CABINET

18 September 2018

Title: Corporate Plan 2018-2022 – Quarter 1 Performance Reporting	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	**For Decision**
Wards Affected: All	**Key Decision:** No
Report Author: Laura Powell, Policy and Partnerships Officer	**Contact Details:** Tel: 020 227 2517 E-mail: laura.powell@lbbd.gov.uk
Accountable Strategic Leadership Director: Claire Symonds, Chief Operating Officer	

Summary

A new Corporate Plan is currently being developed to articulate the Council's vision and priorities for the next four years, following a period of significant change and service transformation. To support this, it was recognised that the Council's Corporate Performance Framework needed to evolve to support and monitor our progress and service delivery, as a new kind of council.

The framework demonstrates how the Council will achieve the long-term vision for the borough as set out in the Borough Manifesto, by focusing on clearly defined medium and short-term targets, alongside output measures and budgetary information that monitor vital indicators of service transformation.

Development of the Key Accountabilities and Key Performance Indicators (KPIs) has been carried out in collaboration with senior officers and Cabinet Members, with each component of the performance framework being aligned to Cabinet Member portfolios to ensure that the Council's performance is effectively managed and so service delivery remains on track.

Following final sign-off of the new Corporate Plan, it may be necessary to review the associated KPIs and Accountabilities to make sure the performance framework reflects and delivers the priorities.

Cabinet is presented with a Quarter 1 2018/19 performance update against the Key Performance Indicators (KPIs) and Key Accountabilities, which will continue to be reported quarterly to Corporate Performance Group (CPG) and Cabinet throughout the coming year.

Recommendation(s)

The Cabinet is recommended to:

(i)   Note progress against the Key Accountabilities as detailed in Appendix 1 to the report;

(ii)	Note performance against the Key Performance Indicators as detailed in Appendix 2; and
(iii)	Agree any actions to address areas of deteriorating performance.

Reason(s)

To assist the Council in achieving its priority of a "Well run organisation".

1. Introduction and Background

1.1 Over the past few years, the Council has undergone a period of significant change, which has focused on establishing a new kind of council that transforms the way we deliver our services, as well as facilitate a change in the relationship we have with our residents.

1.2 In consultation with residents, we have shaped and defined the vision for Barking and Dagenham, with aspirations and outcomes clearly articulated through the production of the Borough Manifesto. These long-term outcomes provide a clear direction for the Council over the coming years.

1.3 The new Corporate Plan is currently being developed to articulate the Council's vision and priorities over the next four years, as we continue our journey and the Council's transformation programme begins in earnest.

1.4 The Corporate Plan is a key part of the Council's strategic planning, delivery and accountability framework. The development of a Corporate Plan ensures the Council's contribution to achieving its vision and priorities is co-ordinated, and achievable and that it is resourced in line with the Medium Term Financial Strategy. It allows both Members and residents to measure progress in the Council's delivery of its vision and priorities

2 Corporate Performance Framework 2018-2022

2.1 The corporate performance framework demonstrates how the Council will achieve the long-term vision for the borough as set out in the Borough Manifesto, by focusing on clearly defined medium and short-term targets, alongside output measures and budgetary information that monitor vital indicators of service transformation.

2.2 The measures and clearly defined targets of the Borough Manifesto have been developed to assess the progress being made against the Barking and Dagenham vision and aspirations. The targets are the overarching long-term outcomes that the Council is striving to achieve and sit at the highest level of our corporate performance framework. They will be monitored on annual basis through the Barking and Dagenham Delivery Partnership (BDDP).

2.3 The Corporate Plan sets out the Council's contribution over the next four years to deliver the Borough Manifesto. The supporting Key Performance Indicators (KPIs) and Key Accountabilities are those medium-term measures that will drive improvement and will be reported to Cabinet on a quarterly basis. Given their

lifespan and supporting targets, if achieved, we will have progressed a quarter of the way to achieving the vision for the borough.

2.4   Following final sign-off of the new Corporate Plan, it may be necessary to review the associated KPIs and Accountabilities to make sure the performance framework reflects and delivers the priorities.

2.5   Commissioning Mandates and Business Plans will be iterated over the course of 2018/19 and the associated performance measures reviewed. The indicators that feature in mandates and business plans will continue to show the overall health of services whilst remaining focussed on achieving outcomes for residents.

2.6   The Council's transformation into a new kind of council has been designed to deliver the substantial, long-term outcomes for the borough. Our progress against delivering these outcomes will be difficult to measure in the short-term. To do this the corporate performance framework for incorporates Vital Signs for each Service Block.

2.7   Vital Signs will become the focus of monthly Health Check Reviews. These sessions will be chaired by the Deputy Leader of the Council and Cabinet Member for Finance, Performance & Core Services, and will provide a forum for Portfolio Holders, alongside Council officers, to be challenged against the performance of services for which they are accountable.

3   Key Accountabilities 2018/19

3.1   Through the development of the Corporate Plan a number of Key Accountabilities have been identified that provide a clear link to how the Council will deliver the vision and priorities, focusing on key deliverables for the coming year.

3.2   The Key Accountabilities (Appendix 1) are a key element of the corporate performance framework and will be reported to Cabinet on a quarterly basis. They will also be used as a key aid for discussions at Cabinet Member Portfolio meetings.

4   Corporate Plan Key Performance Indicators

4.1   Through the development of the Corporate Plan, clear medium and short-term targets have been identified and are defined as the Council's Key Performance Indicators (KPIs).

4.2   Through quarterly performance reporting at Cabinet, Cabinet Members will be able to keep track of our progress against agreed performance targets, and ultimately, our progress against delivery of the vision and priorities.

4.3   This report provides a performance update at Quarter 1 (1st April 2018 – 30th June 2018) against the key performance indicators for 2018/19 (Appendix 2).

4.4   The KPIs are reported with a RAG rating, based on performance against target. Where relevant, in-year targets have been set to take into account seasonal trends / variations, as well as provide performance milestones. Assessing performance against in-year targets will make it easier to identify progress at each quarter,

allowing for actions to be taken to ensure performance remained on track with the aim of reaching the overall target for the year.

5 Performance Summary - Key Performance Indicators

5.1 To report the latest performance in a concise manner, a number of symbols are incorporated in the report. Please refer to the table below for a summary of each symbol and an explanation of their meaning.

