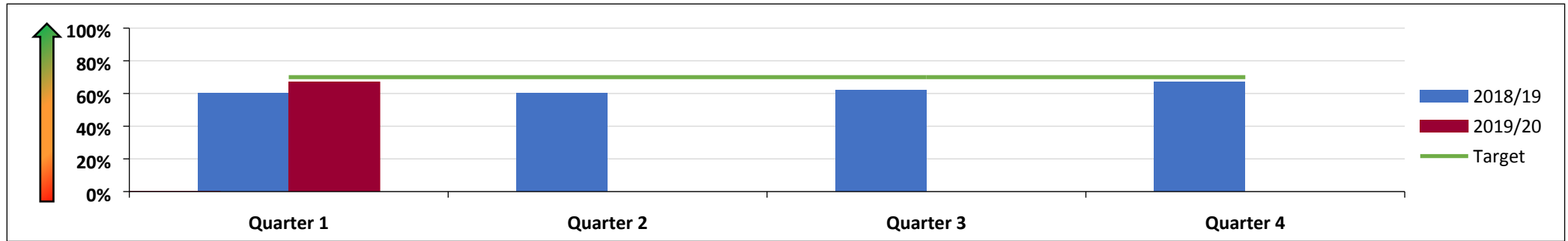
2018/19 (n)	104	96	91		↑
2018/19 rate	442	407	385		
Target	594	553	526	442	
2017/18 (n)	134	125	119	102	
2017/18 rate	595	554	527	443	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The rate continues to decrease and is now 385 per 100,000 10 - 17 year olds from 407 in the previous quarter's results. The target to achieve a rate of 390 or lower has been achieved. In real terms this is a difference of -5 First Time Entrants (91 down from 96).	YOS maintains capacity in Out of Court disposals, providing quality interventions to reduce YP entering the court arena. This includes 1:1 work as well as group work and parenting education programmes. The YP 'At Risk' of criminal behaviour matrix continues to be delivered. The schools have really valued this service and feedback has been really positive.
Benchmarking	B&D rate is 385, regional is 283 and national is 236 but the gap is closing. Barking and Dagenham currently has the 6th highest rate of FTE's in London.	

SOCIAL CARE AND HEALTH INTEGRATION					Quarter 1 2019/20
Long term stability of placements for children in care					
Definition	How this indicator works				
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	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	Why this indicator is important				
Higher the better	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	Any issues to consider				
2018/19 – 66% 2017/18 – 59% 2016/17 – 60% 2015/16 – 60%	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 2018-19, 8% of placement moves impacting on this indicator were for positive reasons, although the impact on performance was an end of year figure of 66%.				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19

2019/20	67%				↑
Target	70%	70%	70%	70%	
2018/19	60%	60%	62%	67%	

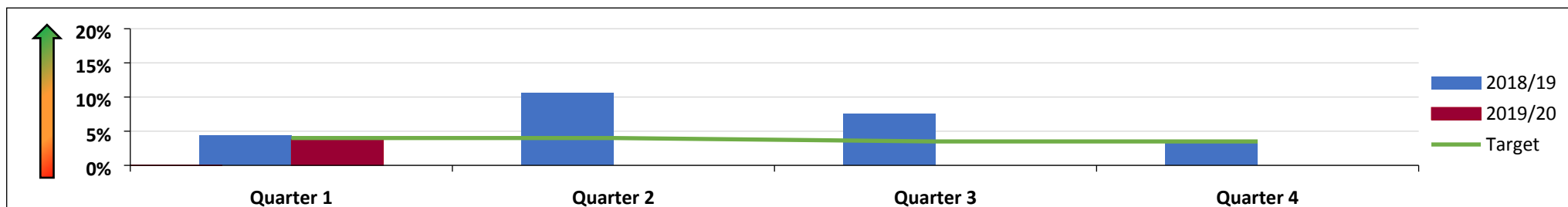


RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Q1 performance has increased slightly from 66% to 67% (87/129). We remain below the target of 70% but are close to the London average.	<ul style="list-style-type: none"> Expansion of the Mockingbird Fostering Programme is planned for 2019-20. Two constellations went live in July 2019, a further 2 are launching in September 2019 and a sixth home hub carer is being assessed for launch around Christmas 2019. 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 is currently taking place with other local authorities re. pay structures for foster carers generally, as well as for specialist carers so we can move this forward.
Benchmarking	London average 68%, National average 70%, Statistical neighbours 68%	

Educational Attainment and School Improvement – Key Performance Indicators 2019/20

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT		Quarter 1 2019/20
The percentage of 16 to 18 year olds who are not in education, employment, or training (NEET) or who have Unknown Destinations		
Definition	How this indicator works	
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.	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	Why this indicator is important	
The lower the number of young people in education, employment, or training (not NEET) or not known, the better.	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	Any issues to consider	
The annual measure was previously an average taken between November and January (Q3/4). It is now the average between December and February.	Although NEET and Unknown figures are taken monthly, figures for September and October (Q2) are not counted by DfE for statistical purposes and are not indicative of final outcomes. This is due to all young people's destinations being updated to 'Unknown' on 1 September until re-established in destinations by all East London boroughs.	

