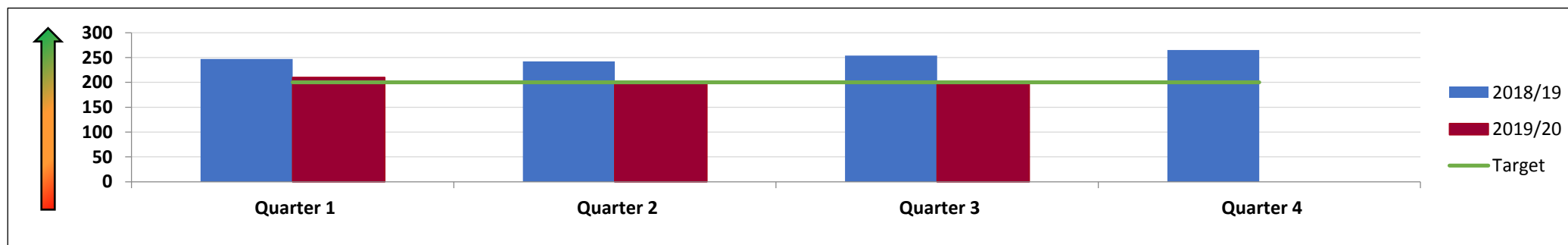


Appendix 2: Community Leadership and Engagement – Key Performance Indicators 2019/20

COMMUNITY LEADERSHIP AND ENGAGEMENT					Quarter 3 2019/20
The number of active volunteers					
Definition	How this indicator works				
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.	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	Why this indicator is important				
We are working towards a continuous increase in the number of active volunteers within the borough.	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	Any issues to consider				
2017/18 – 230 active volunteers 2018/19 – 265 active volunteers	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 3 2018/19
2019/20	210	202	200		↓
Target	200	200	200	200	
2018/19	247	242	254	265	

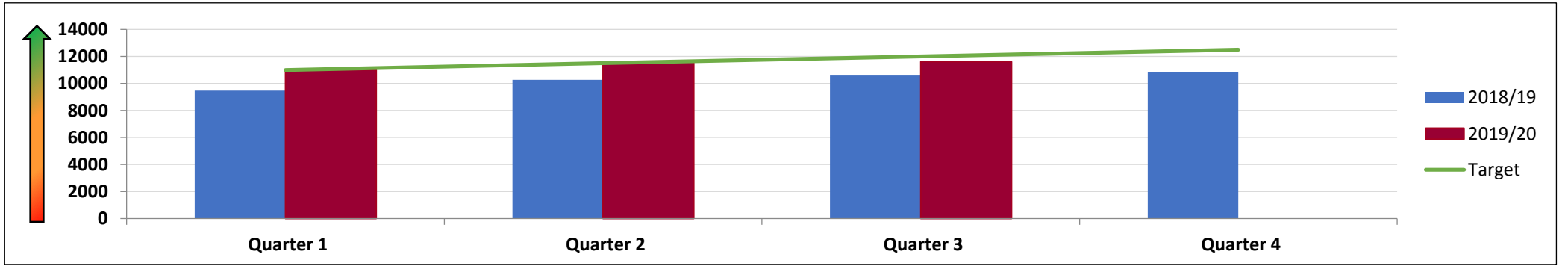


RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>Across quarter 3 of 2019 (October to December) there was an average of 200 active volunteers. This is in line with the quarterly target of 200 volunteer. This figure reflects the seasonal variation in volunteering and the possible change in opportunities for volunteering with the council wide reorganization being established. We currently have a total number of 131 volunteer applicants within all schemes Community Solutions (123 applicants) other voluntary schemes (8 applicants).</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 LBBDD and can be used to increase the uptake of the expanded offer.</p>
Benchmarking	Local Performance measure	

COMMUNITY LEADERSHIP AND ENGAGEMENT Quarter 3 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 3 2018/19
2019/20	11,020	11,600	11,608		↑
Target	11,000	11,500	12,000	12,500	
2018/19	9,479	10,264	10,586	10,847	




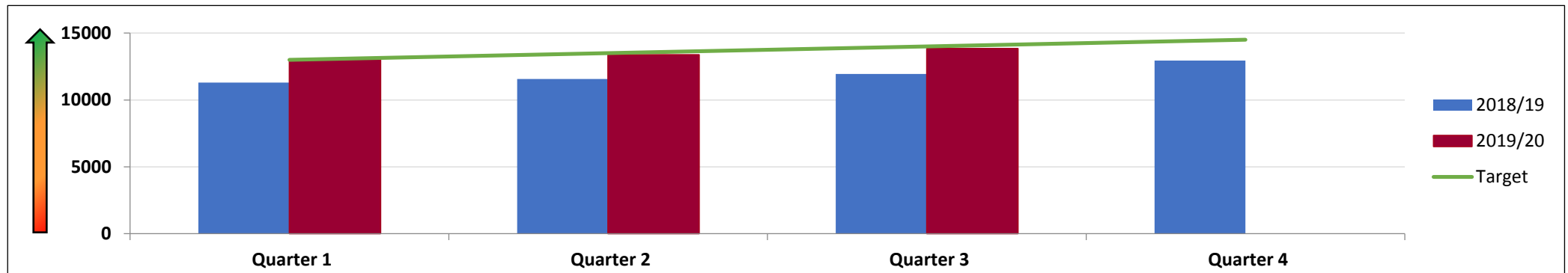
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	11,608 followers (400 under the Q3 target, generally on). This trend may well be reflective of an overall shift in Facebook’s approach of late. A big focus for the future of the platform is around privacy and community and how important that is to its users. This is seeing an overall increase in groups over pages. Facebook are creating a new layout of the platform in the near future in response.	<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) Continue to monitor developments in Facebook’s approach to pages and groups as described.
Benchmarking	Local performance measure.	

COMMUNITY LEADERSHIP AND ENGAGEMENT

Quarter 3 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 3 2018/19
2019/20	13,040	13,380	13,832		
Target	13,000	13,500	14,000	14,500	
2018/19	11,304	11,563	11,940	12,953	




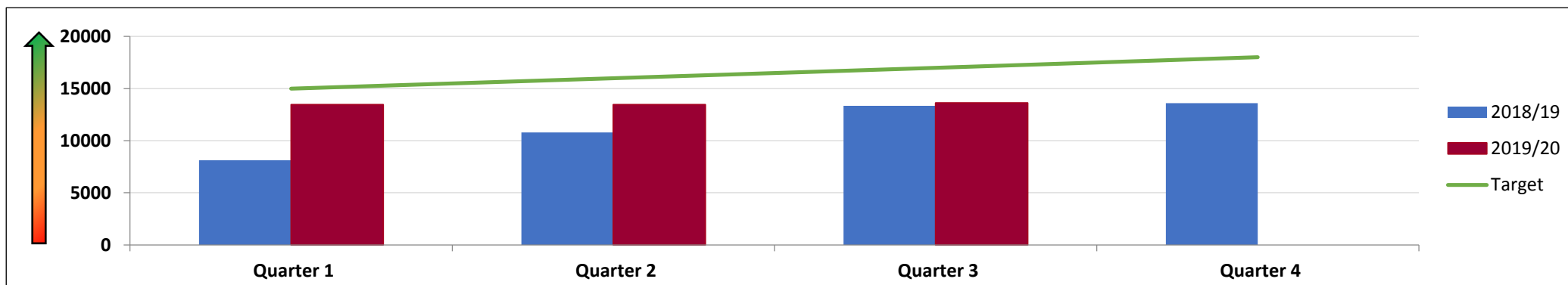
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<ul style="list-style-type: none"> 13,832 Twitter followers (180 below the Q2 target, but generally in line – we’ve had 452 new followers in Q3 – bigger increase than Q2 when we had 340 new followers). This should be viewed as a positive result, given sentiment towards the council is generally more positive on this platform than Facebook. 	<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)
Benchmarking	Local performance measure.	

COMMUNITY LEADERSHIP AND ENGAGEMENT

Quarter 3 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 3 2018/19
2019/20	13,464	13,471	13,632		
Target	15,000	16,000	17,000	18,000	
2018/19	8,124	10,793	13,341	13,610	



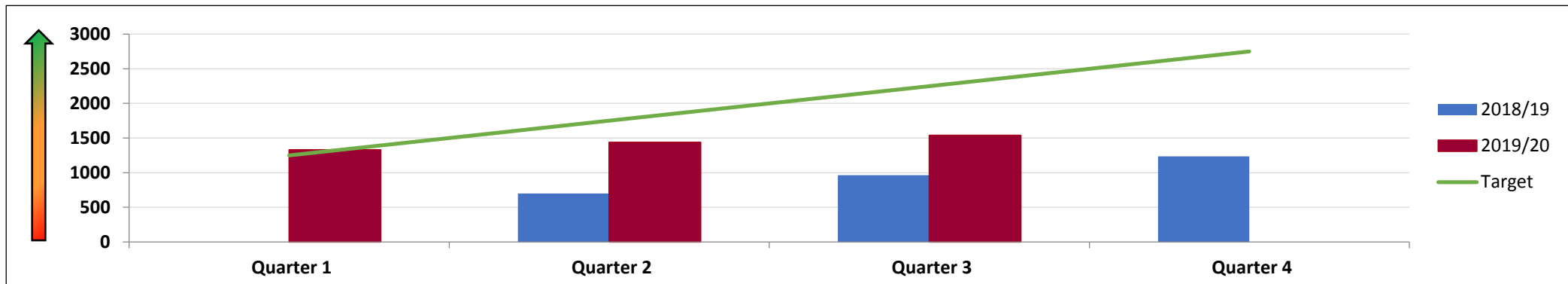
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	<ul style="list-style-type: none"> 13,632 subscribers – 161 organic new subscribers (subscriber numbers are significantly below the Q3 17,000 target as we haven't carried out targeted comms activity to drive up subscribers) 33.1% average open rate in Q3 6.75% average click rate in Q3 	<ul style="list-style-type: none"> Campaign to drive up sign ups including sign up overlays on web pages. Review Mailchimp, consider moving over to GovDelivery Refresh email layouts, uniform template, style guide Paid digital advertising (low cost) carried out to try and increase sign ups
Benchmarking	Local performance measure.	

COMMUNITY LEADERSHIP AND ENGAGEMENT

Quarter 3 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 3 2018/19
2019/20	1,330	1,436	1,540		↑
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
A	1,540 subscribers – 104 new followers (approx. 700 below Q3 target as we haven't carried out targeted comms activity to drive up follower numbers)	Relaunch account, and agree the key driver for channel – could potentially focus on place / using the account as a growth and regen channel?
Benchmarking	Local performance measure.	

COMMUNITY LEADERSHIP AND ENGAGEMENT

Quarter 3 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.

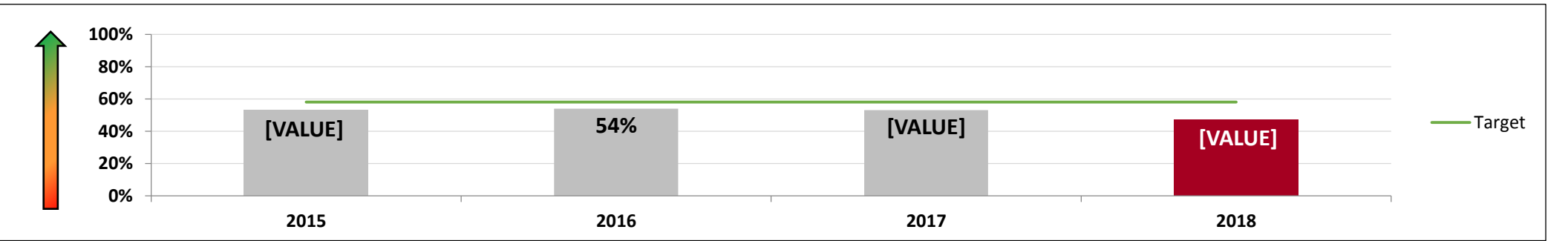
Survey Question	2016/17	2017/18	2018/19	2019/20	DOT
The percentage of respondents who agree that these annual events should continue	100%	91%	98%		↑
The percentage of respondents who live in the Borough	66%	64%	79%		↑
The percentage of respondents who were first time attenders at the event	43%	--	30%		↓
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	Local performance measure only.	