Symbol	Detail
↑	Performance has improved when compared to the previous quarter and against the same quarter last year.
↔	Performance has remained static when compared to the previous quarter and against the same quarter last year.
↓	Performance has deteriorated when compared to the previous quarter and against the same quarter last year.
G	Performance is expected to achieve or has exceeded the target.
A	Performance is within 10% of the target.
R	Performance is 10% or more off the target.

5.2 The table below provides a summary at Quarter 1 2018/19 of the direction of travel for all KPIs. Depending on the measure, direction of travel is determined by comparing performance with the same period last year (Quarter 1 2017/18), or performance from the previous reporting period (Quarter 4 2017/18). This should be considered in the context of significant budget reductions and our continuation to improve services.

Direction of travel			
↑	↔	↓	N/A
22 (44%)	1 (2%)	14 (28%)	10 (20%)

5.3 The following table provides a summary of the number of indicators with either a Red, Amber of Green rating, according to their performance against the 2018/19 target.

RAG Rating against 2018/19 target			
G	A	R	N/A
14 (28%)	18 (36%)	2 (4%)	13 (26%)

6 Key Performance Indicators – Rated Not Applicable (n/a)

6.1 At Quarter 1, some indicators have been allocated a Direction of Travel, or RAG Rating of 'Not Applicable'. The reasons for which are set out in the tables below.

Reason for Not Applicable Direction of Travel	Number of indicators
New indicator for 2018/19 / Historical data not available	7
Awaiting data	3

Reason for Not Applicable RAG rating	Number of indicators
Good performance neither high or low – no target set	8
Awaiting data / target	5

7 Focus on Performance

7.1 For Quarter 1 2018/19 performance reporting, focus has been given to a selection of indicators which are presenting good performance against target or areas where performance is showing a level of deterioration since last year and falling short of the target. It is hoped that by focusing on specific indicators, senior management and Members will be able to challenge performance and identify where remedial action may be required.

7.2 **Improved Performance**

The percentage of 16 to 18 year olds who are not in education, employment, or training (NEET) or who have Unknown Destinations

At Quarter 1, the percentage of the boroughs 16 to 18-year olds who are NEET is 4.4% - well below the national (5.9%) and London (4.7%) average.

To maintain performance, a 'What Next?' careers fair is to be held on 31st August to provide early intervention for those at risk of NEET following GCSE and 'A' Level results.

A further workshop is to be held in October with key Cabinet Members to agree additional actions to reduce NEETs, with a particular focus on Care Leavers and those leaving Alternative Provision.

7.3 **Areas for Improvement**

The weight of waste recycled per household (kg)

The weight of waste recycled in Quarter 1 is showing a 10% decrease compared to the same period last year.

The reasons for a reduction is believed to be a result of recycling rates at Frizlands Reuse and Recycling Centre, particularly regarding green waste, due in part to the poor dry weather.

Also, despite communication campaigns and engagement, contamination of brown bins has been particularly high, averaging 40% compared to a more acceptable level of 10-15%.

To address these issues, the Waste Minimisation Team continue to tackle the issue of contamination as part of the kerbside collection. The Team also responds to direct reports of contamination from crews and supervisors and directly engaging the residents, instructing, and educating to resolve contamination from households. Addressing these issues will be crucial to maintain the recycling rate over the coming year.

8.   Consultation

8.1   The data and commentary in this report were considered and endorsed by the Corporate Performance Group at is meeting on 23 August 2018.

9.   Financial Implications

Implications completed by: Katherine Heffernan, Group Manager – Service Finance

9.1   There are no specific financial implications as a result of this report; however, in light of current financial constraints it is imperative that Officers ensure that these key performance indicators are delivered within existing budgets. These budgets will be monitored through the existing monitoring process to identify and address potential issues and also any benefits as a result of improved performance on a timely basis.

10.   Legal Implications

Implications completed by: Implications completed by: Dr. Paul Feild, Senior Corporate Governance Solicitor

10.1   The delivery of the vision and priorities will be achieved through the key accountabilities and monitored quarterly. As this report is for noting, there are no legal implications.

11.   Other Implications

11.1   **Risk Management -** There are no specific risks associated with this report. The corporate plan report and ongoing monitoring will enable the Council to identify risks early and initiate any mitigating action. The Council's business planning process describes how risks are mitigated by linking with the corporate risk register.

11.2   **Contractual Issues -** Any contractual issues relating to delivering activities to meet borough priorities will be identified and dealt with in individual project plans.

11.3   **Staffing Issues –** There are no specific staffing implications.

11.4 **Corporate Policy and Equality Impact -** The vision and priorities give a clear and consistent message to residents and partners in Barking and Dagenham about the Council's role in place shaping, community leadership and ensuring no-one is left behind. The key accountabilities and KPIs monitored allow the Council to track delivery ensuring resources and activity are effectively targeted to help achieve the vision and priorities.

11.5 **Safeguarding Adults and Children -** The priority **Enabling social responsibility** encompasses activities to safeguard children and vulnerable adults in the borough. The Council monitor a number of indicators corporately which relate to Children's safeguarding and vulnerable adults. By doing so the Council can ensure it continues to discharge its duties.

11.6 **Health Issues -** The priority **Enabling social responsibility** encompasses activities to support the prevention and resolution of health issues in the borough and is delivered through the Health and Wellbeing Board. The borough has a number of health challenges, with our residents having significantly worse health outcomes than national averages, including lower life expectancy, and higher rates of obesity, diabetes and smoking prevalence. Although delivery of health services is not the responsibility of the Council, together with health partners the Council is committed to tackling the health issues prevalent in the borough.

11.7 **Crime and Disorder Issues -** The priority **Encouraging civic pride** encompasses activities to tackle crime and disorder issues and will be delivered through the Community Safety Partnership. Whilst high level indicators provide Cabinet with an overview of performance, more detailed indicators are monitored locally. Data for the borough shows that Barking and Dagenham is a relatively safe borough with low crime. There is some work for the Council and partners to do to tackle the perception of crime and safety.