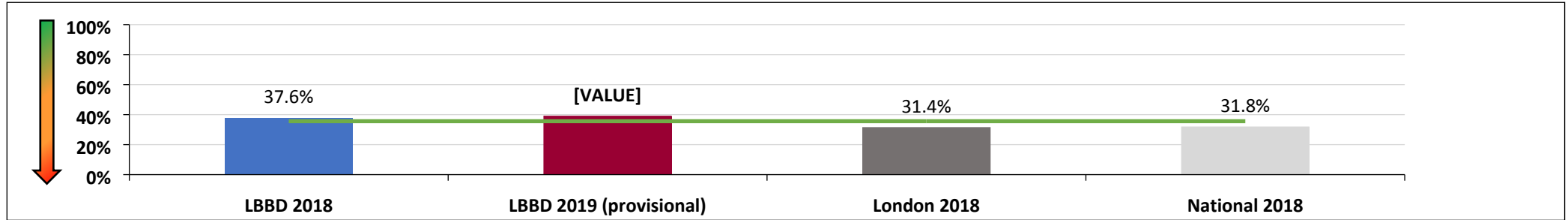
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2019/20	3.8%				↑
Target	4.0%	n/a	3.5%	3.5%	
2018/19	4.4%	10.6%	7.5%	3.5% (Dec-Feb average)	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The current Q1 NEETs+ Not Knowns figure is 3.8% (comprising 3.2% NEET and 0.6% Not Known). This is below (better than) national 5.5% (comprising 3% NEET and 2.5% Not Known) and London 4.5% (comprising 2% NEET and 2.5% Not Known) and the equivalent borough figure in 2018/19 of 4.4% (comprising 3.8% NEET and 0.6% Not Known).	<ul style="list-style-type: none"> The LA engaged with Local London around two European Social Fund bids on NEET prevention and targeted NEET support. The outcomes are expected in July 2019. A bid has also been submitted to the Young Londoners' Fund. The LA are engaging effectively with the London Enterprise Adviser Network expansion to all schools, increasing young people's exposure to employers. The 'What Next?' event for young people will take place on September 10th at the Youth Zone to support those that do not have September offers of education, employment or training.
Benchmarking	The annual published indicator (Dec-Feb average NEETs + Unknowns) in 2018/19 is 5.5% (national benchmark). The equivalent figure for London is 4.8%.	

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT		Quarter 1 2019/20
Early Years Foundation Stage (EYFS) Inequality Gap		
Definition	How this indicator works	
The gap is calculated as the percentage difference between the mean average of the lowest 20% and the median average for all children.	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	Why this indicator is important	
The lower the percentage, the better.	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	Any issues to consider	
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.	This indicator is measured annually only at the end of Foundation Stage. Results are published in July/August.	
	Annual Result	DOT from Qtr 1 2018/19
2019	39% (provisional)	↓

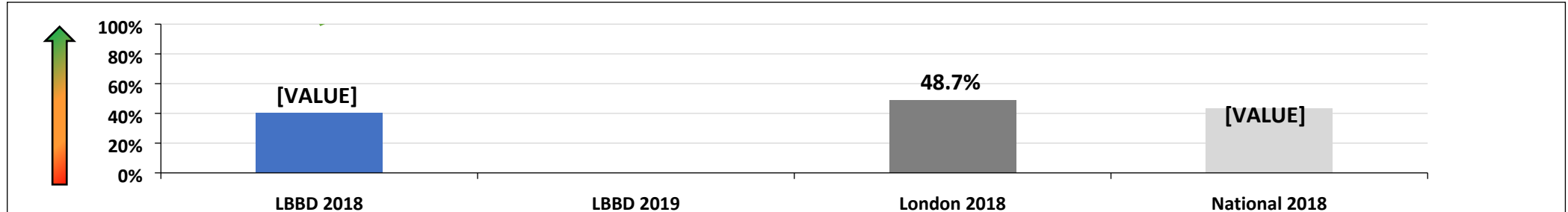
Target	35.6%
2018	37.6%



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	<p>Initial provisional early years data suggests that the gap has widened again this year despite sustained input into schools to work on targeted support for the lowest performing children.</p> <p>High numbers of SEN children, high numbers of children with English as an Additional Language and children new to the country are likely an important factor in the widening of the attainment gap alongside a drop in overall cohort size from 2016 of 500 children.</p>	<p>The Local Authority is involved in two key projects in the academic year 2019-2020 which we hope will help reduce this gap:</p> <ol style="list-style-type: none"> The National Literacy Trust's Early Words Together at Two and Three - 60 settings will be involved in a home learning programme to support early reading development in the home and in settings. Early Years Transformation Academy - An opportunity to reshape and better link up with health services around early identification of language delay and how to support parents and practitioners in effective targeted interventions to improve children's outcomes.
Benchmarking	In 2018, London was 31.4% and national 31.8%. 2019 London and national benchmarks are not yet available.	

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT		Quarter 1 2019/20
The percentage of pupils achieving 9-5 in English and Maths		
Definition	How this indicator works	
The percentage of pupils at the end of Key Stage 4 achieving grade 5 or above in both English and maths GCSEs.	To be counted in the indicator, pupils must have achieved grade 5 or above in both English and maths GCSEs.	
What good looks like	Why this indicator is important	
For the percentage of pupils achieving this standard to be as high as possible.	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	Any issues to consider	
Grade 5 is a new measure introduced for the first time in 2017.	As 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 from Qtr 1 2018/19
2019	This result will be available August 2019	↓

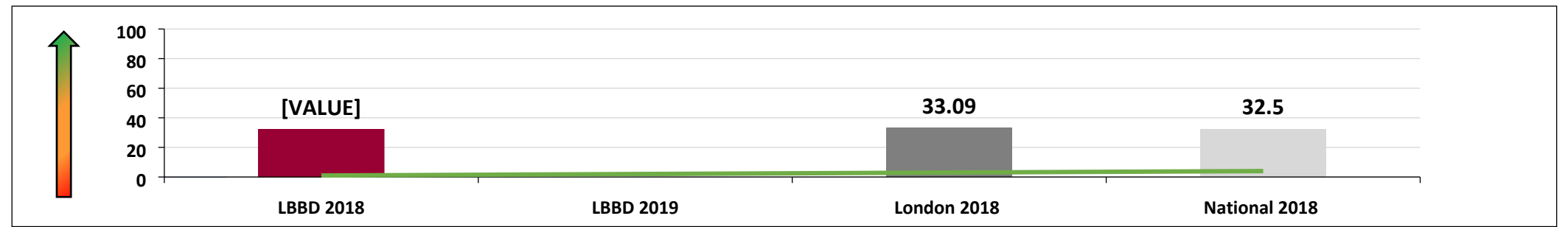
Target	45%
2018	40.4%



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	<ul style="list-style-type: none"> The borough's performance dropped by 2.9% from 2017 and is below national and London, both of which saw increases in 2018. Improving Maths outcomes has been a longstanding challenge and remains key; English, whilst traditionally strong, saw a drop under the new tougher GCSE regime. 	<ul style="list-style-type: none"> Raising educational standards to exceed national and then London is one of the five priorities in the Education & Participation Strategy 2018-22. The Council has worked with BDSIP to support and challenge schools, particularly those which struggled in the Summer 2018 exams: BDSIP has engaged new expertise for English and Maths and has delivered English and Literacy training; BDSIP is helping broker school to school support; a programme of training, network meetings, advisory support and a conference for Maths to incorporate learning from 2018 in light of the new grading arrangements has been implemented. The retention and recruitment of Maths teachers is a key challenge for schools. BDSIP is working with the Council to provide support.
Benchmarking	In 2018, London was 48.7% and national was 43.5%.	