COMMUNITY LEADERSHIP AND ENGAGEMENT Quarter 3 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.
Benchmarking	Local performance measure	

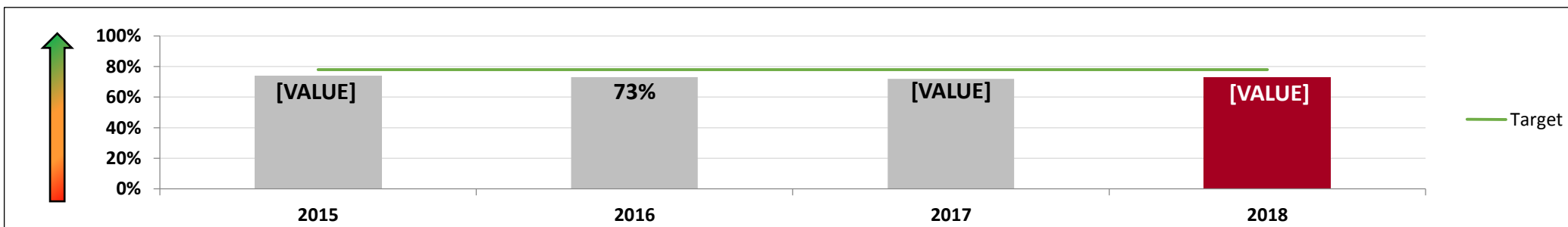
COMMUNITY LEADERSHIP AND ENGAGEMENT

Quarter 3 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.

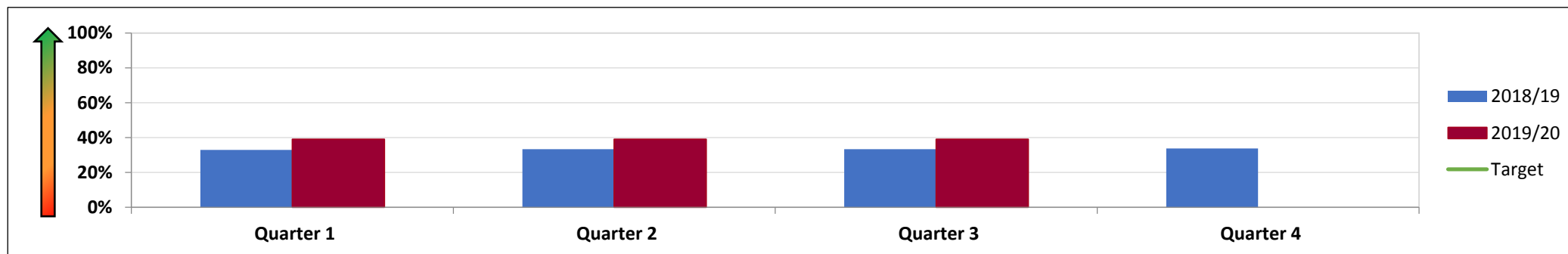
	Annual Result	DOT from 2017
2018	73%	
Target	78%	
2017	72%	



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.
Benchmarking	The national Community Life Survey Results – 89%	

Equalities and Diversity – Key Performance Indicators 2019/20

EQUALITIES AND DIVERSITY					Quarter 3 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 as a percentage of the Councils workforce.		This is based on the information that employees provide when they join the council or choose to disclose during their employment. They are not required to disclose the information, and some chose not to, but they are able to update their details at any time they wish.			
What good looks like		Why this indicator is important			
That the workforce at levels 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			
Average 2018/19 – 33.4% 2018/19 Q2 – 33.4%		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 3 2018/19
2019/20	39%	39%	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 remained the same as 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.	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

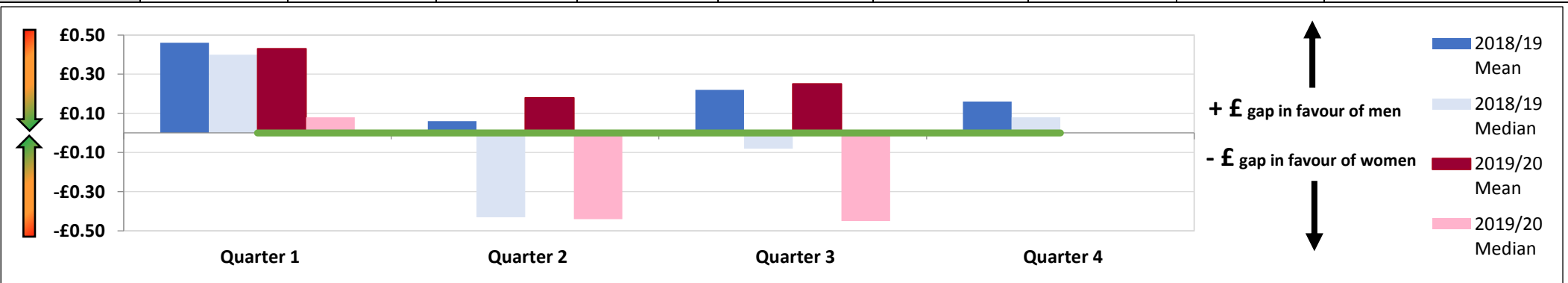
Service Block	BAME	Not-BAME	Not Provided	Prefer not to say
Adults Care and Support - Commissioning	2	13	1	0
Adults Care and Support - Operations	151	139	15	1
CE/ P&R/ Public Health	3	10	0	0
Services reporting to the Chief Operating Officer	10	22	1	2
Children's Care and Support - Commissioning	18	33	2	0
Children's Care and Support - Operations	142	83	11	1
Community Solutions	237	249	12	2
Education	38	126	4	2
Enforcement Services	60	61	0	0
Finance	23	27	2	0
Inclusive Growth	1	9	0	0
Law and Governance	57	89	5	7
My Place	44	82	3	10
Policy and Participation	19	67	6	0
Public Realm	60	299	11	1
Transformation	4	14	0	0
We Fix	79	39	1	0

EQUALITIES AND DIVERSITY
The Council's Gender Pay Gap

Quarter 3 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. All payments including those defined as bonus payments by the statutory guidelines are included.	Mean- the difference between the average pay for men, and the women. Median- the difference between the mid-point salary when ranked from highest to lowest between pay rates for men and women.
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.	This indicator identifies whether levels of pay between male and female employees are imbalanced with either group receiving significantly higher or lower levels of pay.
History with this indicator	Any issues to consider
The previous figures reported for Q2 identified that males were paid a mean rate of 18 pence per hour more, and a median rate of 44 pence per hour less than females. The current position is that males are paid a mean rate of 25 pence per hour more than females (a gap of 1.2%), however females are paid a median rate of 45 pence per hour more than men (a gap of -2.59%).	The council currently has a relatively balanced gender pay gap.

	Quarter 1		Quarter 2		Quarter 3		Quarter 4		DOT from Qtr 3 2018/19
	Mean	Median	Mean	Median	Mean	Median	Mean	Median	
2019/20	+£0.16	+£0.18	+£0.18	-£0.44	+£0.25	-£0.45			
Target	£0.00		£0.00		£0.00		£0.00		
2018/19	+£0.46	+£0.40	+£0.06	-£0.43	+£0.22	-£0.08	+£0.16	+£0.08	

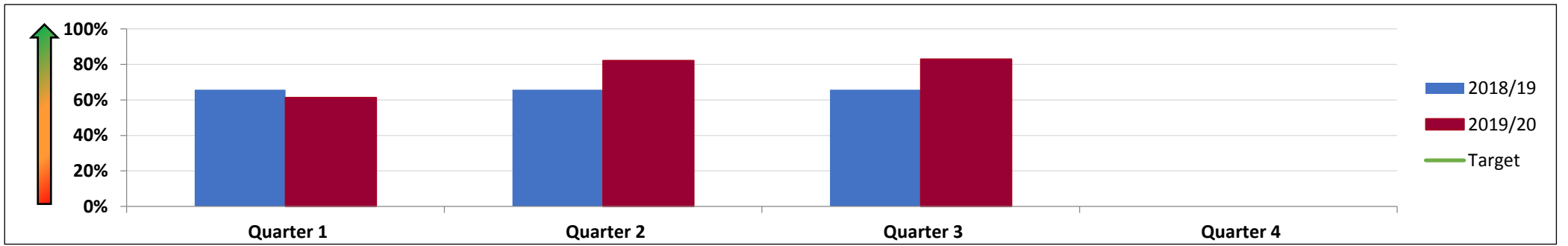


RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The current mean Gender Pay Gap ratio demonstrates that male pay is marginally higher than female pay, however the median pay for females is higher than men.	The council will continue to monitor the real time GPG in preparation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

EQUALITIES AND DIVERSITY Quarter 3 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
As part of the preparation for appraisals very clear communication was agreed that appraisal ratings would be affected by completion of mandatory training. This has resulted in a significant increase in compliance and a shift from the tracked historical performance for this indicator.	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 3 2018/19
2019/20	61.3%	82.1%	82.9%		↑
Target	Targets to be agreed				
2018/19	65.8%	65.8%	65.8%	---	

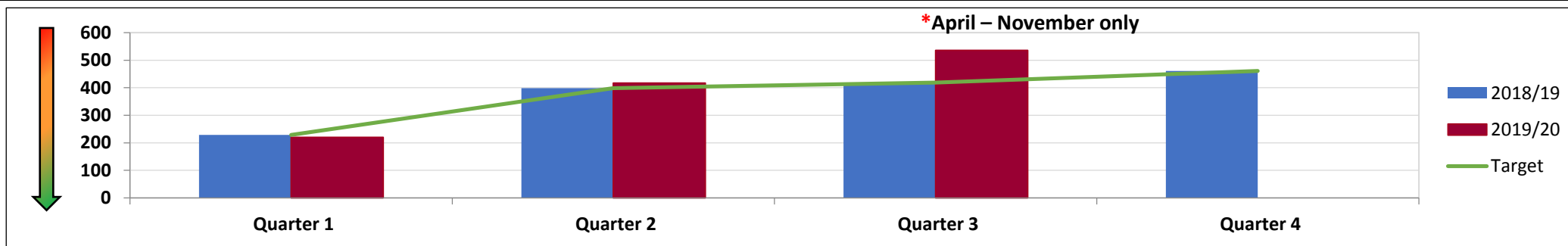


RAG Rating	Performance Overview	Actions to sustain or improve performance
A	<p>The mandatory training figure given is the average completion rate for across all training topics. The training levels have risen since from the same period last year:</p> <ul style="list-style-type: none"> • Health, Safety & Wellbeing Awareness (Staff) – 85% • Managing Health, Safety & Wellbeing Awareness – 76.4% • Introduction to Equalities and Diversity – 74% • Equality in the Workplace for Managers – 75% • Data Protection 2019 – 93.5% • ICT & Cyber Security – 94% 	<p>The appraisal guidance for 2019-20 stated that an employee’s appraisal rating will be capped if all mandatory training had not been completed. The introduction of this initiative has seen a 22% increase in the completion rates of mandatory training.</p> <p>The highest completion rates are for Data Protection and ICT & Cyber Security. Disciplinary sanctions were introduced for non-compliance with these training modules.</p>
Benchmarking	Local performance measure.	

Public Realm – Key Performance Indicators 2019/20

PUBLIC REALM	Quarter 3 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 3 2018/19
2019/20	220 tonnes	417 tonnes	*536 tonnes		↓
Target	229 tonnes	399 tonnes	419 tonnes	461 tonnes	
2018/19	229 tonnes	399 tonnes	419 tonnes	461 tonnes	



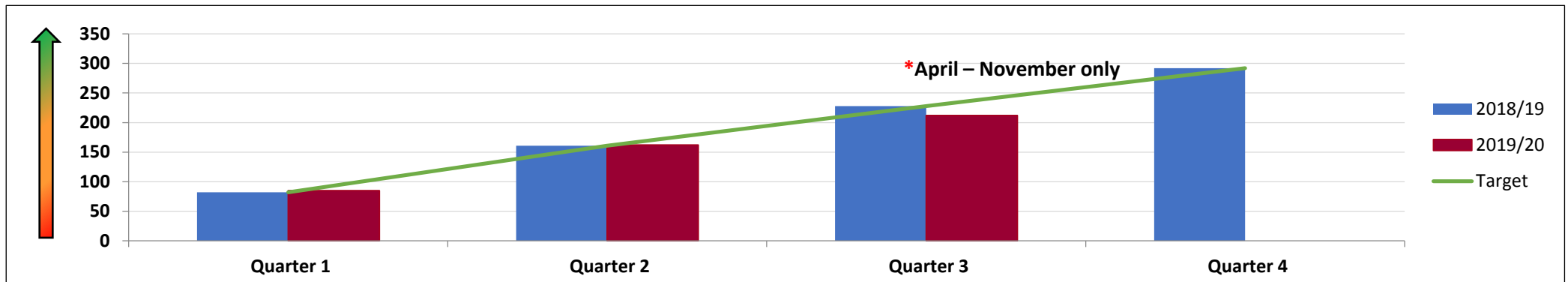
RAG Rating	Performance Overview	Actions to sustain or improve performance
R	The weight of fly-tipped material collected (tonnes) in quarter 3 was 119 tonnes. October = 51 tonnes, November = 68 tonnes. *We are yet to receive December 2019 actual figures for this indicator from ELWA.	The continuing work 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 LBBD had 2,628 incidents of fly-tipping. LBBD is ranked 5 th lowest for fly-tipping incidents within London's 33 boroughs (including City of London).	