Public Background Papers Used in the Preparation of the Report: None

List of appendices:
- **Appendix 1:** Progress against Key Accountabilities 2018/19
- **Appendix 2:** Key Performance Indicators – Performance at Quarter 1 2018/19

What we will deliver in 2018/19

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
Community Leadership and Engagement		
Deliver the Cohesion Strategy and dedicate Faith Policy.	Tom Hook	The cohesion and integration strategy and the faith policy are both scheduled for Cabinet in January 2019. Progress to date includes: • Submission to MHCLG Green paper consultation on integration • Engagement with internal stakeholders, Barking and Dagenham Delivery Partnership VCS and residents • A tender is about to be let to support interfaith work in the borough • Work with the existing faith forum, where the officer roles changed at the last AGM
Implement the Connected Communities Fund and the Counter Extremism Programmes.	Tom Hook	Funding of £1.4 has been allocated to Barking and Dagenham for the Connected communities programme. To date: The officer to run the programme is in post; two of the commissions for support to interfaith work in the borough and the community amplifiers programme are out to tender; staff are being recruited and other elements of the programme are in place. Counter extremism programme: • the current member of staff left in early June, recruitment complete and new officer will be in post October 2018. • Belief in Barking and Dagenham newsletter circulated • Keep B and D Hate Free session facilitated with partners • IDAHO and Human library event ran
Continue to develop Every One Every Day, monitoring impact and outcomes.	Tom Hook	The spring programme of Every One Every Day ended in April (over 100 events) with the next programme running from June - August 2018. EOED took part in Dag Fest and One Borough Day. The funders board met in June 2018 and agreed the next funding release. The developmental evaluation of year 1 will be published in September 2018.
Support the development of the community and voluntary sector, including a Local Giving Model.	Tom Hook	A Civil Society strategy paper is scheduled for Cabinet in November 2018, which includes the local giving model. The development of a local giving model is moving forward. Practical measures have been implemented to support local groups with the establishment of a local B&D Lottery and match-funded Crowd Funding

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
		scheme. The Council is currently consulting on how to run its NCIL process which will launch early 2019. Core funding to BDCVS has been reduced but has for 2018/19 been replaced to a significant extent with project funding for the development of a vision for the sector and requirements for infrastructure support going forward. This will report in winter 2018/19 and will dovetail with the development of an overarching Civil Society.
Continue to strengthen the Barking and Dagenham Delivery Partnership to work towards the vision of the Borough Manifesto.	Tom Hook	The State of the Borough Conference will be taking place on 27th September at Londoneast UK. An accompanying State of the Borough report will provide an annual update on the progress made towards delivering the Borough Manifesto targets in year 1. The report will be presented to partners and members of the wider community at the conference. The conference provides an opportunity to showcase the successes of the last year and collectively consider how we can work better as a partnership to deliver the Borough Manifesto vision. Work is also ongoing with Barking and Dagenham Delivery Partnership to develop it into a partnership that is able to drive change in the borough and work together collaboratively to achieve the manifesto vision.
Deliver the master plans and commercialisation of Parsloes Park and Central Park.	Tom Hook	**Parsloes Park** Plans are progressing well to develop new sporting and community facilities in Parsloes Park. In brief the proposed facility mix will comprise: • New changing facilities incorporating 8 team changing rooms (suitable for use by children and adult teams) and changing rooms for officials; • 55 station gym, dance studio and gym change; • Bar and café and social space • Public toilets and disabled toilets (to changing places standard) • 3 artificial grass pitches with floodlighting that can be used for 11-a-side football matches and compartmentalised to accommodate multiple mini, junior and five-a-side games being played simultaneously. The total construction cost of the new facilities is estimated to be c£7 million. £1 million of this total is being funded by the Council (£400,000 capital funding and £600,000 CIL funding) and the balance has been or is expected to be secured from the Football Foundation, Sport England, London Marathon Charitable Trust, GLA, and s106 developer contributions.

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
		If all the necessary funding is secured, it is expected that the planning application for the scheme will be considered in January 2019 and work will start on site in March 2019 with the new facilities operational in time to be used during the 2019/20 football season. **Central Park** A feasibility study has been undertaken to investigate how it might be possible to implement some elements of the Central Park masterplan proposals at no cost to the Council. It outlines an innovative proposal to generate income from the importation of inert material from building sites across London and the South East, which will be utilised to create a new landscape in the park. It is estimated that the income generated will be c£1.7 million. However, income and cost certainty will only be confirmed when planning approval has been given and the necessary licence from the Environment Agency has been granted. It is proposed to utilise a proportion of the income from the soil importation to realise the following park improvements: • New adventure play area • Pump track (for BMX bikes) • Toddler BMX facility • Mountain bike loop • New pathways • New trees • Wild flower meadows Consultation about the proposal will start in September 2018 and a report about the scheme will be presented to Cabinet in October 2018. It is expected that the planning application for the scheme will be submitted by December 2018, which would enable a licence from the Environment Agency to be awarded by July 2019, and for works to start on site in August 2019 and to be completed in 2021.

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
Implement the improvement plan funded by Community Interest Levy (CIL).	Tom Hook	Cabinet agreed (19/06/18) to Community Infrastructure Levy funding being allocated to the following strategic projects: • Parsloes Park 'Parklife' project - £600,000 • Children's Play Spaces and Facilities - £275,000 over five years • Parks and Open Spaces Strategy implementation - £500,000 over five years This funding will be used as Council match funding to support external funding bids for park capital schemes as well as to enable the delivery of a 'quick wins' programme of park improvements. A s106 developer contribution of £350,000 has been earmarked from the Beam Park housing scheme for new sports facilities in Parsloes Park. Collaborative working with community groups and residents has enabled funding to be secured to build two new state of the art play facilities to replace poor quality and life expired facilities at Tantony Green and Valence Park. Both new facilities will be installed during 2018/19 and c£440,000 external funding has been secured to enable the schemes to be delivered. Council capital funding has been committed to re-instate the BMX track at Old Dagenham Park and these works have now been tendered and will be implemented during 2018/19. The Council has committed capital funding of £200,000 (£50,000 a year for four years, 2017-2020) for Fixed Play Facility Enhancements. Schemes already or near to completion include: • St. Chads - £20,000 (completed) • Mayesbrook Park - £40,000 (near completion)
Renew focus on community heritage assets and develop a new offer including the East End Women's Museum and Industrial Heritage Museum feasibility.	Tom Hook	**Eastbury Manor House** Work is underway with the National Trust (owners of Eastbury Manor House) to agree a new vision for the house, which will inform the development of a design and cost plan for the final phase of capital investment at the site.

