

**Commentary on Red RAG KPIs
Quarter 1 2015/2016**

Performance Indicator	11. The total Delayed Transfer of Care (DTOC) Days in month (per 100,000). (Better Care Fund Indicator)
Reasons for poor performance/decline	<p>Locally, our Quarter 1 DTOC figures remain stable compared to last year's Quarter 1 figure. This indicates that the Joint Assessment and Discharge (JAD) service is working well within the local trust.</p> <p>There is an issue with delays reported by BARTS and NELFT which are not discussed or signed off by the local JAD service. Work is being carried out with these trusts around a better sign off process.</p> <p>Also, for Barking, Havering and Redbridge University Hospitals NHS Trust (BHRUT) there are some issues relating to patients awaiting Specialist rehab i.e. NHS England (NHSE) commissioned rehab units. The JAD service report this is a major reason for delays, as a patient can wait on average more than 30 days.</p>
Actions being taken to improve performance	<p>JAD service is working over the summer period on setting up processes with trusts such as BARTS and NELFT to report delays and sign off delays. Part of this will involve identifying the hospitals within BARTS that are reporting the delays. It's likely these are neighbouring borough hospitals such as Newham General Hospital and Whipps Cross hospital.</p> <p>NELFT which runs the community beds at Grays court is also going to be working with the JAD service in terms of sign off procedures as well identification of the delays to ensure that there no unsigned off discharges reported.</p> <p>Other areas of delays such as those caused by patients awaiting residential/nursing home placements are being reviewed again over the summer period. This involves working with Palliative care team to improve the process and ensure appropriate equipment is ordered in at the same time. JAD service is also looking at ensuring an appropriate day between Monday to Thursday is utilised for discharge as care homes are less likely to accept admissions on Fridays and weekend.</p>
Improvements in performance that are anticipated as a result of the actions taken	<p>If we have a sign off process in place with BARTS Trust and NELFT to improve discharges in these areas we should begin to see an improvement in the number of delayed days.</p>

Performance Indicator	12. Number of successful smoking quitters aged 16 and over through cessation service
Reasons for poor performance/decline	<p>In quarter 1, the target for the number of people who successfully quit was 750 and the actual number of people who quit was 100. This includes 3 pregnant quitters and 28 in the routine and manual group. Performance has declined in this indicator since Q4 2014/15 (166 quits) and the gap between the target and the number of people quitting has widened; however, the 2015/16 target (3,000) is significantly higher than the 2014/15 target. Even so, improvement is required.</p> <p>The Health and Wellbeing board has agreed an ambitious target that 10% of our smoking population will be supported to quit, 3000 people a year. It's recognised that this is an ambitious target. We did this because lung diseases caused by smoking are one the main causes of ill health in the borough.</p> <p>Public Health England recommend 5% of our smoking population, 1500 a year. However, The national trend is that less people are quitting smoking with many people moving onto e-cigarettes.</p>
Actions being taken to improve performance	<p>We have put in place an ambitious plan to support our commissioned services to increase the uptake of stop smoking services.</p> <p>To increase the number of quitters, the following actions are being implemented to target smokers in the local community, and through primary and secondary care.</p> <p>These actions include:</p> <ul style="list-style-type: none"> • Smoking prevention campaigns • Increasing service capacity (in the community, GPs, pharmacies) • Identification of GP surgeries with highest smoking prevalence among registrants for targeted approaches • Training smoking cessation advisors to deliver community and primary care based sessions • Promotion of local smoking cessation services • Improving and integrating care pathways to specialist stop smoking provision • Implementation of babyClear programme to increase the number of referrals of pregnant women <p>We also plan to review our stop smoking services to make sure that we are providing the best services for residents.</p>
Improvements in performance that are anticipated as a result of the actions taken	<p>Increased numbers of pregnant women are expected to quit through babyClear.</p> <p>Coordination with national campaigns is expected to increase the numbers of those setting a quit date through increased exposure.</p>

Performance Indicator	21. Number of fixed penalty notices issued for environmental crime
Reasons for poor performance/decline	The performance for this month indicates that the team is slightly below the target level of activity. Staff absence has impacted on performance. However, the direction of travel for this indicator is very positive. The service issued 419 FPNs in quarter 1 of this year when compared to 193 FPNs in the same period last year.
Actions being taken to improve performance	Recently recruited agency staff to bringing the service up to full staffing level.
Improvements in performance that are anticipated as a result of the actions taken	It is hoped that the staff training and recently recruited agency staff will improve performance for this indicator and will have a positive impact on output.