PUBLIC REALM

Quarter 3 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 3 2018/19
2019/20	85kg	162kg	*212kg		↑
Target	82kg	161kg	228kg	292kg	
2018/19	82kg	161kg	228kg	292kg	



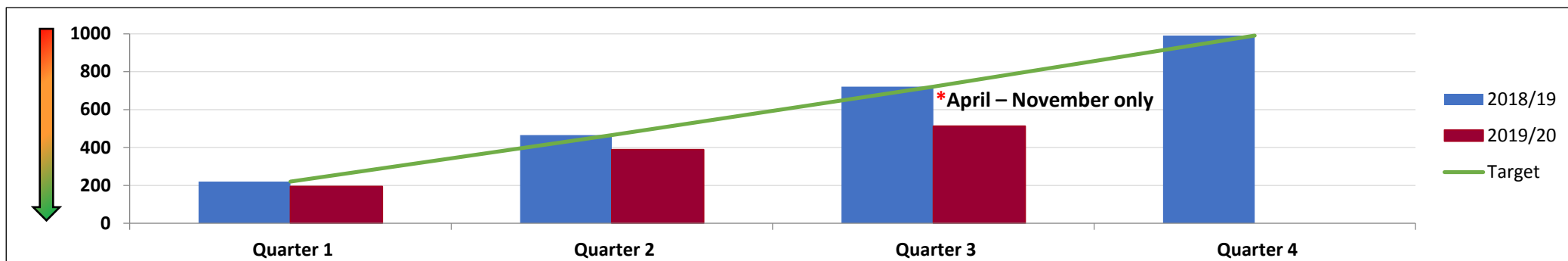
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The weight of waste recycled per household in quarter 3 was 50kg. October = 27kg, November = 23kg. *We are yet to receive December 2019 actual figures for this indicator from ELWA.	The Waste Minimisation Team continue to tackle the issue of contamination as part of the kerbside collection. Addressing this issue will be crucial to maintain LBBD's recycling rate. The team also responds to direct reports of contamination from crews and supervisors and directly engaging the residents. 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%. LBBD's 2017/18 recycling rate was 25%. LBBD is ranked 27 th within London's 33 boroughs (inc City of London).	

PUBLIC REALM

Quarter 3 2019/20

The weight of waste arising per household (kg)

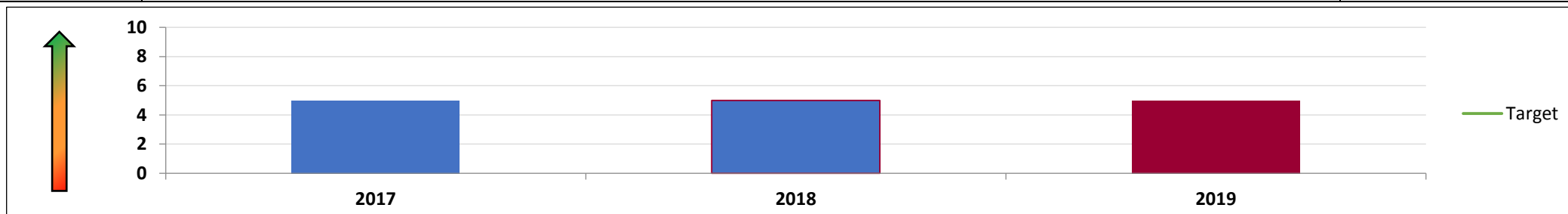
Definition		How this indicator works			
Waste is any substance or object which the holder discards or intends or is required to discard and that cannot be recycled or composted.		This indicator is a result of total waste collected through domestic waste collections, bulky waste and street cleansing minus 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 3 2018/19
2019/20	194kg	389kg	*513kg		↑
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 3 was 124kg. October = 66kg, November = 58kg. *We are yet to receive December 2019 actual figures for this indicator from ELWA. 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. LBB's 2017/18 waste per household rate was 850.8kg. LBB are ranked 2 nd highest for residual waste per household out of the 33 London boroughs (inc City of London).	

The number of parks and green spaces meeting Green Flag criteria

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 2018
2019			5		↔
Target	Target to be agreed				
2018			5		



RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	<p>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 the hard work of the grounds staff, as well as key stakeholder and partner involvement.</p>	<p>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.</p> <p>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 add around £1,300 to the annual cost, so we can't add these additional sites without a specific budget allocation.</p>
Benchmarking	Local Performance measure.	


Enforcement and Community Safety – Key Performance Indicators 2019/20

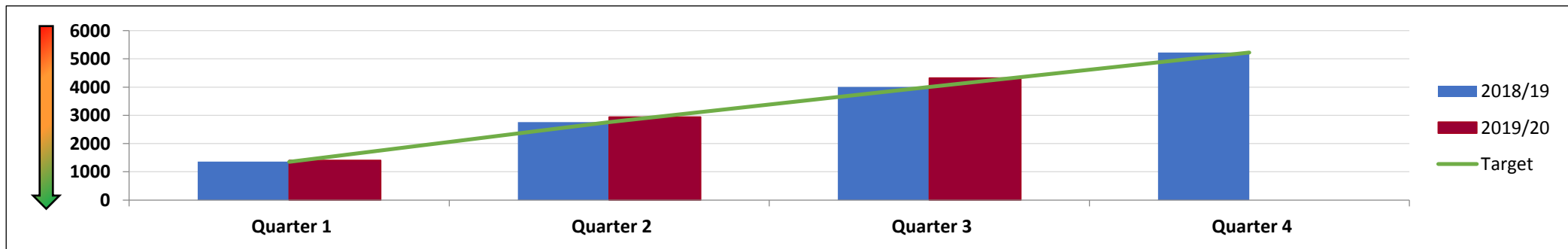
ENFORCEMENT AND COMMUNITY SAFETY Quarter 3 2019/20

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 3 2018/19
2019/20	1,402	2,939	4,320		
Target	1,357	2,757	4,007	5,226	
2018/19	1,358	2,758	4,006	5,227	




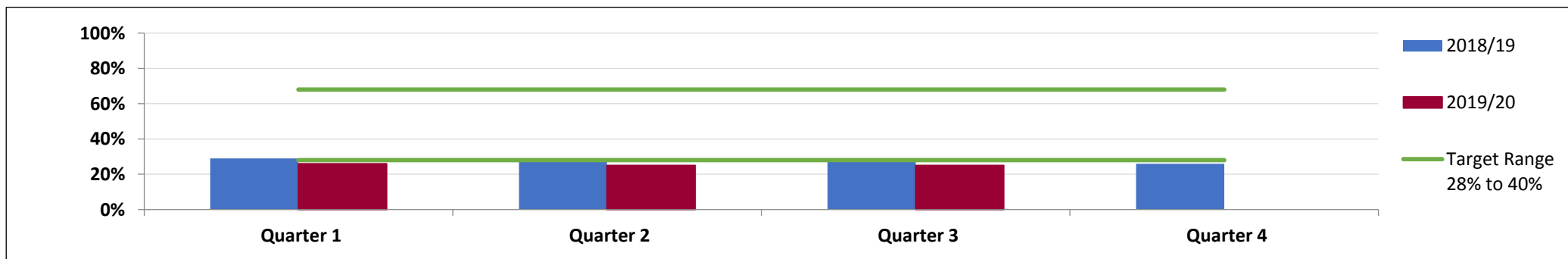
RAG Rating	Performance Overview	Actions to sustain or improve performance
R	FYTD at December 2019 there were 4320 ASB incidents reported to the police. This is up by 312 incidents (+7.8%) on the 4008 reported at the same point in the previous year. ASB can now be reported more easily on the Met website which may account for some increase in reporting.	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.
Benchmarking	There has been an 11.2% increase in ASB calls to police across London for the same period. Rate per 1,000 population (GLA 2019) when using 12-month figures: B&D: 5539 ASB incidents = 26.9 per 1000 population, London: 29.7. B&D RANK 18 of 32 (1 = highest ASB rate in London and therefore the worst)	

ENFORCEMENT AND COMMUNITY SAFETY

Quarter 3 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 3 2018/19
2019/20	26%	25%	25%		
Target	28% to 40%	28% to 40%	28% to 40%	28% to 40%	
2018/19	29%	28%	29%	26%	




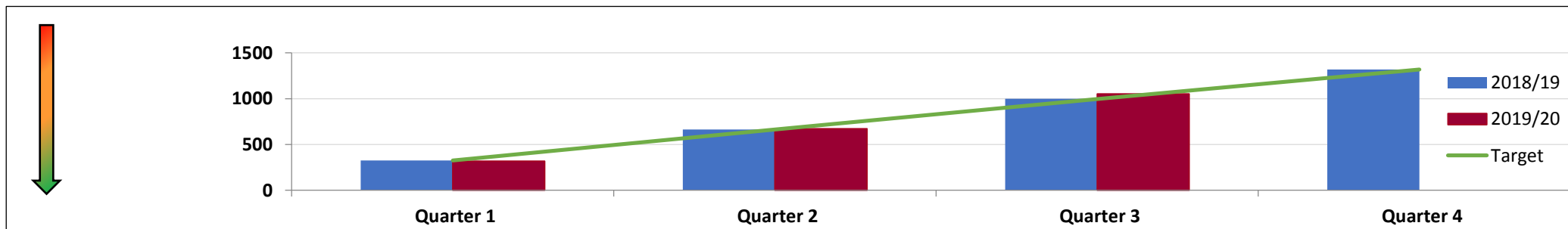
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Performance remains steady at 25% from 2018/19 quarter 4. However, this is just outside the SAFELIVES recommended target level of between 28% and 40%.	MARAC Chair has raised this internally within Police, and this has been discussed at the 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 3 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 3 2018/19
2019/20	317	670	1051		
Target	324	662	997	1318	
2018/19	325	663	998	1319	



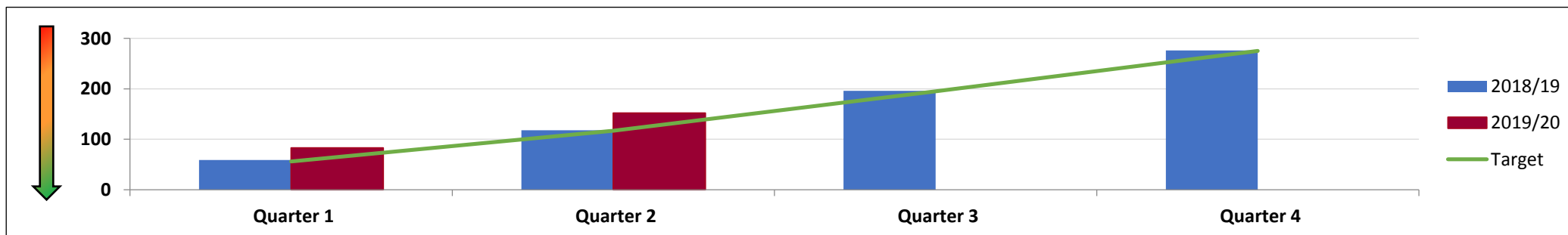
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	FYTD at December 2020 there have been 1051 Non-Domestic Abuse Violence With Injury Offences reported to the police. This is up 53 offences (+5.3%) compared to the same point in the previous year.	Actions in this area are captured 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 1.1% decrease in Non-DA VWI reported to the police across London for the same period. Rate per 1,000 population when using 12-month figures: B&D: 1371 offences = 6.6 rate per 1,000 population, London: 5.8. B&D RANK 11 of 32 (1 = highest crime rate in London and therefore the worst)	

ENFORCEMENT AND COMMUNITY SAFETY

Quarter 3 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 3 2018/19
2019/20	83	152	Awaiting data		↓
Target	56	116	195	274	
2018/19	59	118	196	276	