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		This is intended to provide new toilets, catering, and social/education space to improve income generation, footfall and volunteering opportunities as well as enhance the visitor experience by 'dressing' the house in a way that better tells its story and those of its former-inhabitants. It is proposed that a funding bid to meet the cost of the majority of the proposed works f will be submitted to the Heritage Lottery Fund in spring 2019. **Abbey Ruins, Abbey Green and St Margaret's church** In December 2017 a Stage 1 application was made to the Heritage Lottery Fund (HLF), with the Council as the lead partner, for a £4.462 million improvement project with a £3,592,200 grant request from the HLF. The HLF rejected the application in March 2018 due to insufficient funds. A feedback meeting has been held with the HLF and as a result the improvement programme is now being re-worked into a series of distinct projects that can be delivered in a phased approach. The first such bid will be made in early 2019. It is not feasible to do this any sooner because the HLF is currently reviewing its grants framework, which will be re-launched in 2019. **East End Women's Museum** A Heritage Lottery Fund grant (£81,000) has been secured by the East End Women's Museum to meet the costs of a 'pop up' programme of exhibitions, talks, workshops and events during 2018, and which are a cornerstone of the borough-wide HerStory programme that commemorates the centenary of women securing the right to vote and to honour women past and present who help drive change for equality. Cabinet has approved the terms of lease and other support for the Museum, which has now been established as a community interest company (CIC). The Museum was officially launched in January 2018. It is anticipated that the Museum itself will open in the early part of 2020 but this is wholly dependent on the completion of the housing development in which it will be sited. Work has now started on the internal design plan for the museum, which will be

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		subject to further funding bids during 2018 and 2019. **Industrial heritage museum** Following a review of the different options that have so far been produced, the feasibility study for a new heritage and culture centre on the site of the former-Ford Stamplng Plant is now being finalised. This will enable Members to make a decision about whether there is a robust and sustainable business case for the proposal and how it could be funded
Ensure culture is a driver of change through the Borough of Culture Schemes, Creative Enterprise Zone, Summer of Festivals & Alderman Jones's House. Planning for the Centenary Celebration of Becontree Estate (Festival of Suburbia).	Tom Hook	**London Borough of Culture** The Council has secured funding of £233,000 from the London Borough of Culture funding pot and an additional £30,000 in business sponsorship to deliver a three year creative programme with looked after children, care leavers and older people. The programme will be delivered in partnership with the Serpentine Gallery, the Foundling Museum and several local arts organisations. Project delivery will start in September 2018. **Creative Enterprise Zone** A grant of £50,000 has been secured from the GLA to enable detailed research to be undertaken that has informed the development of an evidence base and action plan for the establishment of Roding Made - the Barking Creative Enterprise Zone, which will bring together artists, local businesses and landowners to create and develop new jobs, establish and secure new spaces for creative production and open up opportunities for talented young people who are considering careers in the creative industries. It is intended that the Roding Made action plan will be presented to Cabinet for adoption at its meeting on 16 October 2018. **Summer of Festivals** The delivery of the Summer of Festivals programme for 2018 is underway. The programme so far (Barking Folk Festival, Steam and Cider Fair and One Borough

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
		Day) has been well attended and well received by residents. The Events team has also provided guidance and assistance to enable more events by the community to be presented in the Borough's parks. The Residents' Survey for 2017 tells us that attendance at Summer of Festival events by Borough residents has gone up for the third year running. The same is true for the level of awareness amongst residents about the Summer of Festivals programme and the demand from residents for similar events to be presented in future years. **Alderman Jones's House and 100th anniversary of the Becontree Estate (Festival of Suburbia)** The centenary of the Becontree estate is 2021 and plans are now being developed to enable this milestone of national significance to be celebrated in the way it deserves to be. The former-home of Alderman Fred Jones is located in the heart of the Becontree estate and has been renovated so that it can be used as live/work space for artists until the end of 2021. Alongside the Valence House Museum and Local Studies Centre, Valence Library and the White House, Alderman Jones's House will be a key venue in the delivery of the centenary programme. The Council is working in partnership with Create London to develop and deliver the centenary programme which it is anticipated will include a commissioned programme by local artists and arts organisations as well as projects with national heritage and architecture agencies and, it is hoped, a programme of public realm improvements. If the necessary funding can be secured, it is intended that an initial and fairly modest programme of activity will start in 2019 culminating in a major year long festival in 2021

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Equalities and Diversity		
Implement the Equality and Diversity Strategy action plan.	Tom Hook	The Equalities and Diversity strategy 2017-2021 sets out the Councils vision to tackle equality and diversity issues across the borough and within the Council. It sets out an action which will be monitored and reported annually. The first annual update will be presented to the portfolio holder in October.
Continue to promote the Gender Equality Charter.	Tom Hook	Since the launch of the Gender Equality Charter, over 150 organisations have signed up to the pledge showing their commitment to gender equality. The new portfolio holder is currently reviewing the action plan ensuring it builds on the success of previous years. The action plan will aim to address issues related to all genders and be broader than just issues affecting women.
Celebrate equality and diversity events, and where possible, enable community groups to take the lead.	Tom Hook	The Her Story events throughout the year have been a success and will continue until the end of the year. For the first time ever, Barking and Dagenham had a float at Pride London and we proudly showed our support for the LGBT+ community. Plans are in place for BHM, with the Council supporting the community to take the lead to put on events.
Continue the Council's vision to be an Exemplar Equalities Employer, working towards Investors in People gold standard.	Tom Hook	The Council achieved silver level when assessed against the tougher Investors in People standard. We will retain this until our next assessment in October 2020. A 12-month review with our Investors in People assessor will be undertaken in late 2018 and 24-month review in late 2019.

Progress against the standard to reach gold level were set out in the Assessor's report. The following actions have been put in place.