Performance Indicator	23. The weight of waste recycled per household
Reasons for poor performance/decline	<p>This is due to the industrial action by drivers of the GMB Union in March, April, May and June 2015. During strike period recycled materials (brown bin) and general waste (grey bin) including side waste were collected in the same vehicles.</p> <p>There are no direct financial implications as a result of the industrial action, in particular in relation to indicator 23 and 24. A report will be produced considering the total impact of the strike in the next month.</p>
Actions being taken to improve performance	Waste Minimisation Team will continue to support residents to reduce waste, promote recycling and address the issue of contamination of the recycling brown bins.
Improvements in performance that are anticipated as a result of the actions taken	There would be a marginal improvement but yearend target of 325kg per household will not be met.

Performance Indicator	24. The weight of waste arising per household
Reasons for poor performance/decline	This is due to the industrial action by drivers of the GMB Union in March, April, May and June 2015. During strike period residual waste (grey bin) including side waste and recycling materials (brown bin) were collected in the same vehicles and we also suspended the 'no side waste policy'.

<p>Actions being taken to improve performance</p>	<p>Waste Minimisation Team will continue to support residents to reduce waste and avoid putting out side waste which will not be collected.</p> <p>There are no direct financial implications as a result of the industrial action, in particular in relation to indicator 23 and 24. A report will be produced considering the total impact of the strike in the next month.</p>
<p>Improvements in performance that are anticipated as a result of the actions taken</p>	<p>There would be a marginal improvement, but year end target of 916kg per household will not be met.</p>

<p>Performance Indicator</p>	<p>26. Children's Social Care Assessments completed within timescales (45 days)</p>
<p>Reasons for poor performance/decline</p>	<p>The timeliness of assessments is now monitored in terms of a statutory assessment to be completed within 45 days. In Q1 2015/16, 62.4% of statutory social care assessments were completed within 45 days, a decline on the end of year 2014/15 outturn of 71%. Performance is RAG rated red based on progress to target and direction of travel. Improving the quality and timeliness of assessments continues to be a top area for improvement.</p> <p>Analysis of poor performance has indicated that:</p> <ul style="list-style-type: none"> • Delays in authorisations linked to assessments being rejected, in managers attempts to improve the quality of the assessments is a key contributory factor in extending assessment completion timescales. • In addition, when assessing larger siblings groups, delays in securing information from partner agencies is also contributing to assessment timescales.
<p>Actions being taken to improve performance</p>	<p>An improvement plan with key actions to improve performance is in place and monitored weekly and monthly at Complex needs and Social Care performance management meetings. Actions to improve performance are:</p> <ol style="list-style-type: none"> 1. Tighter tracking systems to ensure authorisation completed within 2 working days. 2. Accountabilities for rejecting and or suspending assessments must be authorised via Group Managers. 3. Implementation of the single assessment to be fully deployed – the single assessment process has quality assurance review mechanisms built in at 9, 15 and 35 days for final sign off removing the delay in completing assessments.

	<p>4. Assessment timeliness is now monitored on a weekly team dashboard. This enables the Business Support Manager to review assessment timeliness and escalate assessments before they hit the 45 day timescale.</p> <p>5. Implementation of NO CAF NO MARF and the full implementation of the specialist, Housing and Domestic Violence posts in the MASH will significantly increase the completion of assessments within a 10 day window and activate intervention at an earlier point.</p>
Improvements in performance that are anticipated as a result of the actions taken	<p>1. Performance is already showing improvement - 66% of assessments completed within 45 days compared to 62% at end of June 2015.</p> <p>2. We have set a target of 75% by end of Q2 2015/16 and increasing over time to an average of 80%. Based on current performance of 66% we are on track to reach targets.</p>