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT		Quarter 1 2019/20
Average point score per entry – Best 3 A Levels		
Definition	How this indicator works	
The average point score for the highest scoring A' Levels across pupils.	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). Results are published as a provisional and revised score annually by the DfE.	
What good looks like	Why this indicator is important	
The higher the score, the better.	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	Any issues to consider	
In 2018, Barking and Dagenham scored 32.17, a slight fall from our 2017 score of 32.7, and lower than London (33.09) and National (32.49).		
	Annual Result	DOT from Qtr 1 2018/19
2019	This result will be available in August 2019	↓
Target	32.5	

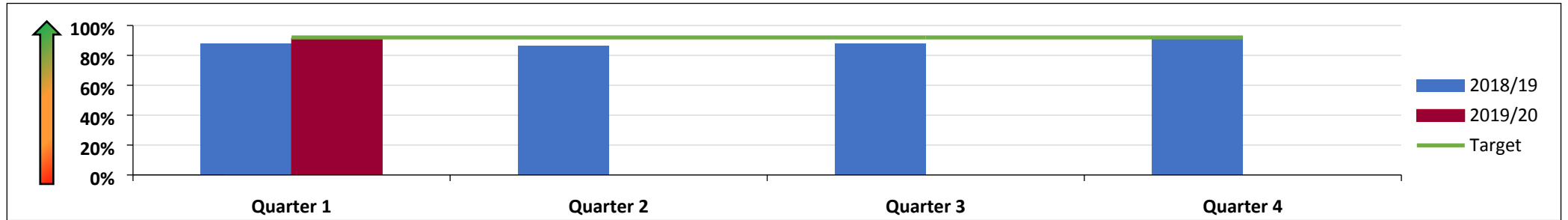
2018	32.2
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RAG Rating	Performance Overview	Actions to sustain or improve performance
R	This measure continues to be challenging. Despite some improvement the previous year, performance for the borough fell in 2018 and is below national.	<ul style="list-style-type: none"> Raising education standards to exceed national and then London is one of the five priorities in the Education & Participation Strategy 2018-22. This priority is underpinned by headline actions for schools, BDSIP and the Council. The Council is working closely with BDSIP which delivers commissioned school improvement support. BDSIP activities and their impact are regularly discussed and reviewed, including at contract and operational monitoring meetings. The Council is working with BDSIP and schools to improve the recruitment and retention of Maths and Science teachers which is a key challenge for schools. Teacher recruitment and retention is also supported by headline actions in the Education & Participation Strategy 2018-22.
Benchmarking	In 2018, London was 33.09 and national was 32.5.	

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT					Quarter 1 2019/20
The percentage of schools rated outstanding or good					
Definition	How this indicator works				
Percentage of Barking and Dagenham schools rated as good or outstanding when inspected by Ofsted. This indicator includes all schools with an inspection judgement.	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	Why this indicator is important				
The higher the better.	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	Any issues to consider				
2017/18 – 91% 2018/19 – 91.5%	No current issues to consider.				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2019/20	91.5%				↑


Target	92%	92%	92%	92%	
2018/19	88%	86.4%	88%	91.5%	

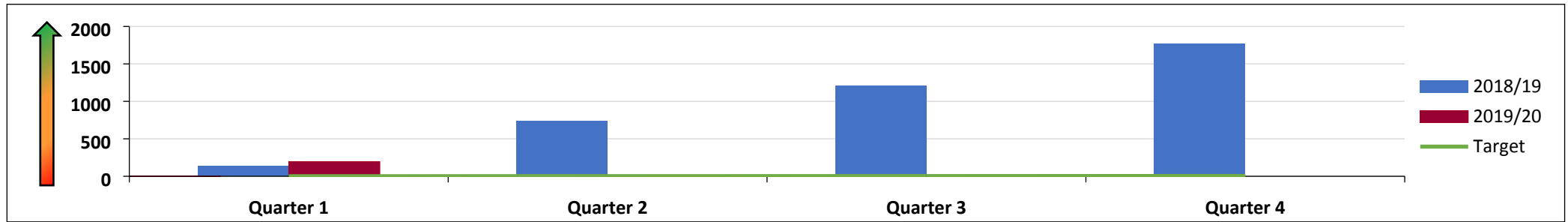


RAG Rating	Performance Overview	Actions to sustain or improve performance
A	For academic year 18/19, there have been over 20 inspections. Key outcomes include Grafton Primary improving from a rating of 'Good' to 'Outstanding' and Mayesbrook Park, Eastbury Primary and Marks Gate Infants progressing from 'Requires Improvement' to 'Good'. Riverside Bridge judged 'Inadequate' by Ofsted is progressing steadily, with Ofsted monitoring visits to, as well as Elutec in March both stating that effective action was taking place. As of Q1 2019, 91.5% (54/59) of schools are judged 'Good' or 'Outstanding' (by publication date of inspection reports on Ofsted's website). There are 5 schools not rated 'Good' including one LA maintained school. The borough is above national (85%) and slightly below London (92%) (Ofsted DataView)	<ul style="list-style-type: none"> The Council and BDSIP are working together to support Riverside Bridge (Ofsted judged that leadership had the capacity to improve the school). The Head of Trinity Special School is working as Executive Head across both schools to provide support. The March Ofsted monitoring report for Riverside Bridge commented that the school has been ably supported by advisers from the LA. For the LA maintained schools not rated 'Good' by Ofsted, the Council has commissioned additional support through the appointment of an experienced interim Executive Headteacher and additional governors to the Governing Body. Officers are working with the Governing Body to secure an executive Headteacher from a local school who can drive rapid improvement.
Benchmarking	National is 85% and London is 92% at March 2019 (Ofsted DataView).	