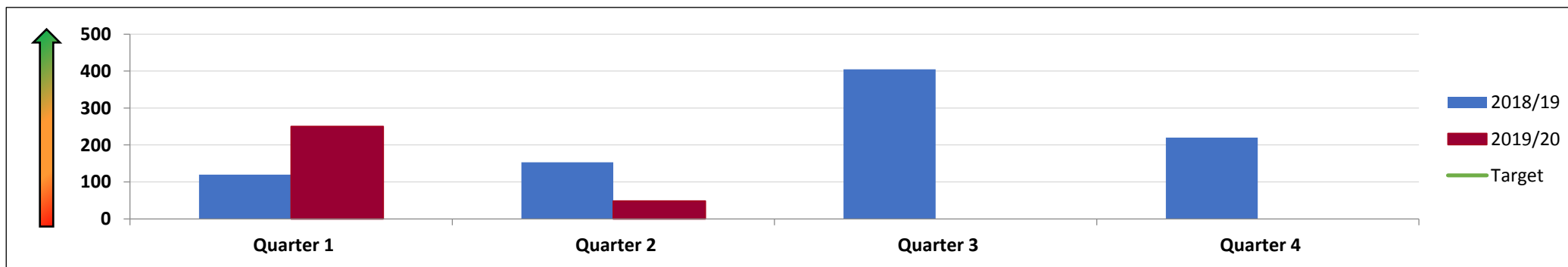
RAG Rating	Performance Overview	Actions to sustain or improve performance
R	FYTD at September 2019 there has been 152 victims aged 1 to 19 of Serious Youth Violence. This is up 35 victims (+29.9%) on the 117 in victims in the same period last year.	Actions in this area are captured in a new a new knife 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 7.3% increase in SYV victims across London for the same period. In terms of volume over the last 12 months there has been 310 victims of SYV in Barking and Dagenham. This places Barking and Dagenham as 2 of 32 in rank order across London (1 = highest in London and therefore the worst)	

ENFORCEMENT AND COMMUNITY SAFETY

Quarter 3 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 discretionary licensing scheme commenced on 1 September 2014 and ended on 31 August 2019. We carried out compliance visits on 99.1% of the properties.	The discretionary licensing scheme ended on 31 August 2019. The Quarter 2 figures are until end of August 2019. The amount of non-compliant properties at the end of the scheme was at 1.26%.				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	250	48	Scheme ended		↓
2018/19	120	153	405	220	



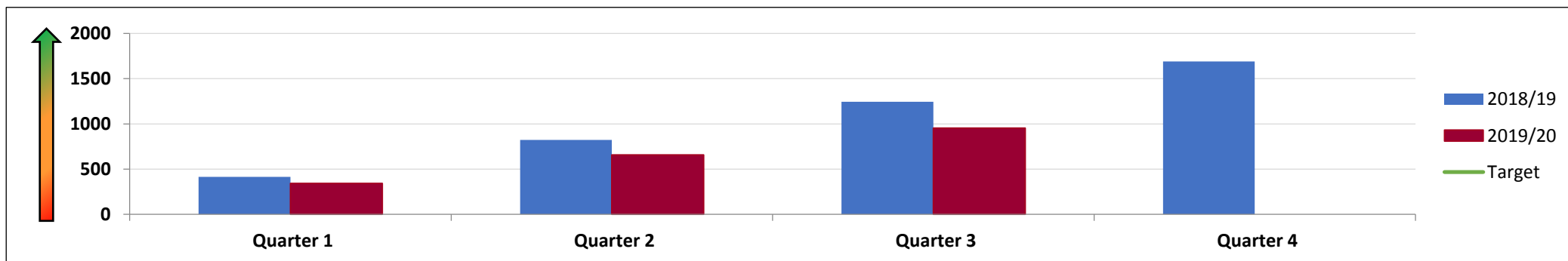
RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	The current number of non-complaint properties is being managed by enforcement officers who have been tasked to action those cases that require enforcement action. This is being monitored on a monthly basis with enforcement as a key priority.	The discretionary licensing scheme ended on 31 August 2019. The amount of non-compliant properties at the end of the scheme was at 1.26%. As the new scheme has gone live on 1 September 2019, we will ensure these properties are investigated by Enforcement officers and the relevant enforcement action taken.
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 3 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 3 2018/19
2019/20	344	314	294		↓
2019/20 YTD	344	659	953		
2018/19	415	409	420	446	
2018/19 YTD	415	824	1,244	1,690	



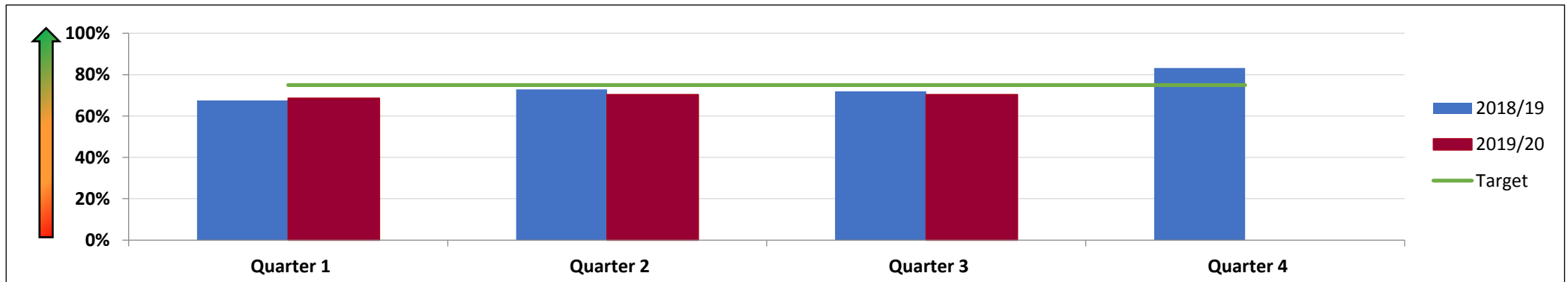
RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	The service has issued 953 FPNs during the first three Quarters of 2019/2020. This is a 23% reduction on the numbers issued in the same three quarters last year.	There are a reduced number of street enforcement officers which has had an impact on overall FPN issuance, the team is going through a restructure which means we cannot recruit permanently until this is resolved but requests for agency staff is ongoing. 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 3 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 3 2018/19
2019/20	68.6%	72%	70.35%		↓
2019/20 YTD	68.6%	70.3%	70.31%		
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%	



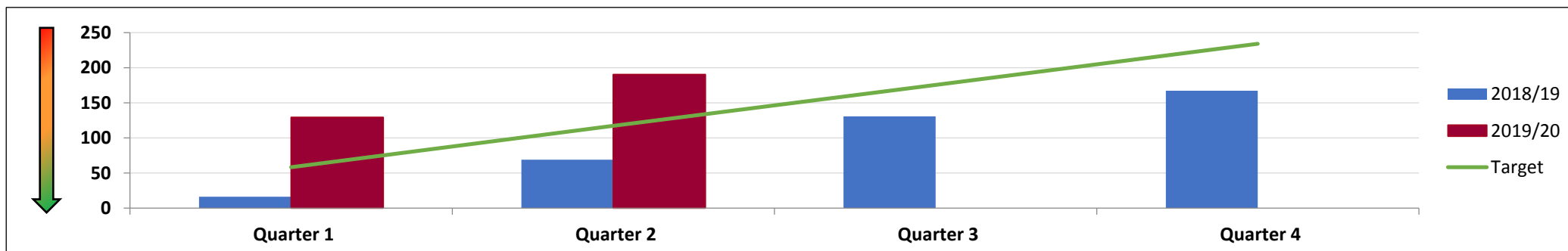
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Quarter 3 is showing a payment rate of 70.35% against the FPNs issued during that period.	Ensure that there is a good work balance of issuing of FPN's and chasing of payments to ensure a high percentage of fixed penalty notices paid.
Benchmarking	Benchmarking data not available.	

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

SOCIAL CARE AND HEALTH INTEGRATION Quarter 3 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 100k population, converted to a quarterly total. The indicator is reported 1 month in arrears.				
What good looks like	Why this indicator is important				
Good performance is below the target.	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				
2018/19: 274 days, 167.1 per 100,000 2017/18: 240 days, 164.9 per 100,000 2016/17: 550 days, 388.4 per 100,000	The local indicator for the target, reported below, has been revised to reflect local ambitions, reducing expectations from 117 to 87 days per quarter. NHS England's stretch target for the council remains in place for monitoring performance against the BCF Plan metric (approx. 27 days per quarter).				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2019/20	129.2	190.4	n/a		↓
Target	58.5	117.1	175.6	234.2	
2018/19	16.2	69.0	130.6	167.1	



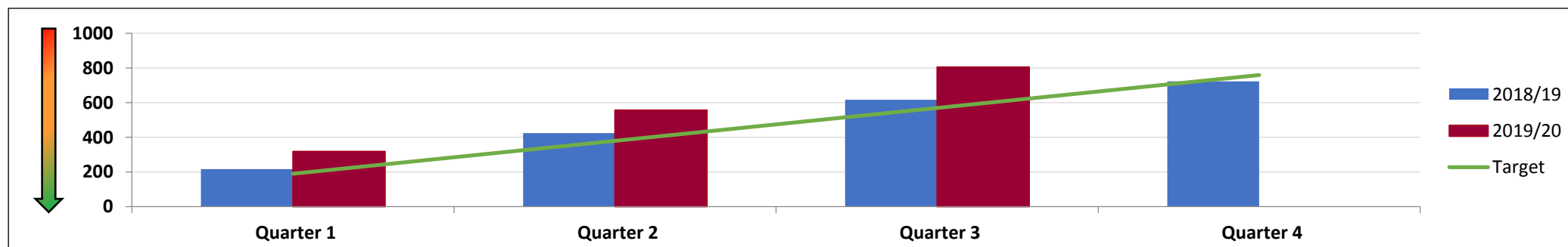
RAG Rating	Performance Overview	Actions to sustain or improve performance
R	In the year to 30 September (most recently available quarterly data) 283 delayed days were attributable to social care; this is equivalent to a rate of 190.4. Comparison with the same period in 2018-19 shows a significant increase in delayed days (121 per 100k). External trusts, outside of the local system, reported 77% of delayed days were attributed to social care. Monthly data showed a substantial reduction in social care delays in September, which fell to 3 days against a monthly target of 29 days. This improvement has been sustained in subsequent months.	A programme of work to improve early discharge and reduce delays has been agreed through the A&E Delivery Board, with a focus on discharges across the pathway from acute to local councils.
Benchmarking	Q2 2019/20: Redbridge – 58.8 per 100,000, Havering – 125.3 per 100,000, England – 559.8 per 100,000	

SOCIAL CARE AND HEALTH INTEGRATION

Quarter 3 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				
Good performance is below the target of 150 admissions, 759.3 per 100,000 older people.	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 -143 admissions, 723.9 per 100,000 2017/18 –139 admissions, 702.3 per 100,000 2016/17 - 145 admissions, 737.2 per 100,000	The data for all quarters is updated, every quarter. Therefore, in year data is provisional and the indicator can only be considered final when the Short and Long-Term Data Collection is published in the following year.				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	318.9	556.8	804.9		↓
Target	189.8	379.7	569.5	759.3	
2018/19	217.2	424.3	616.3	722.4	



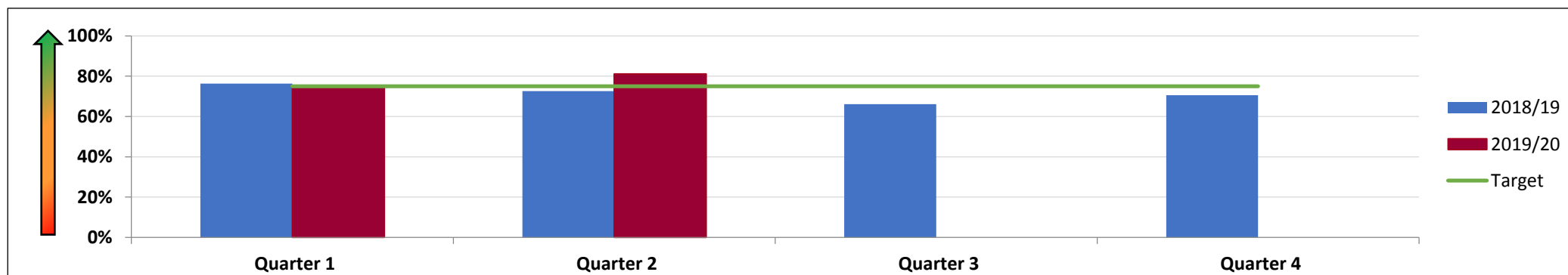
RAG Rating	Performance Overview	Actions to sustain or improve performance
R	During the year to 31 December (Q1,2 &3) 159 older people were admitted to residential or nursing care homes, equivalent to 804.9 per 100k. Over the same period there were 175 discharges from care homes; this gives a net of 16 more discharges than admissions. Performance is above the target; however this indicator remains provisional until the Short and Long-Term Data collection is finalised in Q2 2020. The reporting for this indicator and benchmarks for 2018/19 have been revised to reflect final data reported by NHS Digital and is not comparable with data reported in older versions of this report.	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	2018-10: ASCOF England average – 580.0 per 100,000; London average – 430.0 per 100,000.	