• An all staff temperature check has been undertaken in June/July 2018 which tracks our progress against the standard and employee engagement. The temperature check demonstrates that employee engagement levels have increased, and the values of the organisation are seen to continue to be embedded. This specifically meets the requirement to continue to assess the views of staff and has been analysed by service.
• Early scoping of behaviours and culture change has begun to help develop a new organisational development strategy. |

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		• The Leadership and Management development programme for cohorts 2 and 3 has been delivered. The programme for other managers is under development.
Promote a partnership approach to tackling equality and diversity issues through the development of the Fairness and Equalities sub-group.	Tom Hook	Tackling equality and diversity issues is not something the Council can do alone. It requires the support of everyone. The Barking and Dagenham Delivery Partnership therefore agreed to set up a Fairness and Equalities sub-group tasked with bringing a partnership approach to tackling inequality. The group met for the first time in July with lots of positive steps identified to try work together in addressing equality and diversity issues affecting the borough.
Public Realm		
Redesign all services delivered by Public Realm to meet the agreed budget and service standards.	Robert Overall	Final stages of the service change are now in process with the recruitment of over 60 staff to replace agency staff and fill vacancies within the service. These will start to arrive in post from the end of August 18 through to Nov 18.
Embed the new street cleansing operating model.	Robert Overall	Following the finalisation of the recruitment process the new cleansing model will be launched in September 18 and fully embedded by Dec 18.
Work with Enforcement to help drive behavioural change with regard to waste and flytipping	Robert Overall	Joint initiatives with Enforcement over fly tipping are being launched in Sept 18. New materials alerting the public that the Council are investigating a specific fly tip have been developed. Communication strategy around waste behaviour change being launched to coincide with the national recycling week in the second half of Sept 18.
Develop the procurement strategy for the replacement of our vehicle fleet.	Robert Overall	Cabinet have approved the business case for replacement. Procurement process has now started with vehicles expected to be progressively delivered from November 18 until April 19 depending on lead times for order and delivery.
Enforcement and Community Safety		
Develop a new borough wide Private Licensing Scheme to be agreed by MHCLG.	Fiona Taylor	The evidence base for the proposed new scheme has been fully scoped out and it with counsel. It was felt that we needed senior counsel opinion prior to the proposed scheme being put forward for full consultation. It is anticipated that counsel opinion and the full consultation document will be completed by Friday 31st August and the consultation will commence week commencing 3rd September.

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		Consultation will be for a 12-week period. Submission to MHCLG will be made in December 2018. Recent talks with MHCLG indicate that a decision will take 3-4 months, allowing us ample time to implement a new scheme prior to September 2019, when the current scheme expires.
Implement the Parking Strategy and agreed subsequent parking schemes.	Fiona Taylor	The parking fees and charges report was adopted in July 2018 and set out a range of changes to the charging structure for pay and display, permits and the introduction of the of a diesel surcharge. It also introduces proposals for increasing the range of CPZ schemes in the borough, consolidating existing schemes and expanding CPZ's around schools.

A CPZ policy has been developed for approval at cabinet in September 2018. Implementation of the new charging structure for diesel surcharge has been delayed due to issues with Ringo. However, officers have been working with Chipside to identify an alternative process and aim to have this in place by the end of September 2018. |
| Develop the BCU to deliver Local solutions for policing in the borough. | Fiona Taylor | Lobbying of MOPAC for additional policing resources has commenced and a document setting the borough "ask" has been submitted. Agreement has been reached with the East BCU to establish and Integrated Gangs Unit to be based in Barking. There are still significant challenges in fully utilising the combined enforcement capability across the police, council and other key services. There are weekly tasking meetings in place which are having some positive results but more formalised information of resource availability and intelligence needs further development. |
| Maintain focus on serious youth violence through the work of the Community Safety Partnership. | Fiona Taylor | Serious youth violence remains a core feature of the community safety partnership. The Community Safety Plan 2018-21 is being finalised and has "keeping children and young people safe" and "tackling serious violence" as two of its six priorities. A draft knife crime action plan has been developed. The Community Safety Partnership have developed a long term, trauma informed model to address serious violence which it being presented at the Community safety Partnership Board in September 2018. External funding is being sought to support in the delivery of this model. |

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Social Care and Health Integration		
Publish a new Health and Wellbeing Strategy 2018-2023.	Elaine Allegretti	The update of the 2019-2023 Joint Health and Wellbeing Strategy is currently being developed, focusing on three themes agreed by Health and Wellbeing Board – Best Start in Life, Early Diagnosis and Intervention and Building Resilience. 12 resident focus groups with 128 residents have been held within community groups in the borough to formulate the 'I' statements featured within each theme of the strategy to outline what good health looks to residents. In July, three stakeholder workshops, one on each theme, were held partners to discuss the outcomes and measures to be used within the strategy - a total of 88 attendees attended all 3 workshops. The draft document to be approved for consultation will go to Health and Wellbeing Board on November 7th, which will be followed by a 10-week consultation period and the approval of the final document for publication on March 12th.
Complete the transformation of the Disability Service.	Elaine Allegretti	Internal review work has considered the next steps for the transformation of the Disability Service, as well as the reasons for the difficulty in containing spend within the service. External support from the Social Care Institute for Excellence has been contracted and is working to complete an external review of the model for the service to identify next steps. The commissioning support to the Disability Service has been enhanced and a number of pieces of work are underway to improve availability of high quality supported living.
Deliver campaigns to raise awareness of safeguarding issues.	Elaine Allegretti	For adults, work is planned to repeat or build on the previously successful Christmas safeguarding campaign to encourage people to 'look out for' older neighbours. Materials are in development for an Autumn launch to raise the profile of the need and ability to report problems in the delivery of care and support to adults. For Children this has become a core campaign on the Comms Team Forward Plan for this year, and an outline is being drafted for future consideration.
Change our approach and systems for keeping children and young people safe from exploitation.	Elaine Allegretti	• The development of the Target Operating Model v2.0 (TOM2) is well underway, supported by colleagues from Mutual Ventures (an external agency specialising in Children's Social Care improvement).

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
		• TOM2 places at its' heart a shift towards the embedding of Contextual Safeguarding in how children are safeguarded (not just from the Local Authority perspective) but across the wider partnership. • A bid has been submitted to the University of Bedfordshire to be a Phase 2 pilot-area for the implementation of Contextual Safeguarding. • A core plank of the work in this area is to respond more holistically to those children at risk of exploitation, whatever form that may take. As part of the early implementation of TOM2 a specialist Exploitation Team has been established in Children's Social Care. • Work is underway with partners – through the Safeguarding Board – to develop a multi-agency response to exploitation, underpinned by a coherent strategy and set of systems. Considerable work has been done on further developing assurance systems and processes, including the High-Risk Notifications systems to improve line-of-sight and ensure significant risk to children is identified quickly and at the correct level to ensure an appropriately swift response.
Deliver a good Ofsted inspection outcome.	Elaine Allegretti	Continuous improvement of services and outcomes is a key component of business as usual for the Care and Support and partners. Ofsted provides an opportunity to support and challenge current ways of working and their impact on improving the lives of vulnerable children and their families New strengthened arrangements have been put in place for improvement work areas including those to improving local contextual approach to those at risk of exploitation and missing, supporting consistency in quality of management oversight, ensuring transparent and effective systems and processes, increasing those children that are adopted and ensuring the child's voice is consistently evidenced in assessment, planning and support. We continue to build on practice improvements since last inspection such as work to support children to remain at home with their families rather than enter care, improving stability for looked after children including good foster care support and the innovative Mockingbird programme, and embedding and reviewing new arrangements to MASH and Early Help.