Employment, Skills and Aspiration – Key Performance Indicators 2019/20

EMPLOYMENT, SKILLS AND ASPIRATION					Quarter 1 2019/20
The total number of households prevented from being homeless					
Definition	How this indicator works				
Number of households approaching the service threatened with homelessness and assisted with preventative activities to alleviate homelessness	Provides a total for the end of quarter for the number of households prevented from becoming homeless in that period, with a cumulative figure provided as a "year to date".				
What good looks like	Why this indicator is important				
Number of households prevented from becoming homeless increases, while the number of households requiring emergency accommodation decreases.	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				
	Other considerations should be given to the number of households where a financial payment is made to prevent homelessness which is not directly linked to the total number of households where prevention activities have taken place.				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19

2019/20	196				
2019/20 YTD	196				
2018/19	132	740	1,209	1,766	



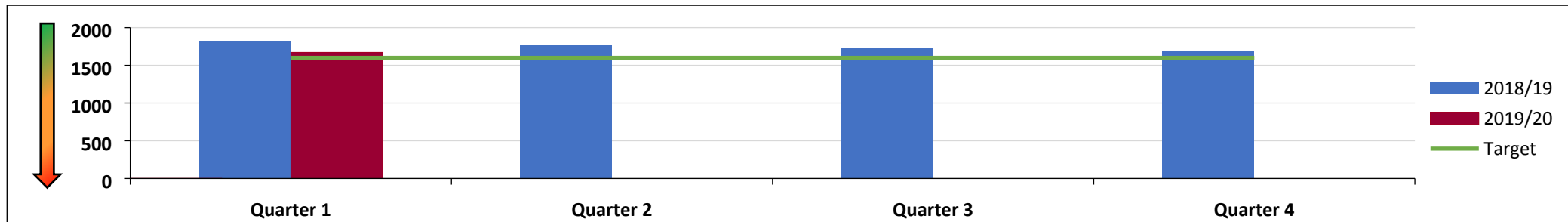
RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	The number of cases that were prevented from becoming homeless remains high and this is reflected in the on-going reduction of households placed within temporary accommodation. Private rents within the borough continue to rise and it is becoming increasingly difficult to accommodate those in need within the borough.	Joint work is taking place in the near future with the CAB who will be looking into whether they are able to prevent evictions in the private sector taking place through their court work. It is hoped that this may increase the number of prevention cases going forward.
Benchmarking	Local performance measure	

EMPLOYMENT, SKILLS AND ASPIRATION		Quarter 1 2019/20
The number of households in Temporary Accommodation over the year		
Definition	How this indicator works	
Number of households in all forms of temporary accommodation, including emergency hostel units, Own Stock (decant) , Private Sector Licence (PSL) whether in or out of the Borough.	Provides a total number of households occupying all forms of temporary accommodation at the end of each quarter.	
What good looks like	Why this indicator is important	
Reduction on the use of privately procured temporary accommodation. Decreasing the number of households in all forms of temporary accommodation is directly linked to the number of households where the Service has assisted in finding long-term suitable housing solutions, and therefore requires less of this type of accommodation.	Procuring privately managed temporary accommodation, has a significant financial impact on General Fund. Being able to reduce the reliance on this type of accommodation, gives the service an opportunity to provide excellent value for money in this area. The reduction in the use of temporary accommodation is also supported by the outstanding prevention work being done earlier in the homelessness process, which prevents the need of having to procure this type of accommodation.	
History with this indicator	Any issues to consider	
Over the last 12 months, the number of households accommodated in temporary accommodation has reduced and continues to do so. This bucks a trend when benchmarked across a number of London Local Authorities and is having a positive	The number of households continuing to access the prevention service continues to be high, which could lead to more households requiring temporary accommodation. Coupled with the increasing rates Landlords and Letting Agents are requesting to secure privately procured housing solutions, this could put more pressure on the service to temporarily house more households while alternative	

impact on being able to provide long-term stability for households previously made homeless, while also having a similarly positive effect on the service budgets.

solutions are found. Additional points to consider, also includes the ongoing Estate Renewal Regeneration Programme, which is utilising a large quantity of Council stock, which has the effect of reducing the opportunity for households in TA to place successful bids.

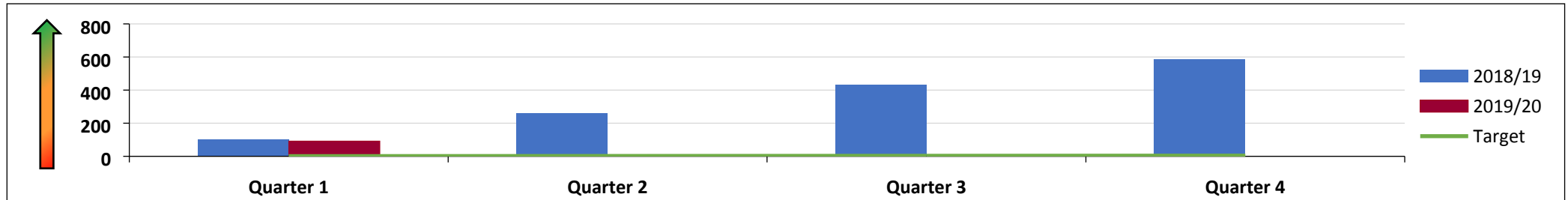
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2019/20	1,672				↑
Target	1,600				
2018/19	1,822	1,766	1,722	1,697	