SOCIAL CARE AND HEALTH INTEGRATION

Quarter 3 2019/20

The percentage of children who received a 12-month review by 15 months of age

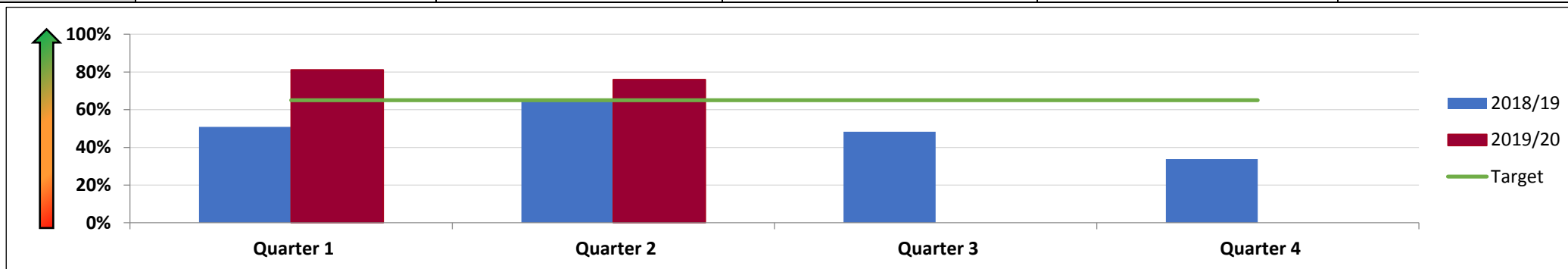
Definition		How this indicator works			
Proportion of children who received a 12-month review by 15 months.		This indicator is a measure of how many children receive their 12-month review by the time they reach the age of 15 months.			
What good looks like		Why this indicator is important			
For the 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: 70.6% 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 2 2018/19
2019/20	75.1%	81.1%	n/a		↑
Target	75%	75%	75%	75%	
2018/19	76.3%	72.6%	66.1%	70.5%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>In quarter 2, 81.1% of children received a 12-month review by the age of 15 months (740 of 913 children who turned 15 months in the quarter) taking performance above target.</p> <p>Data is not yet available for December 2019, however cumulative performance the first 2 months of the quarter is above target with 77% of children receiving a 12-month review by 15 months.</p>	<p>Commissioners continue to hold monthly performance monitoring meetings with NELFT supported by Intelligence and Analysis Officers and representatives from Public Health. The meetings aim to better understand performance and to explore methods of improving coverage of reviews to ensure the needs of local children are identified and supported in a timely way.</p>
Benchmarking	Q4 2018/19: England – 84.4%, London – 75.6%, Barking and Dagenham – 70.6%	

SOCIAL CARE AND HEALTH INTEGRATION
Quarter 3 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 2 2018/19
2019/20	81.1%	76%	n/a		↑
Target	65%	65%	65%	65%	
2018/19	65.3%	50.0%	48.3%	33.8%	



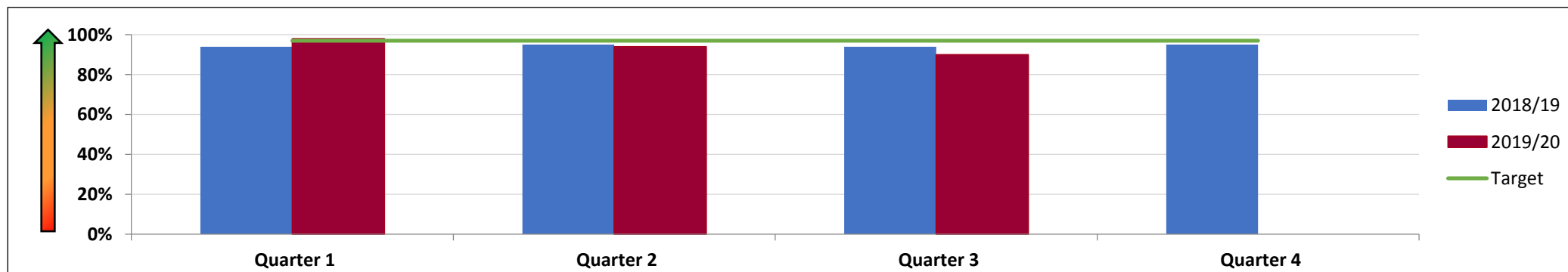
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	In Q2 1,083 people begun a healthy lifestyle programme, of these 825 completed them (76%). The largest contributor to this was CWM where 624/639 completed programmes (98%). Of 58 adults starting AWM programmes, 41 completed them (71%), this does not include the rolling AWM programmes. 337 people started EOR with 145 completing the 12 weeks (43%), however people reaching 6 weeks was 235 (70%).	The Healthy Lifestyles Team will be commissioning 10 new schools as part of the A-Life offer. There are currently 4 schools booked in for Q3/4. 4 new schools have booked LEAN Beans for Q3/4. The AWM programme has expanded to a number of new venues including Sue Bramley Children's Centre and Becontree Children's Centre. As part of EOR a new community physical activity offer is being introduced following feedback that the membership at the leisure centres is not affordable. New sessions to start from January 2020 will include Fitness Walks and Circuits.
Benchmarking	This is a local indicator.	

SOCIAL CARE AND HEALTH INTEGRATION

Quarter 3 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 3 2018/19
2019/20	98%	94%	90%		↓
Target	97%	97%	97%	97%	
2018/19	94%	95%	94%	95%	



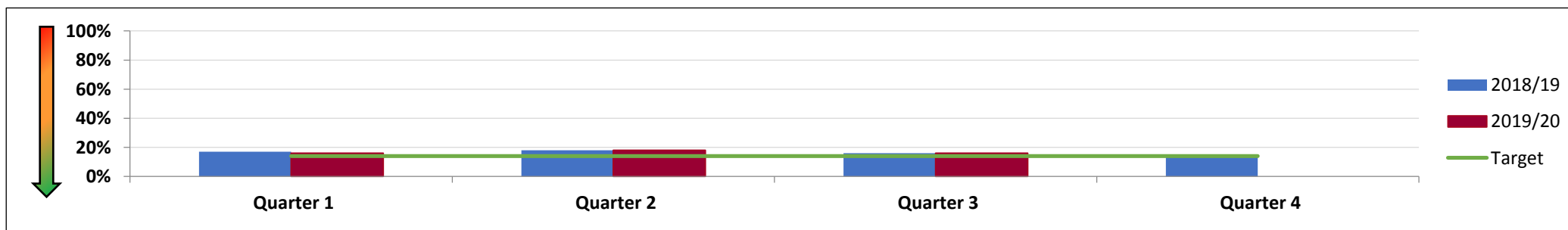
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	As at the end of Q3 2019/20, performance has decreased to 90% (265/294) compared to 94% (263/279) at the end of Q2 19/20. 2 weekly CP visits is now the agreed standard and performance is at 86% - below the target set at 90% plus (RAG rated Amber).	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 3 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 3 2018/19
2019/20	16%	18%	16%		↔
Target	14%	14%	14%	14%	
2018/19	17%	18%	16%	15%	




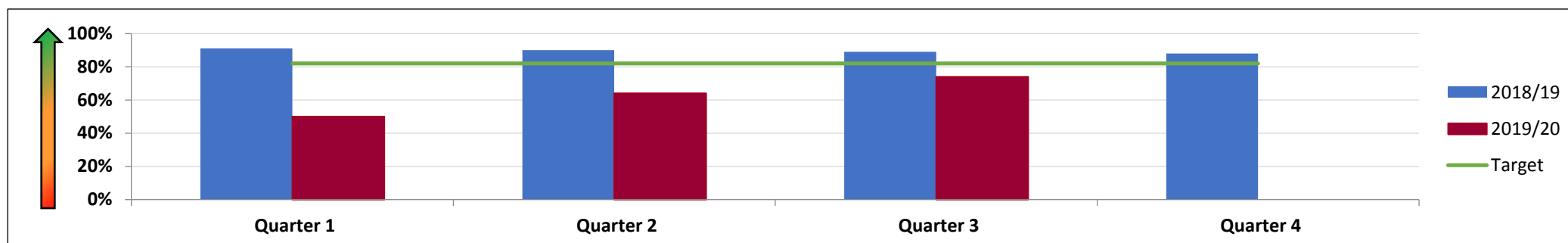
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	As at Q3 19/20, 16% (40/252) children have become subject of a CPP for a second or subsequent time, lower than the Q2 19/20 figure of 16% (28/145). Performance is slightly above target and the London average but lower than the 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 19%, Statistical neighbours 17%	

SOCIAL CARE AND HEALTH INTEGRATION

Quarter 3 2019/20

The percentage of assessments completed within 45 working days

Definition		How this indicator works			
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.		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		Why this indicator is important			
Higher the better.		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		Any issues to consider			
2018/19 – 88% 2017/18 – 85% 2016/17 – 78% 2015/16 – 76%		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 3 2018/19
2019/20	50%	64%	74%		
Target	82%	82%	82%	82%	
2018/19	91%	90%	89%	88%	



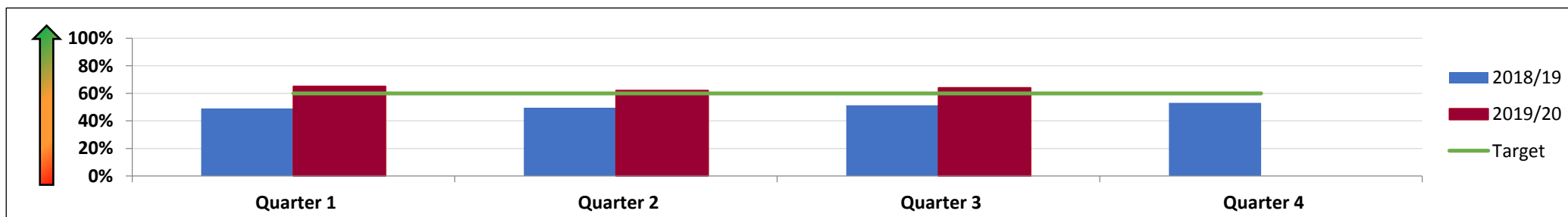
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Performance has increased over the last quarter from 64% to 74%. Although Q3 performance of 74% remains below the end of year 18/19 position of 88% and local target of 82%, performance is heading in the right direction and we are likely to reach our target by end of year. Assessment timeliness has improved each month since June, with Q3 averaging 90%.	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.
Benchmarking	London average 82%, national average 83%, statistical neighbours 85%	

SOCIAL CARE AND HEALTH INTEGRATION

Quarter 3 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 3 2018/19
2019/20	65%	62%	64%		↑
Target	60%	60%	60%	60%	
2018/19	49%	50%	51%	53%	



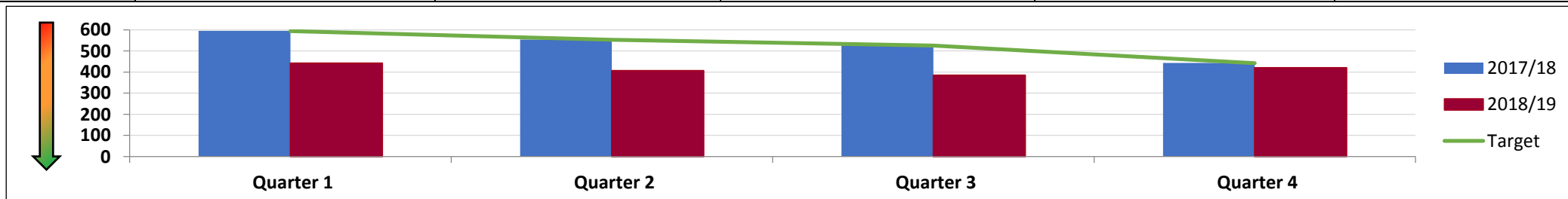
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Q3 performance has increased to 64% (122/192) compared to Q2 performance of 62% (73/117). Performance remains above target and all comparators. Of the 70 young people not in EET as of the end of Q3, 8 are in Prison, 16 we are not in contact with and 46 are open to the L2L service and are NEET. For those young people we are in contact with, performance is 70%.	<ul style="list-style-type: none"> • Launch and publication of enhanced care leavers offer. The offer includes dispensation from Council tax and specific championing work for UASC. • Multi-agency EET panel in place to secure improvements in EET. • Progress has been made with regards to the development of internships and apprenticeships within the council for care leavers.
Benchmarking	London average 52%, National average 51%, Statistical neighbours 53%	