Performance Indicator	28. Percentage of primary schools rated as good or outstanding
Reasons for poor performance/decline	<p>An increased percentage of children are attending good or better schools in Barking and Dagenham and school inspection outcomes at primary have improved. In Q1, 75% of primary schools are currently rated as good or outstanding compared to 67% as at end of August 2014.</p> <p>Despite improvement, we are RAG rated red due to progress against our ambitious target set at 100% by December 2015.</p>
Actions being taken to improve performance	<p>Barking and Dagenham primary school inspection outcomes are closing on national average of 82% but this remains a key area of improvement as outlined in the Education Strategy 2014-17.</p> <p>Intensive Local Authority support is being provided to vulnerable schools and supporting the new Requires Improvement monitoring processes.</p> <p>The Education Strategy 2014-17 sets out the key actions to improve primary school inspection outcomes – please refer to https://www.lbbd.gov.uk/council/priorities-and-strategies/corporate-plans-and-key-strategies/education-strategy/overview/</p>
Improvements in performance that are anticipated as a result of the actions taken	Primary schools move from requires improvement to good.

Performance Indicator	36. Average time taken to re-let local authority housing (calendar days)
Reasons for poor performance/decline	Performance as at the end of Q1 has continued to improve in comparison to the outturn performance for 2014/15. The overall direction of travel is positive as a result of a number of improvement interventions. However achievement is still below requirement and is a priority to resolve.
Actions being taken to improve performance	<p>The department have instigated regular monitoring of works to identify issues affecting achievement of current targets. Resource allocation within R&M Services is now mostly direct employees working as small teams thus minimising handovers and extra time.</p> <p>Monitoring also splits major voids from minors (inline with previous BV212 and common practice) to focus interventions where greater gains are obtainable. We are confident these interventions will deliver improvements in short order and that targets will be hit.</p>
Improvements in performance that are anticipated as a result of the actions taken	Performance achieved that is on target by quarter 3 and in target by quarter 4.

Performance Indicator	43. The percentage of Council Housing rent collected
Reasons for poor performance/decline	<p>Current performance has not met target (or target in the previous year). The targets for 15/16 have been proposed by Housing and are currently in discussion with Elevate to finalise. Quarter 1 has been disappointing with a reported in year collection rate of 98.34%. The under performance of 0.9% equates to a shortfall of £900k in cash terms. The arrears figure brought forward rose by £300k in 2014/15. This was the first time that arrears have increased under the Elevate contract.</p> <ul style="list-style-type: none"> • A full analysis is being undertaken as to the reasons for the shortfall in collection with specific areas being identified as potential issues for investigation. This will also mean that the financial impact on each area can be calculated. • A backlog in Housing Benefits assessments at year end caused in part by the introduction of a government Real Time Information (RTI) initiative which created nearly 1,500 additional benefit changes in the 2nd half of the year. RTI is ongoing and is affecting workloads • The increasing effects of Welfare Reform such as the 'bedroom tax' is limiting tenants ability to pay. There is

	<p>additional pressure in this financial year as those residents receiving full council tax support are now required to make a 25% contribution towards their Council Tax bills where last year the contribution was 15%. This additional burden on households affects all revenue collection including rent collection. Collection of Council Tax for those households that are receiving support has fallen for Q1 has fallen from 31.4% in 2014/15 to 26.1% in 2015/16 however council tax collection for “arrears” relating to debt outstanding for previous years has increased as households attempt to bring their accounts up to date. There are 1500 households across the Borough who are now not receiving Council Tax Support in 2015/16 compared with 2014/15.</p> <ul style="list-style-type: none"> • Discretionary Housing Payment funding has fallen from £1.1m in 2014/15 to £750k in 2015/16. This will have an overall effect on collection as there will be less funding available to support tenants through the increased pressure because of Welfare Reform. • Issues that have been highlighted are tenancies not being closed when the tenant has died or moved out; this leads to rent arrears increasing. • The revenues and benefits service has undergone a restructure in quarter 1 as part of the councils saving proposals. This has been unsettling for all staff.
<p>Actions being taken to improve performance</p>	<p>Actions take to improve performance include:</p> <ol style="list-style-type: none"> 1. The Benefits backlog is currently at 3800 items. At the beginning of April there was approximately 12000 items with 2000 items being received each week. Additional resource has been allocated to clear the remaining work and more resource will be requested due to the impacts of RTI, the process of which is continuing in 2015/16. 2. Proposals will be made to housing management that no tenant should be presented at eviction panel more than once. 3. Additional support to be given to the contact centre re specialist revenue and benefit queries/ contact. 4. Closer working initiatives with Housing are underway with more emphasis being put on dealing with issues at earlier stages 5. Closer working with Housing to highlight ‘invest to collect’ initiatives.
<p>Improvements in performance that are anticipated as a result of the actions taken</p>	<p>Improved performance through 2015/16.</p>