RAG Rating	Actions to sustain or improve performance
A	Two main actions currently being considered to reduce the demand on the use of TA and overall reduction of households in TA include, looking at the opportunity to utilise “ring fenced” funds from MHCLG to convert existing TA properties into Assured Shorthold Tenancies. Additionally, the service is considering the utilisation of a specific resource to develop private sector opportunities outside of the London area (East of England), to consider housing solutions for those households who would otherwise be affected by significant private sector rental rates in B & D and the wider London area.
Benchmarking	Local performance measure

EMPLOYMENT, SKILLS AND ASPIRATION		Quarter 1 2019/20
The total number of households moved out of temporary accommodation		
Definition	How this indicator works	
The total number of households provided with an alternative long-term housing offer, from temporary accommodation.	The total number of households moved from temporary accommodation, where the service has been successful in either relieving or discharging statutory housing duties.	
What good looks like	Why this indicator is important	
Increase in number of households removed from temporary accommodation into longer term housing solutions, with an overall reduction on the use of temporary accommodation.	Reduction on the reliance of costly temporary accommodation, thereby having a positive impact on general fund budgets. Speaks to the wider narrative of providing long-term housing solutions for households who otherwise would continue to remain in transient type accommodation, with no stability.	
History with this indicator	Any issues to consider	
The number of households where offers have been made in the private rented sector has depended on households carrying out much of the activity required to secure long-term accommodation. This will be improved by offering further support to households with the service utilising appropriate funds.	The number of households continuing to access the prevention service continues to be high, which could lead to more households requiring temporary accommodation. Coupled with the increasing rates Landlords and Letting Agents are requesting to secure privately procured housing solutions, this could put more pressure on the service to temporarily house more households while alternative solutions are found. Additional points to consider, also includes the ongoing Estate Renewal	


	Regeneration Programme, which is utilising a large quantity of Council stock, which has the effect of reducing the opportunity for households in TA to place successful bids.				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2019/20	92				↓
2019/20 YTD	92				
2018/19	100	162	170	155	
2018/19 YTD	100	262	432	587	

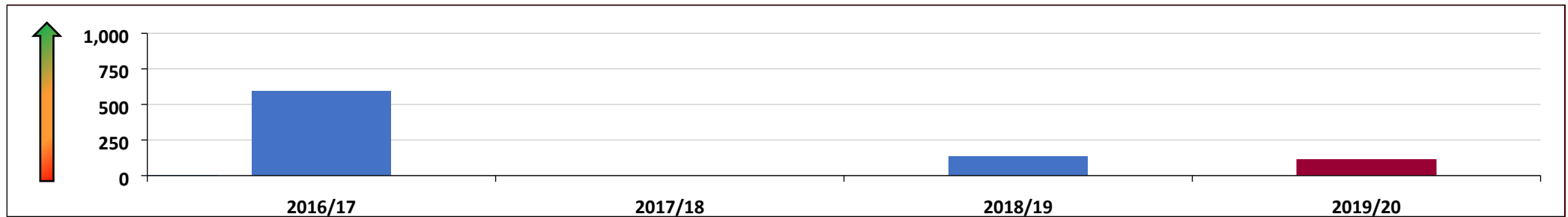


RAG Rating	Actions to sustain or improve performance
n/a	Two main actions currently being considered to reduce the demand on the use of TA and overall reduction of households in TA include, looking at the opportunity to utilise “ring fenced” funds from MHCLG to convert existing TA properties into Assured Shorthold Tenancies. Additionally, the service is considering the utilisation of a specific resource to develop private sector opportunities outside of the London area (East of England), to consider housing solutions for those households who would otherwise be affected by significant private sector rental rates in B & D and the wider London area.
Benchmarking	Local performance measure

Regeneration and Social Housing – Key Performance Indicators 2019/20

REGENERATION AND SOCIAL HOUSING		Quarter 1 2019/20
The number of new homes completed		
Definition	How this indicator works	
The proportion of net new homes built in each financial year.	Each year the Council updates the London Development Database by the deadline of 31 st August. This is the London-wide database of planning approvals and development completions.	
What good looks like	Why this indicator is important	
The Council’s target for net new homes is in the London Plan. Currently this is 1,236 new homes per year.	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	Any issues to consider	
2016/17 end of year result – 596 2015/16 end of year result – 746		

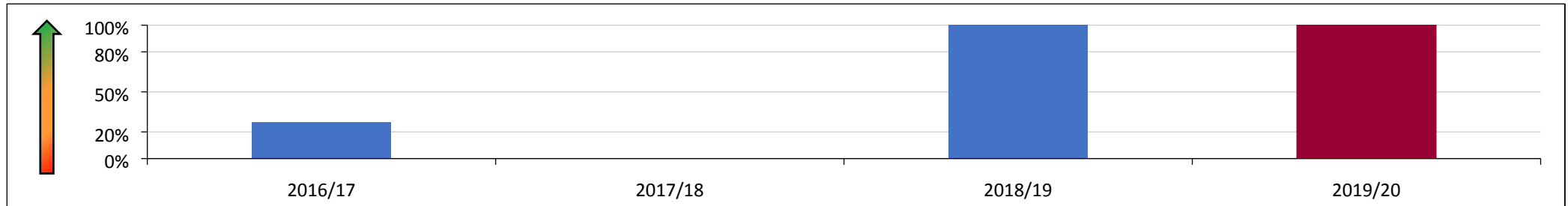
	Annual Result	DOT from Qtr 1 2018/19
2019/20	112 (Forecast)	
Target	1,236	
2018/19	132	



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	<p>As per the Business Plan, Be First will deliver 112 units in 19/20. These will be across two projects - Weighbridge and Wivenhoe.</p> <p>Further to these units, Be First will enter into contract to start on site on 11 projects this year. This year will form the base from which Be First will go on to deliver 3,100 homes over the next five years.</p>	<p>Be First is working with Jerram Falkus (the contractor for Weighbridge) to resolve current manufacturer supply issues to ensure units are delivered in the financial year.</p>
Benchmarking	Benchmarking data not available.	