SOCIAL CARE AND HEALTH INTEGRATION

Quarter 3 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 covers the period April 2018 to March 2019 and was released on 06/09/2019. PLEASE NOTE: An update to FTE statistics from the previous YDS is not included here, as the MoJ did not include this data in the latest publication of the Criminal Justice Stats (year ending June 2019) whilst PNC updates are carried out. It's expected that FTE data will resume from the next quarter (to year ending September 2019). The previous quarter's results are shown on this one page summary.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2018/19 (n)	104	96	91	104	↑
2018/19 rate	442	407	385	421	
Target	390	390	390	390	
2017/18 (n)	134	125	119	102	
2017/18 rate	595	554	527	443	



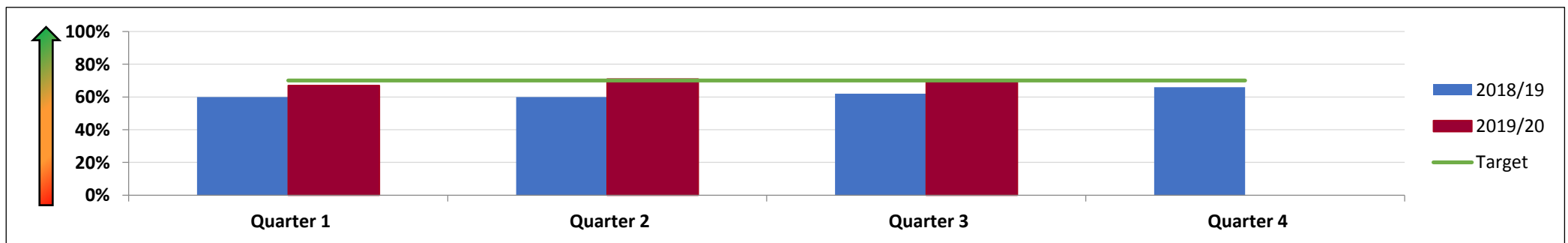
RAG Rating	Performance Overview	Actions to sustain or improve performance
R	The rate has increased in the last quarter and is now 421 per 100,000 10 - 17-year olds from 385 in the previous quarter's results. In real terms this is a difference of +13 First Time Entrants (104 up from 91). RAG rated RED due to the increase. B&D rate is still above regional and national average rates (260 and 222 respectively).	The YOS offers a tailored programme of interventions for the out of court disposal cohort and adjusts the groups and one to one session according to trends within the offences. There has been an increase in the number of young people entering the criminal justice system for drug offences and groupwork is being targeted to this group. ‘At Risk’ matrix in schools continues to be delivered and has seen positive outcomes. This is currently being formally evaluated and will soon see an increase in support workers to ensure that primary school age children will also be able to access this service, which will ensure that we are working with children in a diversionary way to continue to reduce the numbers of young people entering the criminal justice system.
Benchmarking	Regional rate is 260 and national is 222. Barking and Dagenham currently has the highest rate of FTE's in London.	

SOCIAL CARE AND HEALTH INTEGRATION

Quarter 3 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 3 2018/19
2019/20	67%	71%	70%		↑
Target	70%	70%	70%	70%	
2018/19	60%	60%	62%	66%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Q3 performance has decreased slightly from 71% (89/126) to 70% (90/128), although we remain above target and comparators.	<ul style="list-style-type: none"> Targeted marketing to recruit carers for remand fostering, teenage fostering and children with SEND will be developed. Consideration will need to be given to a review of the fostering fee and support packages to support these placements.
Benchmarking	London average 68%, National average 70%, Statistical neighbours 68%	

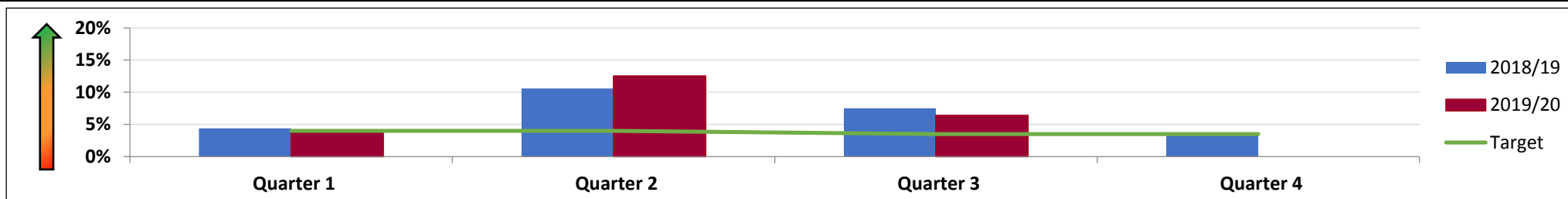
Educational Attainment and School Improvement – Key Performance Indicators 2019/20

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT Quarter 3 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 November (Q3) 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. The first reliable month is December

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	3.8%	12.5%	6.4%		↑
Target	4.0%	n/a	3.5%	3.5%	
2018/19	4.4%	10.6%	7.5%	3.5% (Dec-Feb average)	




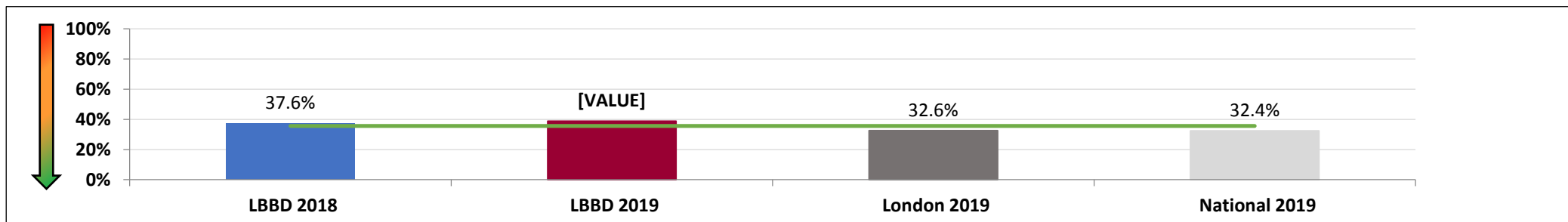
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>Performance is rated 'Green' for the months to August 2019 which were better than national and London benchmarks.</p> <p>*The current Q3 NEETs+ Not Knowns figure (provisional) is 6.4% (comprising 2.5% NEET and 3.9% Not Knowns) – please also see the 'Any issues to consider' section about this. National and London data is unavailable but other available local data e.g. on the 'Activity Survey' process indicates that our LA tracking performance for borough educated Year 12 is better than this time last year (96.7% vs 96.2% tracked).</p>	<ul style="list-style-type: none"> • The LA engaged with providers of a number of ESFA/ GLA funded NEET and pre-NEET programmes, which are in the process of being announced and implemented. • The Young Londoners' Fund bid was successful, which will provide a core offer of diversionary programmes. A range of other YLF programmes have been announced which the LA will engage with. • The LA is working effectively on the London Enterprise Adviser Network expansion to all schools, increasing young people's exposure to employers. Schools engagement has met its target. • Community Solutions are rolling out a programme of support focusing on young people exiting alternative provision. • The LA is supporting Barking and Dagenham College to roll out its Reach Programme, which is placing SEND young people into internships which aim to lead to sustained employment.
Benchmarking	The annual published indicator (the Dec.- Feb. average of NEETs + Not Knowns) in 2018/19 is 5.5% for the national benchmark. The equivalent figure for London is 4.8%.	

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT

Quarter 3 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 3 2018/19
2019	38.8%	
Target	35.6%	
2018	37.6%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	<p>2019 Early Years Foundation Stage data shows that the Inequality 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 in mainstream classes, high numbers of children with English as an Additional Language and children new to the country are important factors in the widening of the attainment gap, alongside a drop in overall cohort size of 500 children from 2016.</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 2019, the London benchmark was 32.6% and the national benchmark was 32.4%. Both benchmarks also widened their gap from 2018.	

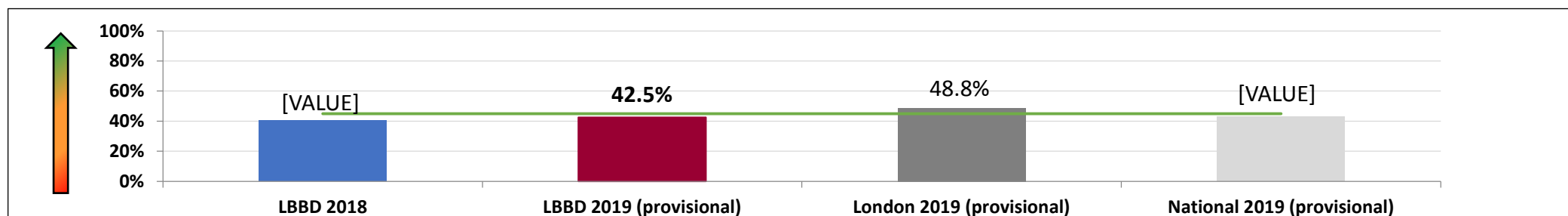
EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT

Quarter 3 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 3 2018/19
2019	42.5% (provisional)	↑
Target	45%	
2018	40.4%	

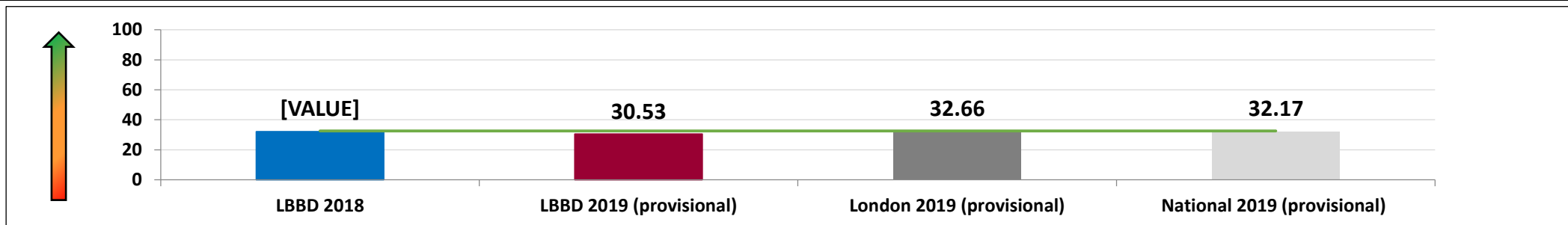


RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The borough's performance rose by 2.1% from 2018 but remains below 2019 national and London benchmarks. Improving Maths outcomes has been a longstanding challenge and remains key; the performance of English, whilst traditionally strong, has proved more challenging 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. In 2018/19, the Council worked with BDSIP to support and challenge schools, particularly those which struggled in the Summer 2018 exams. This included BDSIP engaging new expertise for English and Maths, delivering English and Literacy training, brokering school to school support and delivering a programme of training, network meetings, advisory support, and a conference for Maths to embed learning from the new GCSE grading arrangements. BDSIP consultancy support for English and Maths with targeted schools has brought positive improvements in 2019. For BDSIP, a key action going forward will be supporting English and Maths networks across schools and establishing a new Deputy Heads network with a focus on the curriculum and a wider range of subjects. The retention and recruitment of Maths teachers remains a key challenge for schools. BDSIP is working with the Council to support this.
Benchmarking	In 2019, London was 48.8% and national was 43.2%.	

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 3 2018/19
2019	30.53 (provisional)	
Target	32.5	
2018	32.2	



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	This measure continues to be challenging. Despite some improvement in 2017, performance for the borough fell in 2018 and 2019 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 includes headline actions by schools, BDSIP and the LA. For the academic year 2018/19, a small piece of research by the organisation 'ISOS' is being commissioned to better understand the borough's A level performance, as improving this has been a longstanding challenge. The research will include the examination of performance in particular subjects and whether the move away from Arts subjects (where performance has traditionally been strong) to increasingly popular STEM subjects has had an impact. The recommendations will be acted upon with schools and BDSIP. The LA has commissioned BDSIP to provide school improvement support for the academic year 2019/20. BDSIP activities and their impact are regularly discussed and reviewed, including at contract monitoring meetings. The LA 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 supported by headline actions in the Education & Participation Strategy 2018-22.
Benchmarking	In 2019, London was 32.66 and national was 32.17.	