Performance Indicator	<p>45. The time taken to process Housing Benefit / Council Tax benefit new claims</p> <p>46. The time taken to process Housing Benefit / Council Tax benefit change event</p>
Reasons for poor performance/decline	<p>Decline in performance is due to:</p> <ul style="list-style-type: none"> • Restructure and withdrawal of Benefits Direct in Q4 of 2014/15 and Q1 of 2015/16 has meant that 13 FTES were removed from the establishment. However the new structure will still support the achievement of the annual target. It has taken Q1 for the new structure and new ways of working to embed. • There was pressure during Q4 2014/15 to ensure that that local authority error threshold was not exceeded. To ensure that the authority did not attract a significant financial penalty (£1m) workloads were managed to ensure that this did not happen. This has impacted on the timeliness of work being completed in Q1. • Increased work from HMRC through the Real Time Initiative has meant overall workloads in the service increasing. • Pressures from the Welfare Reform agenda continue as there are more enquiries with regard to Benefit(s) and there is more involvement of resource in managing the effects, as well as calculating entitlement. This includes the administration of Discretionary Housing payments. • A decision was made in April to clear all work outstanding rather than manage the “average” number of days. This has impacted on the “statistic”. All urgent and priority cases are still dealt with appropriately. • Work with the DWP of the delivery of Universal Credit has also increased pressure in the service.
Actions being taken to improve performance	<p>The following actions are being taken to improve performance:</p> <ul style="list-style-type: none"> • Outstanding work was at 12000 items (not cases) in April 2015. At the end of Qtr 1 there were 3200 items; there is on average 2000 items received each week • Short term resource has been used to clear this work to ensure improvement in Qtr 2 and that annual target is reached.
Improvements in performance that are anticipated as a result of the actions taken	<ul style="list-style-type: none"> • With the restructure completed, new ways of working embedded and more resources added there will be seen to be improvement over the remaining quarters of the year.

Performance Indicator	<p>47. The percentage of Stage 1 complaints responded to within deadline</p> <p>48. The percentage of Stage 2 complaints responded to within deadline</p>
Reasons for poor performance/decline	A corporate target of 100% is unrealistic and it is recommended that it be altered to 90%.
Actions being taken to improve performance	Performance of 77% for stage 1 complaints and 60% for stage 2 complaints was achieved. Senior managers need to take responsibility to ensure that the complaints for their service area are responded to within deadline.
Improvements in performance that are anticipated as a result of the actions taken	

Performance Indicator	51. The percentage of member enquiries responded to within deadline
Reasons for poor performance/decline	<p>Performance for this indicator was 75% across the council in quarter 1.</p> <p>Reasons for the under performance were mainly due to a new system being implemented which meant that despite letters being drafted well within the deadline time, the issuing of the responses and closing of the cases was protracted and impacted severely on the reports and, subsequently, the targets.</p> <p>In addition the use of two temporary officers to support members had an impact. The temporary staff gave less than a weeks notice to services; this caused a delay in co-ordination of the responses. A recruitment process is currently underway and will result in a permanent FTE on board within the next few weeks instead of relying on temporary staff.</p>
Actions being taken to improve performance	<ul style="list-style-type: none"> - Training in the new system - Ensuring that requests from members are identified as complaints or service requests and logged accordingly - Recruitment of permanent staff - Ongoing monitoring of performance
Improvements in performance that are anticipated as a result of the actions taken	It is expected that performance will improve as a result of the above actions.