REGENERATION AND SOCIAL HOUSING		Quarter 1 2019/20
The percentage of new homes completed that are affordable		
Definition	How this indicator works	
The proportion of net new homes built in each financial year that meet the definition of affordable housing in the National Planning Policy Framework.	Each year the Council updates the London Development Database by the deadline of 31 st August. This is the London-wide database of planning approvals and development completions.	
What good looks like	Why this indicator is important	
The Mayor of London Supplementary Planning Guidance on affordable housing and viability sets a threshold of 35% above which viability appraisal are not required on individual schemes. Anything above 50% would suggest an overreliance on supply of housing from Council and RSL developments and lack of delivery of homes for private sale or rent on the big private sector led developments.	The Growth Commission was clear that the traditional debate about tenure is less important than creating social justice and a more diverse community using the policies and funding as well as the market to deliver. At the same time the new Mayor of London pledged that 50% of all new homes should be affordable and within this a commitment to deliver homes at an affordable, "living rent".	

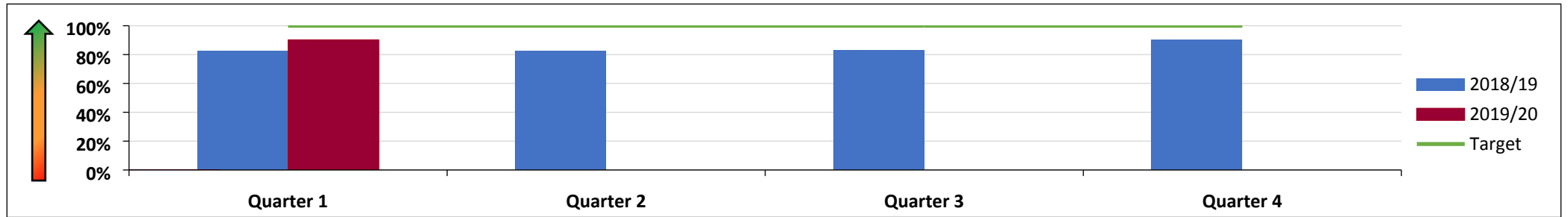
History with this indicator	Any issues to consider	
2016/17 end of year result – 29% 2015/16 end of year result – 43%	This indicator is important for the reasons given in the other boxes.	
	Annual Result	DOT from Qtr 1 2018/19
2019/20	112 (100%) (Forecast)	↔
Target		
2018/19	132 (100%)	



RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	Continuing Be First's commitment to delivering affordable homes for the borough. 100% of the units that will be delivered in 19/20 will be affordable.	Be First continues to look for opportunities to deliver more homes to the borough. A recent example is at the Grays Court Community Hospital, where Be First will deliver 56 affordable units.
Benchmarking	Benchmarking data not available.	

REGENERATION AND SOCIAL HOUSING		Quarter 1 2019/20
The percentage of council homes compliant with Decent Homes		
Definition	How this indicator works	
The percentage of council homes that meet the decent homes criteria.	Dwellings that fail to comply are those which lack three or more of the following: <ul style="list-style-type: none"> • 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. 	
What good looks like	Why this indicator is important	
A continuous improvement of the stock with constant monitoring of the stock Investment/knowledge stock condition.	This indicator is important as it aims at providing minimum safe housing for the community/landlord obligation clean safe and hazard.	

History with this indicator			Any issues to consider		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2019/20	90.27%				
Target	100%	100%	100%	100%	
2018/19	82.41%	82.5%	83.15%	90.01%	

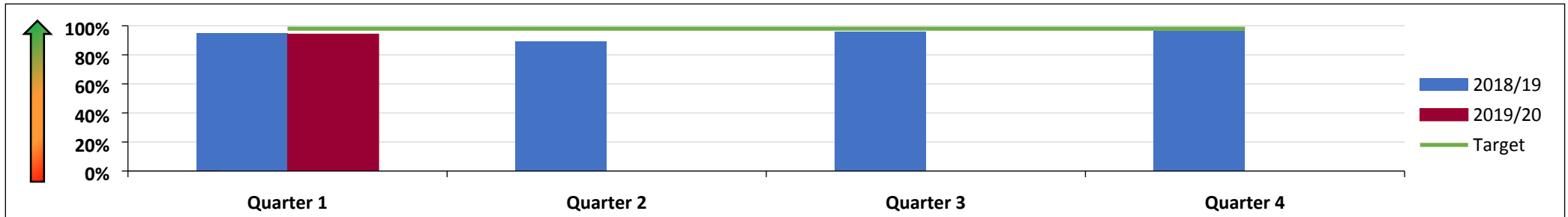


RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The change that must be delivered this year is that there should be a continuous reduction in the percentage of properties not meeting the Decent Homes standards as our investment in these properties increases. The figures for the number of non-decent homes continues to fall month-on-month as additional internal works are completed.	A major programme of external works will commence in early 2020 which will see a further reduction in overall non-decency.
Benchmarking	Benchmarking data not available.	

REGENERATION AND SOCIAL HOUSING		Quarter 1 2019/20
The percentage of residents satisfied with capital works		
Definition	How this indicator works	
Monitored monthly to see how satisfied residents are with the quality of repairs	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	Why this indicator is important	
We aim for 98% customer satisfaction.	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	Any issues to consider	

In LBBB 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 1 2018/19
2019/20	94.3%				↓
Target	98%	98%	98%	98%	
2018/19	94.84%	89.05%	95.92%	96.3%	

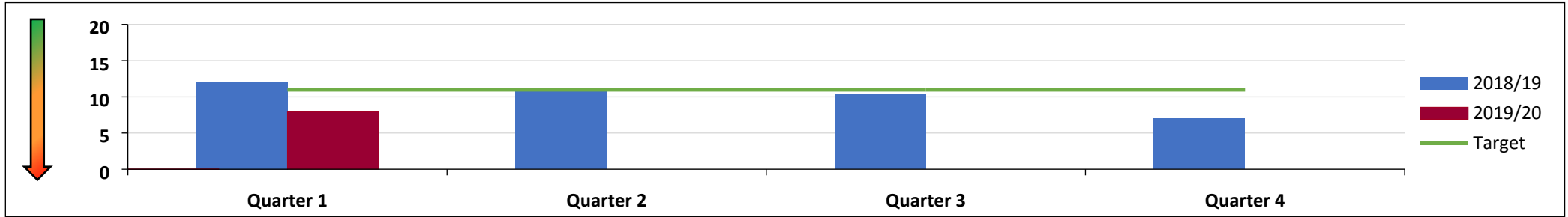


RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Satisfaction percentage has dropped by 2 percentage.	There are weaker contractors within the contractors who we are working with. Their figures get boosted whilst averaging. The service is aware of this and they look at the contractors individually.
Benchmarking	Benchmarking data not available.	