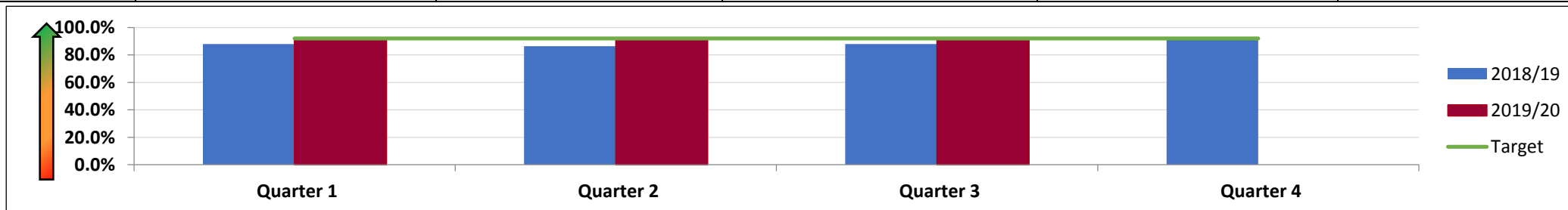
EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT

Quarter 3 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 & Participation Strategy 2018-22.
History with this indicator	Any issues to consider
2017/18 – 91% (March 2018) 2017/18 - 88% (August 2018) 2018/19 – 91.5% (March 2019) 2018/19 – 91.7% (August 2019)	No current issues to consider.

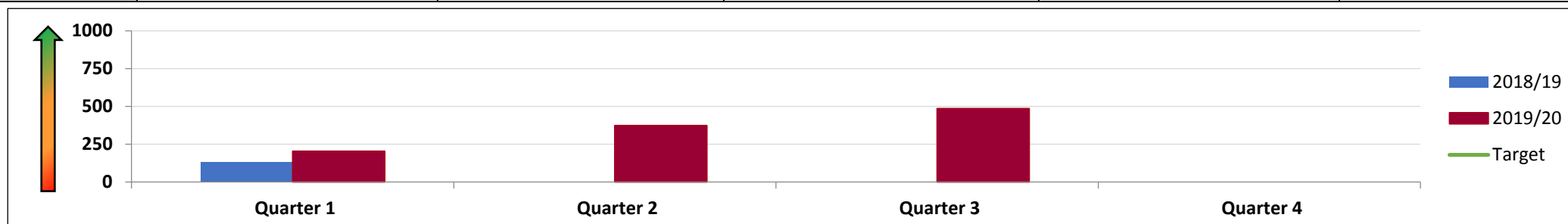
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	91.5%	91.5%	91.5%		↑
Target	92%	92%	92%	92%	
2018/19	88%	86%	88%	91.5%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>During the academic year 18/19, there were around 18 inspections and visits. All but one led to positive outcomes. These included Greatfields receiving its first inspection result of 'Good', Grafton primary progressing from 'Good' to 'Outstanding', Mayesbrook Park, Eastbury Primary, Marks Gate Infants and Goresbrook progressing from 'Requires Improvement' to 'Good' and Elutec, a standalone academy, improving from 'Inadequate' to 'Requires Improvement'. Riverside Bridge, judged 'Inadequate' by Ofsted in September 2018, is progressing steadily, with an Ofsted monitoring visit in March 2019 stating that effective action was taking place. Southwood primary, inspected in July 2019, dropped from 'Good' to 'Requires Improvement', with the outcome published in September 2019. At August 2019, 91.7% (55/60 schools) were rated 'Good' or better, above national (86% at August 2019) and slightly below London (93% at August 2019). <u>At the end of Q3 (end December 2019), this proportion reduced to 91.5% (54/59 schools) due to the amalgamation from 1 September 2019 of Marks Gate Infants and Junior schools.</u> In terms of visits and inspections this academic year to-date, St Margaret's has retained its 'Good' rating. Beam Primary and Godwin have been inspected. Beam Primary has maintained its 'Good' rating; Godwin's inspection report has not yet been published. There are 5 schools not rated 'Good' including two LA maintained schools.</p>	<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). A March 2019 Ofsted monitoring report for Riverside Bridge commented that the school has been ably supported by advisers from the LA. A substantive headteacher has been appointed and the LA has a place on the monitoring board. For one of the LA maintained schools not rated 'Good' by Ofsted, the Council has worked with the Governing Body to secure an executive Headteacher from September 2019 who can drive rapid improvement and has commissioned additional support for the school. For the second LA maintained school, the LA is providing support and challenge.
Benchmarking	National is 86% and London is 93% at August 2019 (Ofsted DataView).	

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

EMPLOYMENT, SKILLS AND ASPIRATION					Quarter 3 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 3 2018/19
2019/20	204	170	112		n/a
2019/20 YTD	204	374	486		
2018/19	132	---			



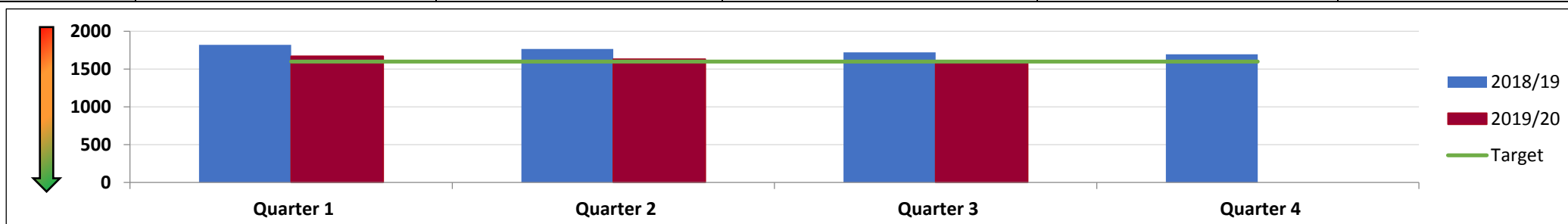
RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	The number of cases that were prevented from becoming homeless remains high and this is reflected in the on-going reduction of households placed within temporary accommodation. Private rents within the borough continue to rise 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 3 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 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.		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 3 2018/19
2019/20	1,672	1,633	1,609		↑
Target	1,600	1,600	1,600	1,600	
2018/19	1,822	1,766	1,722	1,697	



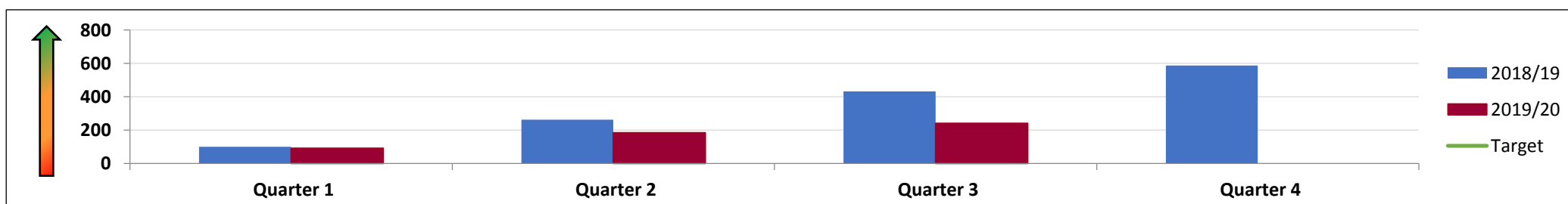
RAG Rating	Actions to sustain or improve performance
A	Two main actions currently being considered to reduce the demand on the use of TA and overall reduction of households in TA include, looking at the opportunity to utilise “ring fenced” funds from MHCLG to convert existing TA properties into Assured 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 3 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 3 2018/19
2019/20	92	92	57		↓
2019/20 YTD	92	184	241		
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

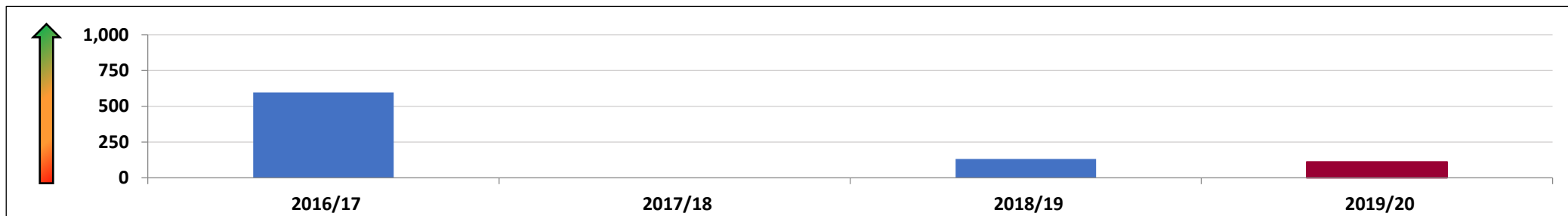
Regeneration and Social Housing – Key Performance Indicators 2019/20

REGENERATION AND SOCIAL HOUSING Quarter 3 2019/20

The number of new homes completed – Be First

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 3 2018/19
2019/20	179 (Forecast)	↑
Target	1,236	
2018/19	132	



RAG Rating	Performance Overview	Actions to sustain or improve performance
R	Be First forecasts delivery of 179 homes in 19/20, up 47 from the previous quarterly reporting. The increase has been caused by both the scheduled completion on the Wivenhoe Modular site falling out of this year (previously delivering 20 units) and the completion of the Becontree Heath site being brought forward into this year (delivering 87 units).	Alongside this unit delivery, Be First will enter contract to start on site on 10 projects. These projects will deliver over 1000 units across the next 3-4 years. As reported last quarters, Be First continues to work closely with contractors and its supply chain to ensure successful and timely delivery across all projects.
Benchmarking	Benchmarking data not available.	

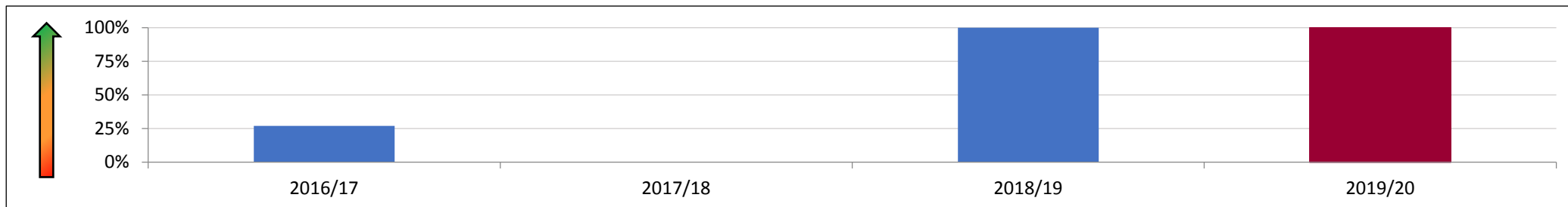
REGENERATION AND SOCIAL HOUSING

Quarter 3 2019/20

The percentage of new homes completed that are affordable – Be First


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.

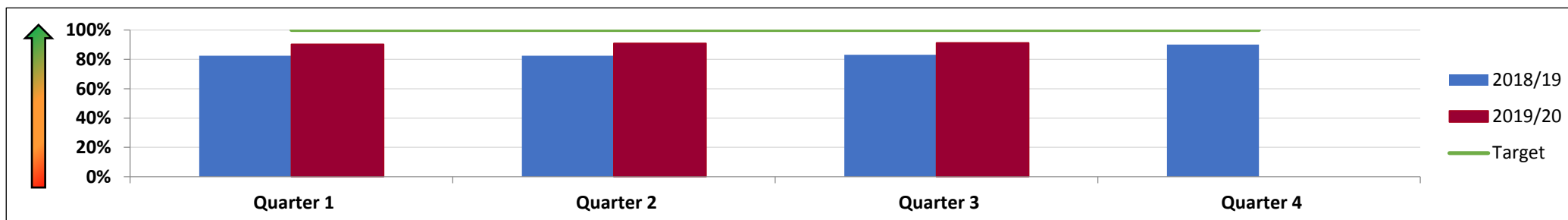
	Annual Result	DOT from Qtr 3 2018/19
2019/20	179 (100%) (Forecast)	↔
Target	Target not set	
2018/19	132 (100%)	



RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	With the increase in units to 179, Be First has kept its commitment to delivering affordable homes for the borough. 100% of the 179 units are affordable.	Be First is constantly working to assess the most suitable tenure mix for each of its sites. In Be First’s latest Business Plan, affordable housing comprises the majority of the portfolio – currently 77% of all units delivered by Be First across the next five years are set to be affordable. This figure also includes several affordable sub-tenures, affordable rent, London living rent, London affordable rent and shared ownership.
Benchmarking	Benchmarking data not available.	