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
Reboot the health integration agenda, including delivering a vision for health and wellbeing at Barking Riverside.	Elaine Allegretti	The Integrated Care Partnership Board has been reshaping its agenda, with the active involvement of Barking & Dagenham officers and the leadership of the Chair of the Board, Barking & Dagenham's Cabinet Member for Social Care & Health Integration. The new programme will be set out and agreed in full at a workshop on 1 October 2018 but has been agreed in principle to include four transformation workstreams around older people, planned care, long-term conditions and mental health. Priority projects have been set out around frailty, intermediate care, atrial fibrillation, and diabetes. Barking Riverside is also established as a flagship project of the three-borough partnership. Starting with a special workshop at the Health & Wellbeing Board, the vision for Barking Riverside as a healthy town will be shaped in a series of workshops through the late summer, in order to inform a brief for the design and construction of the Health & Wellbeing Hub.
Respond appropriately to the Social Care Green Paper on older people and the Children's Social Work Act.	Elaine Allegretti	Publication of the social care green paper is awaited. In the interim, the Council has responded to the consultation led by the Local Government Association on their own social care proposals.
Strengthen the understanding of corporate parenting responsibility with every Member playing their part.	Elaine Allegretti	• Group membership has been reviewed and all new members have been fully inducted. • Each key promise is being led by a member • Annual Reports have been completed and performance reports have been refreshed. • The agenda for the year has been set and was led by the Child Take Over Day and strategies reviewed. A pre-assessment training session has been arranged.
Develop strategy and proactive campaign of work to end loneliness.	Elaine Allegretti	This work remains in development and is due to be launched in the New Year.
Educational Attainment and School Improvement		
Develop a new Education and Participation Strategy.	Elaine Allegretti	Development of the new draft Education & Participation Strategy for 2018-22 is underway and scheduled for approval by Cabinet in November. A draft setting out key priorities has been developed in consultation with the borough's Headteachers, Barking and Dagenham College, the 14-19 Partnership and the Barking and

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
		Dagenham (BAD) Youth Forum, among others. The strategy's priorities focus on the following outcomes: 1) All children and young people have a place in a school or early years' setting judged 'Good' or 'Outstanding' by Ofsted. 2) Exceeding national and then London standards where we have not already achieved this. 3) Improving opportunities for young people post-16 and post-18 and reducing numbers of young people not in education, employment or training. 4) Supporting the wellbeing and resilience of children and young people and the educational settings which nurture them. Maximising the Council's levers and influences to raise aspirations and increase opportunities for all children and young people.
Publish a new Special Educational Needs and Disability (SEND) Strategy 2019-2022.	Elaine Allegretti	A review of the current Special Education Needs and/or Disabilities (SEND) and Inclusion Strategy has been undertaken and is being discussed with officers, at portfolio meetings and with parents' groups. From this review, some key priorities for the future plan are emerging. These will be presented for final discussion and then will be widely consulted on. Emerging themes include: • Developing the right provision-and managing within a tight financial envelope. • Promoting independence. • Preparing for adulthood with a specific focus on employment and training. • Development of therapies, particularly speech and language therapy. • Mental health support. • Involvement of children, young people and their families in the planning and designing of their own provision. Once agreed the priorities will form the basis of the joint commissioning plan.
Ensure that school place planning is meeting demand by creating new places, both mainstream and specialist provision.	Elaine Allegretti	The Review of School Places and Capital Investment was approved by Cabinet on 17th July setting out how the Council intends to use capital grants to fund new pupil places over the next 5 years. This can be viewed at

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
		https://modgov.lbbd.gov.uk/Internet/documents/s124967/Review%20of%20School%20Places%20Report.pdf

The Council's annual School Capacity Survey (SCAP 18), which is our future pupil projections, was submitted in July to the DfE. This will include a follow up meeting in September to agree final figures prior to DCS approval. This submission is linked to future Basic Need Capital grant allocations and new Free Schools. In addition, the size of the proposed Ford View Primary school will be discussed. The Council's position is that there needs to be a 3 FE (forms of entry) school to accommodate the pupil yield from the Beam Park development. The DfE have currently given approval for a 2 FE Free School, which is not sufficient.

Major secondary school expansions at Barking Abbey and Robert Clack Schools are underway. New facilities will become available from September 18 for increasing roll numbers.

All School projects are being delivered by BeFirst. |
| Improve engagement with young people to incorporate their voices into Council policy. | Elaine Allegretti | Following the BAD Youth Forum's elections in January, Barking and Dagenham's first male Young Mayor was appointed in February. Fundraising activities have been taking place against the Young Mayor's nominated charity, a London-wide homeless charity. The Forum has conducted a number of formal consultations in this quarter, including around supporting teacher recruitment and the borough's Healthy Lifestyles programme. Intergenerational projects are also planned.

Around 70 inspections have been conducted by the borough's young inspectors this year to date, helping to shape and improve sexual health services for young people.

A SEND stakeholder forum is in development to strategically engage with young people with SEND, with Purple Penguins (a club for children aged 6-18 years with a disability or additional needs) - engaged in Q1.