Finance, Performance and Core Services – Key Performance Indicators 2019/20


FINANCE, PERFORMANCE AND CORE SERVICES		Quarter 1 2019/20
The average number of days taken to process Housing Benefit / Council Tax Benefit Change Events		
Definition	How this indicator works	
The average time taken in calendar days to process all change events in Housing Benefit and Council Tax Benefit.	The indicator measures the speed of processing.	
What good looks like	Why this indicator is important	
To reduce the number of days it takes to process HB/CT change events.	Residents will not be required to wait a long time before any changes in their finances.	
History with this indicator	Any issues to consider	
2017/18 End of year result – 8 days 2016/17 End of year result – 9 days 2015/16 End of year result – 14 days	There are no seasonal variances, but however government changes relating to welfare reform, along with Department for Work and Pensions (DWP) automated communications	

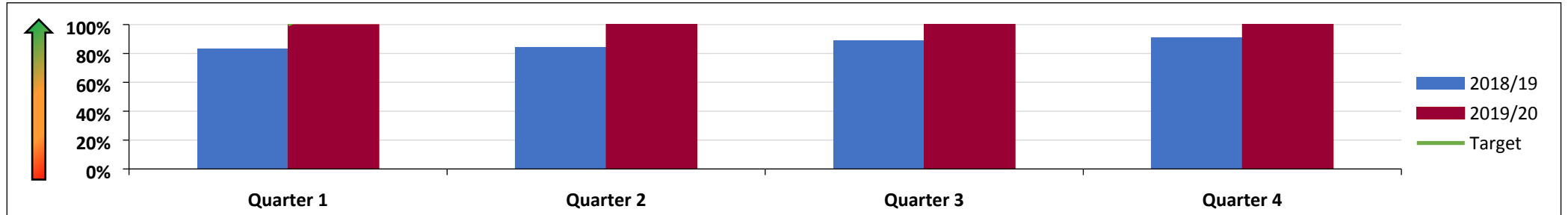
	pertaining to changes in household income impact heavily on volumes and therefore performance.				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2019/20	7.95 days				
Target	11 days	11 days	11 days	11 days	
2018/19	12 days	11.05 days	10.31 days	7 days	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>VEP & ATLAS remains fully implemented and utilised.</p> <p>Suspension Reports are being tightly controlled so all claims that hit month (as per legislation) are actioned immediately.</p> <p>Continual tray management and officer redeployment to priority work areas.</p>	Continuation of work structure & plans implemented in 2018/19
Benchmarking	Local performance measure.	

FINANCE, PERFORMANCE AND CORE SERVICES		Quarter 1 2019/20
The percentage of customers satisfied with the service they have received		
Definition	How this indicator works	
The percentage of customers who say that they were satisfied with the service they received from the Contact Centre.	A sample of calls to the Contact Centre is taken in which customers are asked to rate their experience.	
What good looks like	Why this indicator is important	
85%	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	Any issues to consider	
2017/18 – 84% 2018/19 – 91.09%		

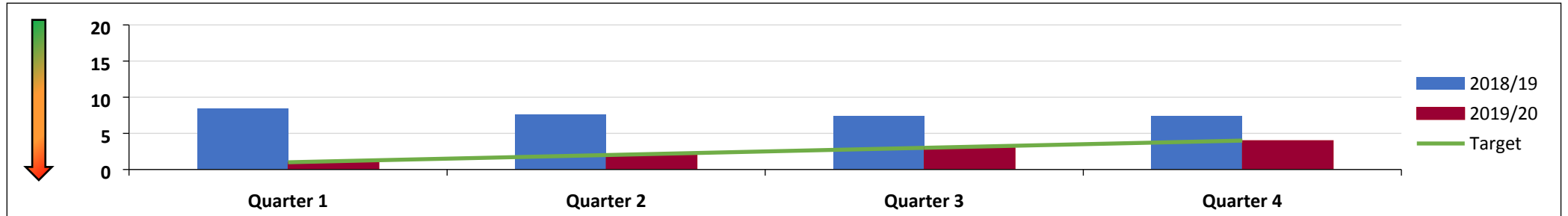
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2019/20	98%				
2019/20 YTD	98%				
Target	85%	85%	85%	85%	
2018/19	83.34%	85%	98%	98%	
2018/19 YTD	83.34%	84.17%	88.78%	91.09%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Overall good performance for the Contact Centre as residents have seen a positive improvement in the service being delivered. This has been a combination of refresher sessions in Customer Services with a focus on soft skills training.	The soft skills sessions will be run bi-monthly to main the excellent service being delivered in the Contact Centre.
Benchmarking	Local performance measure.	

FINANCE, PERFORMANCE AND CORE SERVICES		Quarter 1 2019/20
The average number of days lost due to sickness absence		
Definition	How this indicator works	
The average number of days sickness across the Council, (excluding staff employed directly by schools and ex-employees). This is calculated over a 12-month rolling year and includes leavers	Sickness absence data is monitored closely by the Workforce Board and by Directors. An HR Project Group continues to meet weekly to review sickness absence data, trends, interventions and “hot spot” services that have been identified. Managers have access to sickness absence dashboards.	
What good looks like	Why this indicator is important	
Average for London Boroughs has recently been revised and is 8.2 days (up from 7.8).	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					Any issues to consider
2017/18 end of year result: 7.43 days 2016/17 end of year result: 8.43 days 2015/16 end of year result: 9.75 days					A breakdown of sickness absence in services is set out below.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2019/20	6.57 days				↑
Target	6 days	6 days	6 days	6 days	
2018/19	7.88 days	7.40 days	7.65 days	7.13 days	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The target of 6 days has not yet been reached. However, the council's sickness figures continue to improve.	Targeted interventions remain in place in areas where there continue to be high levels of absence and are confident that this is having a positive impact. Further detailed analysis of areas with high absence levels continues to be undertaken.
Benchmarking	Local performance measure.	