REGENERATION AND SOCIAL HOUSING
Quarter 3 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 3 2018/19
2019/20	90.27%	90.89%	91.3%		
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. This quarter a lot of properties received Internal decent homes work, but when the external works are completed, the properties will be reported.
Benchmarking	Benchmarking data not available.	

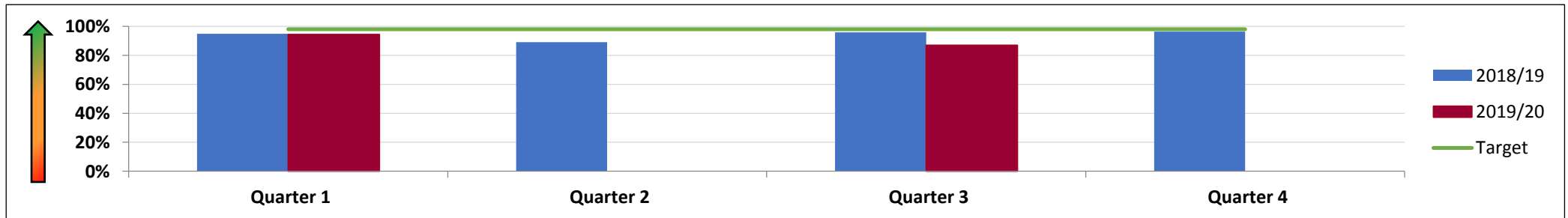
REGENERATION AND SOCIAL HOUSING

Quarter 3 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 3 2018/19
2019/20	94.3%	Data not yet available	87%		↓
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	This target is based on the current internals programme, which is being reviewed along with other PI's in line with resource changes and a review of the existing targets and measures.	There is a review underway.
Benchmarking	Benchmarking data not available.	

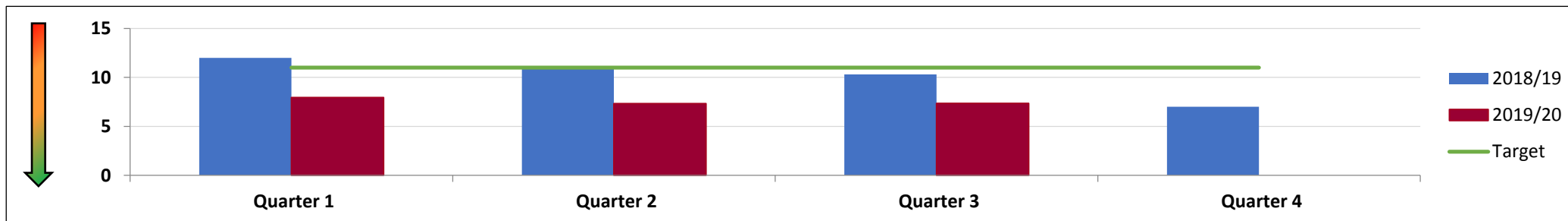
Finance, Performance and Core Services – Key Performance Indicators 2019/20

FINANCE, PERFORMANCE AND CORE SERVICES Quarter 3 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 3 2018/19
2019/20	7.95 days	7.32 days	7.36 days		↑
Target	11 days	11 days	11 days	11 days	
2018/19	12 days	11.05 days	10.31 days	7 days	

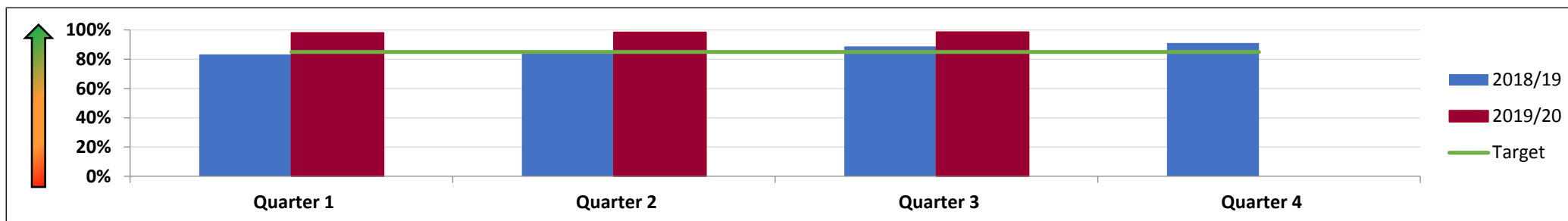


RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Continual tray management and officer redeployment to priority work areas.	Continuation of work structure & plans.

Benchmarking	Local performance measure.
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FINANCE, PERFORMANCE AND CORE SERVICES
Quarter 3 2019/20
The percentage of customers satisfied with the service they have received

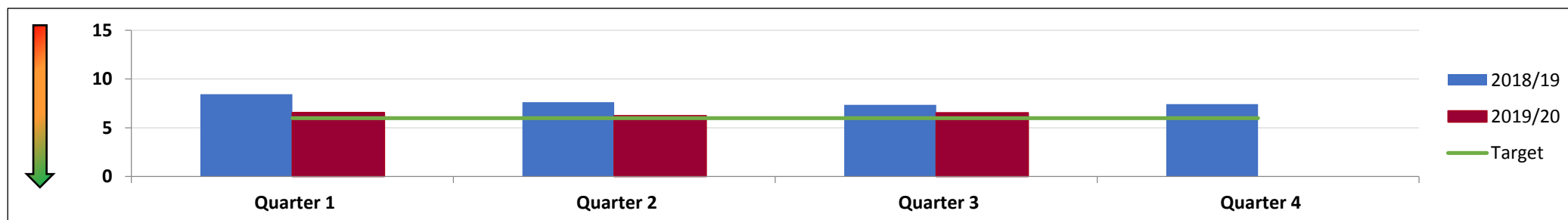
Definition		How this indicator works			
The percentage of customers who say that they were satisfied with the service they received from the Contact Centre.		A sample of calls to the Contact Centre is taken in which customers are asked to rate their experience.			
What good looks like		Why this indicator 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 2 2018/19
2019/20	98%	98.80%	98.74%		
2019/20 YTD	98%	98.4%	98.51%		
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. There has been a review of the Senior Customer Service Officer role in the last quarter, and they are now known as Contact Centre Performance Coach. This allows for more support to staff in real time and more side by side coaching.	The new role of Performance Coach working alongside the Team Managers will support staff with continuous improvement, and delivering excellent services to our residents.
Benchmarking	Local performance measure.	

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 to review sickness absence data, trends, interventions and “hot spot” services that have been identified. Managers have access to sickness absence dashboards in oracle and reports are issued bi-monthly to directors highlighting areas of non-compliance with council policy.			
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			
2018/19 end of year result: 7.13 days 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 3 2018/19
2019/20	6.57 days	6.23 days	6.53 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
G	The target of 6 days has not yet been reached. However, the council’s sickness figures continue to improve overall, despite a marginal increase due in part to seasonal sickness absence in the later months of 2019.	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. A revised group of hot spot services are in place until 31 March 2020.
Benchmarking	Local performance measure.	

The average number of days lost due to sickness absence –

Service Breakdown

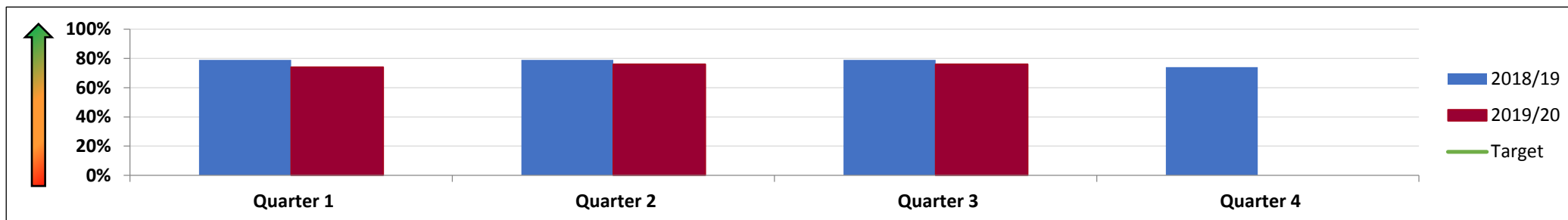
Service Block	Average Days Lost per EE Q2	Average Days Lost per EE Q3
Adults Care and Support - Commissioning	2.2	2.3
Adults Care and Support - Operations	5.8	6.7
CE/ P&R/ Public Health	1.1	0.8
Children's Care and Support - Commissioning	4.9	3.4
Children's Care and Support - Operations	4.8	4.9
Services reporting to the Chief Operating Officer	2.2	2.5
Community Solutions	7.0	7.3
Education	2.1	2.3
Enforcement Service	7.6	9.2
Finance	1.9	4.1
Inclusive Growth	-	0.4
Law and Governance	3.7	3.3
My Place	6.2	7.2
Policy and Participation	5.1	5.9
Public Realm	10.4	10.5
Transformation	0.6	0.3
We Fix	7.8	9.1

Service Block	Q3 Long term % of days	Q3 Short term % of days
Adults Care and Support - Commissioning	0%	100%
Adults Care and Support - Operations	64%	36%
CE/ P&R/ Public Health	0%	100%
Chief Operating Officer	39%	61%
Children's Care and Support - Commissioning	58%	42%
Children's Care and Support - Operations	60%	40%
Community Solutions	72%	28%
Education	39%	61%
Enforcement Services	83%	17%
Finance	64%	36%
Inclusive Growth	0%	100%
Law and Governance	69%	31%
My Place	68%	32%
Policy and Participation	81%	19%
Public Realm	63%	37%
We Fix	69%	31%
Transformation	0%	100%

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 meet our ambitions in the borough manifesto and to deliver high quality services to our residents. Any response rate at around 75% shows high levels of engagement.	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
The recent temperature check results have seen an increase of 2% in employee engagement, high levels of engagement are being reported.	The response rate has increased significantly from 27% to 48%.

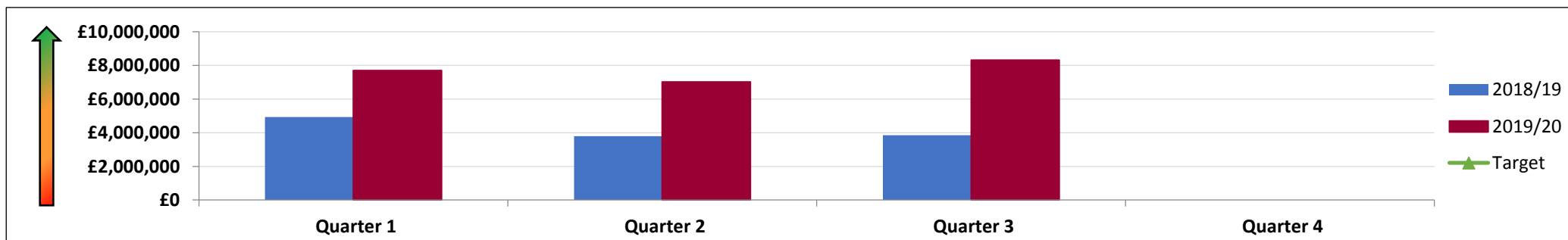
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 3 2018/19
2019/20	74%	76%	76%		↓
Target	Target to be agreed				
2018/19	79%	79%	79%	74%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The engagement score has been updated with the results from the most recent Temperature Check, which closed in August. Employee Engagement has risen by 2% since the last survey.	The increase in the overall engagement index combined with the increased response rates gives greater statistical confidence on increasing engagement rates within the council workforce.
Benchmarking	Local performance measure.	

FINANCE, PERFORMANCE AND CORE SERVICES
Quarter 3 2019/20
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			
What good looks like		Why this indicator is important			
In line with projections, with no overspend. 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.			
History with this indicator		Any issues to consider			
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 3 2018/19
2019/20	£7.7m at period 3 reported to CPG July 2019	£7.011m at period 5 – reported to Cabinet in October	£8.318m at period 8 – reported to Cabinet in January		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
R	This reflects the continuing pressure on the Council's budget from funding cuts and demographic growth especially within Care and Support. This is a net position taking into account overspends on Council services offset by central contingencies and surplus in year income on the Collection Fund.	Recovery plans requested from each director to be reported to CPG. Strategic Action Plans requested from Workforce, Capital and Procurement Boards 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	