Performance Indicator	52. The average number of days lost due to sickness absence
Commentary	This quarters sickness shows a disappointing increase in absence levels back to the levels before the Firm but Fair approach was brought in.
Reasons for poor performance/decline	<p>There are a number of reasons for this increase, and the variance since the last full-year results.</p> <ul style="list-style-type: none"> • Since the introduction of One Oracle in August 2014, managers are now responsible for monitoring absence, and can extract data from the managers' dashboard. This has been successfully undertaken in some areas, but it would appear that this may not be wide spread. Actions are in place to support known hotspot areas to make sure that all levels of management are reminded of their responsibilities and are held to account. • With the introduction of One Oracle and best practice processes, the Council has changed the way that absence is recorded, with managers now being fully responsible. This includes recording fit to work certification and return to work recording. It is believed therefore that there may have been some degree of under-reporting in the past, although we are unable to establish this through looking at the detail. • The report for the sickness indicator has been identified in June 2015 as having some errors, which is why the full year data appears to be unrelated to quarter 1 for 2015. We anticipate that this fix has now been applied, and that the resulting data is reliable. • The sickness absence project is continuing to work closely with managers to support them in managing attendance. A review of the data shows there is no significant increase in long-term absence as opposed to short-term absence or vice-versa. Reasons for absence are similar to previous quarters, and there is a high number c25% of absence unclassified. Work will continue with line managers to remind them of the recording the reasons for all absences. • The number of absence cases at the formal stage remains high, but at the same level as the previous year. There have been 11 dismissals for absence between July and June 2015. 2 cases were reinstated by the Personnel Board.
Actions being taken to improve performance	Included in bullet points above
Improvements in performance that are anticipated as a	It is expected that there will be some improvement in the next quarter.

result of the actions taken	N.B The Benchmarking information provided for London is from LAPS (London Authority Performance System) and includes only 27 London authorities' data. A number of the Councils included have small numbers of 'blue collar' workers and sickness levels tend to be lower in these authorities, which will therefore influence the overall average.
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Performance Indicator	54. Staff who believe change is managed well in the Council
Reasons for poor performance/decline	This rating has risen since the last survey however this is still an area of concern, and will be the subject of further consideration through the focus groups.
Actions being taken to improve performance	We recognise the importance of engaging with staff through the Ambition 2020 programme to sustain their motivation and capture the ideas they may have. We have a communication and engagement programme involving events and the use of different communication tools. We are also doing further work with managers to equip them to manage change well.
Improvements in performance that are anticipated as a result of the actions taken	We will continue to monitor impacts through the Temperature Check Survey.

Performance Indicator	55. The percentage of staff who believe our IT systems meet the needs of the business
Reasons for poor performance/decline	There has been a marginal increase in this rating. Lack of granularity in the data prevents a focus on particular reasons. There are many Line of Business systems and a variety of end user device type used to access them.
Actions being taken to improve performance	An ICT Transformation Programme is underway in order to cut costs. The aim is for a robust consolidation and rationalisation of the IT estate.
Improvements in performance that are anticipated as a result of the actions taken	It is highly likely that during a period of change that performance will decrease, whilst the changes in ICT are embed.

Performance Indicator	56. The percentage of Council employees from BME communities
Commentary	<p>Cabinet, on 23 June, agreed the “Equalities and Diversity in Employment Policy – Implementation Plan” and the detailed programme to improve representation in the workforce; this includes actions to:</p> <ul style="list-style-type: none">• Promote the Council’s brand and advertising in places the BME community will look• Improving recruitment rates and tackling the drop out rates• Improving the representation of BME groups and women in the apprentices• Explore working with schools and colleges to promote careers in the Council to students• Ensuring there is a higher percentage of BME staff and women in more senior posts