Service Block	Long term % of days	Short term % of days
Adults Care and Support - Commissioning	49%	51%
Adults Care and Support - Operations	77%	23%
CE/ PR/ Inclusive Growth	0%	100%
Chief Operating Officer	0%	100%
Children's Care and Support - Commissioning	69%	31%


The average number of days lost due to sickness absence –

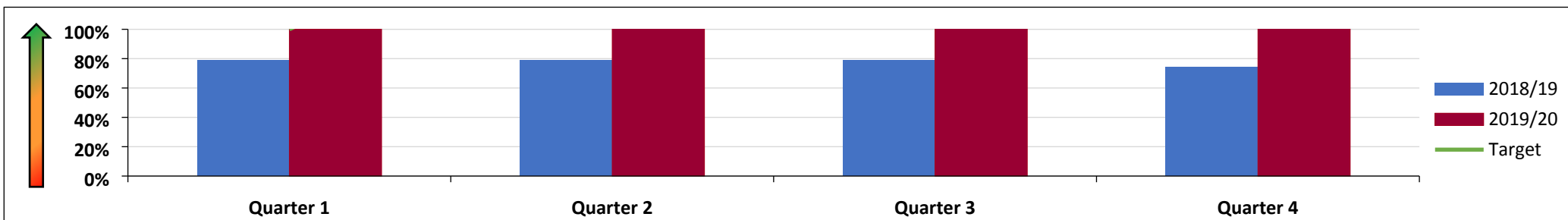
Service Block	Average Days Lost per EE
Adults Care and Support - Commissioning	4.5
Adults Care and Support - Operations	8.5
CE/ P&R/ Inclusive Growth	0.1
Chief Operating Officer	2.5
Children's Care and Support - Commissioning	6.3
Children's Care and Support - Operations	3.8
Community Solutions	5.7
Education	2.2
Enforcement	7.5
Finance	1.7
Law and Governance	4.3
My Place	6.6
Policy and Participation	4.0
Public Health	0.6
Public Realm	12.4
Transformation	1.5
We Fix	7.1

Children's Care and Support - Operations	47%	53%
Community Solutions	64%	36%
Education	41%	59%
Enforcement Service	73%	27%
Finance	0%	100%
Law and Governance	71%	29%
My Place	66%	34%
Policy and Participation	82%	18%
Public Health	0%	100%
Public Realm	72%	28%
Transformation	0%	100%
We Fix	52%	48%

Service Breakdown

FINANCE, PERFORMANCE AND CORE SERVICES
Quarter 1 2019/20
Employee Engagement Index Score

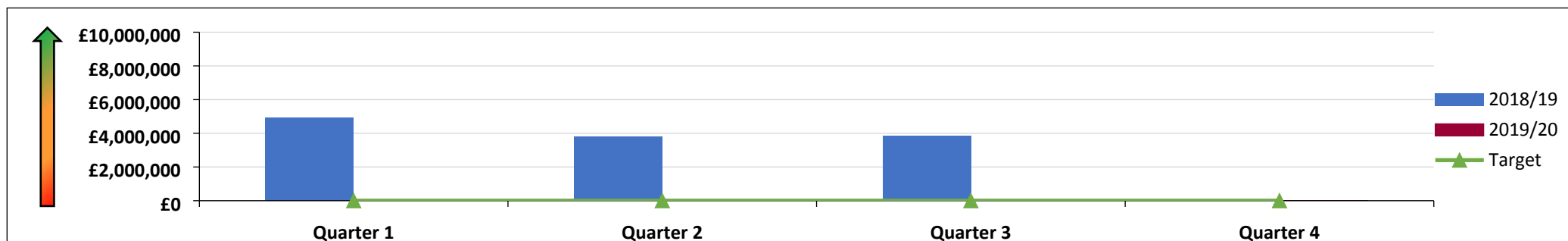
Definition		How this indicator works			
The employee engagement index calculated from the scoring of the employee engagement questions of the Temperature Check survey.		The indicator uses the average score of a group of 6 critical engagement questions answered within the Temperature Check survey.			
What good looks like		Why this indicator is important			
Maximising employee engagement is a key factor in ensuring the organisation is able to deliver upon the borough manifesto and delivering high quality services to its residents.		This indicator helps to measure the engagement of the council's workforce and enables any underlying issues to be investigated and addressed.			
History with this indicator		Any issues to consider			
2017/18 – 74%					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2019/20	74%				
Target	Target to be agreed				
2018/19	79%	79%	79%	74%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The engagement score remains unchanged from the previous monitoring period as no further employee engagement data has yet been collected and analysed.	An employee engagement survey is currently underway and results will be available for the next report.
Benchmarking	Local performance measure.	

The current revenue budget account position (over or underspend)

Definition	How this indicator works				
The position the Council is in compared to the balanced budget it has set to run its services.	Affects the overall financial health of the council especially if continuing overspend				
In line with projections, with no overspend.	Why this indicator is important				
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 continuing overspend impacts on the overall level of reserves and can impact on saving targets for future years to recover.				
The position the Council is in compared to the balanced budget it has set to run its services.	How this indicator works				
In line with projections, with no overspend.	Statutory requirement to maintain balanced budget and use resources as approved by budget assembly.				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2019/20	£7.7m at period 3 reported to CPG July 2019				n/a
2018/19	£4,924,000 forecast	£3,789,000 forecast	£3,857,000 forecast	Data not provided	



RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	Information not provided.	Recovery plans requested from each director to be reported to September CPG. Will need to consider impact on future budget gap and reserves levels with mitigations and additional savings if necessary.
Benchmarking	No benchmarking data available – Local measure only	