The boroughs' first Youth Information Advice and Guidance meeting is planned for Q2, based on a Redbridge model of good practice in engaging young people with |
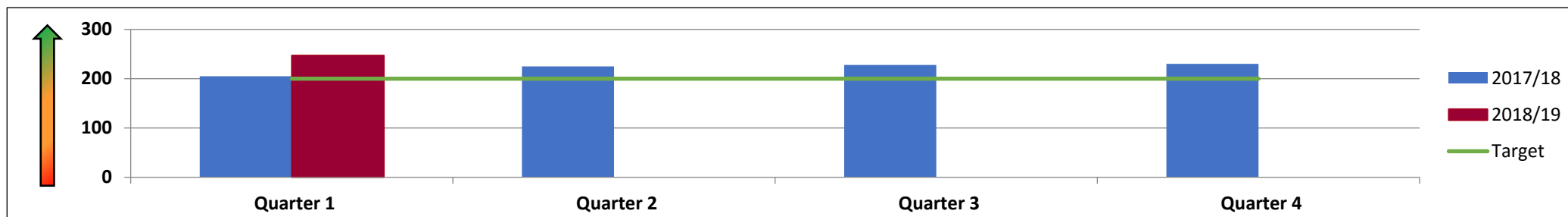
Key Accountability	Strategic Director	Quarter 1 2018/19 Update
		the Police. This will see engagement from a diverse range of young people from a range of programmes.
Employment, Skills and Aspiration		
Develop the Job Shop and Adult College new work and skills offer.	Mark Fowler	The restructure of the job shop and adult college has commenced with phase, the management tier on track to be completed at the end of October 2018. The redesign has been devised in conjunction with the ongoing work on the industrial skills strategy and response to welfare reform and the impacts of the homelessness reduction act.
Develop a new Locality Strategy for Community Solutions, to maximise the use of assets and shape an integrated local offer.	Mark Fowler	The initial phase of work has been completed, considering all of the relevant socio demographic indicators and assets by ward. The next phase will include matching our assets and services against need, to help set out the first phase of the program to commence in October 2018.
Work collaboratively with partners to develop a Barking and Dagenham Employment Framework.	Mark Fowler	Detailed analysis and mapping undertaken to set out a clear picture in relation to the local economy, key sectors, business base, workforce skills and labour market participation among the local population. This will now be used to develop the Employment Framework – initially through the stock take of progress since the publication of the Independent Growth Commission.
Agree a strategic and practical level approach to business and employer engagement.	Mark Fowler	Our approach will sit and be developed as part of the industrial, jobs and skills strategy whilst also linked to the restructure of our job offer and adult education.
Continue development of clear progression pathways and post-18 opportunities for young people.	Mark Fowler	A key part of our industrial, jobs and skills and education & participation strategies is to consider the relevant pathways for various customer cohorts across the borough, a key area of which is our approach to opportunities post 18.
Hold a series of events to promote employment opportunities to local residents.	Mark Fowler	We held 3 job fairs in Qtr 1, 1 more than the year before, with further 8 planned this year. Work taster sessions are being developed along with consideration in how we can develop take your child wot work days later in the year.

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
Finalise the Homelessness Strategy, focusing on homelessness prevention and reducing numbers in temporary accommodation.	Mark Fowler	Analytical and scoping work being completed to inform the development of a draft strategy, due to go to Cabinet by the end of the year (linking closely with work on an updated Allocations policy). Work also being undertaken on how we can better meet the housing needs of vulnerable residents in need of specialist accommodation.
Monitor the impact of the Universal Credit roll out and address any emerging issues.	Mark Fowler	We have linked the work in this area to the borough's successful approach of troubled families. In Qtr 1 we have reviewed the data in relation to households that we feel will best benefit from the holistic approach and increased independence.
Regeneration and Social Housing		
Deliver the Be First regeneration and housing pipeline.	Graeme Cooke	Be First is making strong progress in accelerating the pace and scale of regeneration in the borough, including through the original 44 investment schemes. It is also focusing on securing key socio-economic benefits for residents, such as through strong local labour clauses in its forthcoming framework contracts for construction activity.
Work with Be First to identify further, future regeneration and development opportunities.	Graeme Cooke	Over the past 12 months, Be First has reviewed the existing regeneration schemes and identified new ones with the result that it has expanded the five-year pipeline for new housing to 3,840 from the 2,200 it inherited from the council (including a significant expansion in the number of affordable homes).
Identify the need and demand for future housing supply, to inform the Local Plan and commissioning intentions for Be First.	Graeme Cooke	Work on the Strategic Housing Market Assessment is due to conclude in September. Over the last three months, a Housing Insight Model has been in development which will integrate a range of data sources on local housing need, demand and affordability to support key policy decisions (such as the desired tenure mix in Be First developments).
Transition Reside to the next phase of delivery, ready to let, manage and increase the number of affordable homes.	Graeme Cooke	Work has taken place to develop proposals for the Reside Board on the future structure, governance model and operational management arrangements for the company. These will be embodied in a refreshed partnership agreement between the council.

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
Agree key policies and strategies for Reside.	Graeme Cooke	A comprehensive review of Reside's policies – and the legal framework underpinning them- is underway. These will result in an updated policy framework (or commissioning mandate) within which Reside will operate.
Update allocations policy for HRA and Reside properties.	Graeme Cooke	A review of the current allocations policy for HRA and Reside is underway. Proposals for changes will come to Cabinet by the end of the year (linked closely to work on homelessness and Temporary Accommodation).
Deliver the Sustainable Housing Project and shape the future of the Street Purchasing Programme.	Graeme Cooke	A consultation is underway with local residents on the Sustainable Housing Project, which is due to close on 12th September.
Agree property standards across new and existing HRA and Reside properties.	Graeme Cooke	Work has recently finished to agree a consolidated set of Employers Requirements for all future Be First/Reside developments (with agreed protocols for any variations). Plans are also underway to test these ERs – and the housing standards they embody – in the council's existing stock of social homes.
Agree a new Corporate Asset Management Strategy (CAMS), shaping a long-term investment plan, based on the stock condition survey.	Graeme Cooke	The stock condition survey has been completed and results are due shortly. Work on the CAMS itself will begin in earnest from September, drawing on the results of the survey and linking to the HRA business plan and the capital programme.
Ensure all existing council housing meet the Decent Homes standard.	Graeme Cooke	On target to achieve Decent Homes standard by the end of the financial year. Verification will be provided by stock condition survey data due to be published in November.
Deliver on-going Tower Blocks safety improvement works.	Graeme Cooke	Ongoing programme developed that covers requirements identified through regular Fire Risk assessments. Gas safety replacement programme has been developed and currently the identified blocks are being assessed for enough electrical capacity.
Lead the development of a 'Green Capital of the Capital' Strategy, incorporating the future direction of B&D Energy and rollout of Beam Energy.	Graeme Cooke	Preparations for the launch of Beam Energy continued, working to a target launch date of the end of the year. A review of the future direction of B&D Energy (the council's energy services company) is being carried out.

Key Accountability	Strategic Director	Quarter 1 2018/19 Update
Finance, Performance and Core Services		
Embed a performance challenge process for the corporate performance framework.	Chief Operating Officer	Work is progressing on the development of key performance dashboards which will show how the New Kind of Council is working
Develop a clear Medium-Term Financial Strategy (MTFS) and robust budget monitoring.	Chief Operating Officer	Update on MTFS was presented to July Cabinet. Nee budget monitoring report to be presented to September Cabinet
Review and monitor the Investment and Acquisition Strategy.	Chief Operating Officer	Work with Be First is ongoing to review and develop new investment opportunities.
Deliver excellent customer services.	Chief Operating Officer	New look website is being embedded with positive feedback being received. New e-forms being added with take being monitored. Call reduction to the contact centre is also being demonstrated.
Maintain excellent Treasury Management.	Chief Operating Officer	Annual report presented to Assembly in July.
Re-design the Commissioning Centre of the Council.	Chief Operating Officer	Work on individual business cases being undertaken.

COMMUNITY LEADERSHIP AND ENGAGEMENT			
Volunteering and Engagement: The number of active volunteers			**Quarter 1 2018/19**
Definition	People who have actively volunteered their time in the previous 3 months within any area of Culture and Recreation or been deployed to volunteer by the volunteer coordinator Culture and Recreation.	**How this indicator works**	This indicator measures the average monthly number of active volunteers that support Culture and Recreation, Healthy Lifestyle and Adult Social Care activities.
What good looks like	We are working towards a continuous increase in the number of active volunteers within the borough.	**Why this indicator is important**	Volunteering not only benefits the individual volunteer by increasing their skills and experience, it also has a significant impact on the health and wellbeing on the community as a whole.
History with this indicator	Historically the number of active volunteers has been increasing. This is a result of increased awareness of volunteering opportunities, the diversity of roles on offer and the corporate shift to deliver some of the library offer to the community and volunteers at 2 sites.	**Any issues to consider**	Volunteering can be more frequent during Summer months particularly in support of outdoor events programmes such as Summer of Festivals.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	**247**				
Target	200	200	200	200	⬆
2017/18	205	225	228	230	

RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Across the first quarter of 2018-2019 (April to June) there was an average of 247 active volunteers. This exceeds the monthly target figure of 200 by 47 and is 123.5% of the target figure. The target figure for 2018-2019 was retained at 200 to reflect the seasonal variation in volunteering and the possible change in opportunities for volunteering with the council wide reorganization settling in. Compared to Quarter 1 in 2017-2018 the figure is 20.49% higher. In terms of volunteer numbers this is 42 volunteers higher than the same period last year. Across 2017-2018 there was an average of 221.17 active volunteers per month A permanent volunteer officer has been appointed to co-ordinate the volunteer offer for Cultural Services and is also working to have more service areas utilizing Better Impact to manage volunteer recruitment and deployment, for example increased activity in Community Solutions – Universal Services has seen Children's Centres volunteer information being recorded on Better Impact and included in reporting.	The success in maintaining volunteering numbers and the reason for the introduction of a higher target figure is due to the wide range of volunteer opportunities across the whole of Culture and Recreation and the inclusion of some other services data on Better Impact software. There has been an increase in venues with volunteer opportunities around the borough and the events programme is consistent throughout the year. There are also many public health funded projects running via the Healthy Lifestyles Team. The Volunteer Drivers Scheme and Heritage volunteers have constantly attracted regular volunteer numbers. In addition, the community staffed Libraries also provide regular volunteer opportunities. The regular recruitment programme for volunteers is working well and the variety of opportunities offered are seeing improved retention figures for volunteers across the year. The success of volunteers going on to gain employment with the council is also an incentive for local people to gain experience via volunteering with LBBD.
Benchmarking	Not applicable – Local measure only	

Definition	The number of engagements with the Council's Facebook page	How this indicator works	This figure will look at the number of Facebook followers we have.
What good looks like	We are working to increase the number of residents in our social media network.	Why this indicator is important	To track the growth of our social network.
History with this indicator	Reporting in line with the team's targets for the year	Any issues to consider	None at this time.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	**9,479**				↑
Target	9,000	10,000	10,500	11,000	
2017/18	6,600	7,524	8,145	8,145	
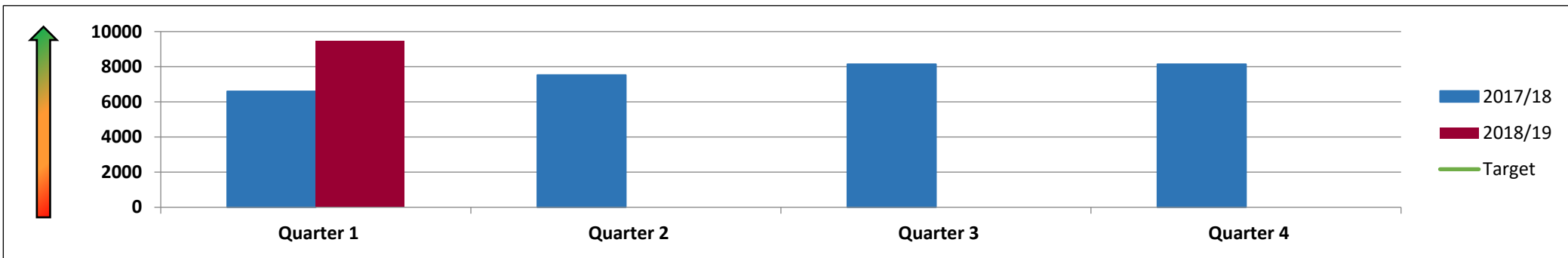
RAG Rating	Performance Overview		Actions to sustain or improve performance
G	Very pleased with the increased follower rate.		Continue to post engaging content.
Benchmarking	Not applicable – Local measure only		

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

Quarter 1 2018/19

Definition	The number of followers of the Council's Twitter page.	**How this indicator works**	This figure will look at the number people following our Twitter account.
What good looks like	Redbridge	**Why this indicator is important**	Increasing our follower count is key to expanding the reach of our communications.
History with this indicator	We're aligning this target with the team's performance targets for the year.	**Any issues to consider**	None at this time.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2017/18
2018/19	**11304**				↑
Target	11000	12,000	13,500	14,000	
2017/18	8917	9419	9,989	10584	
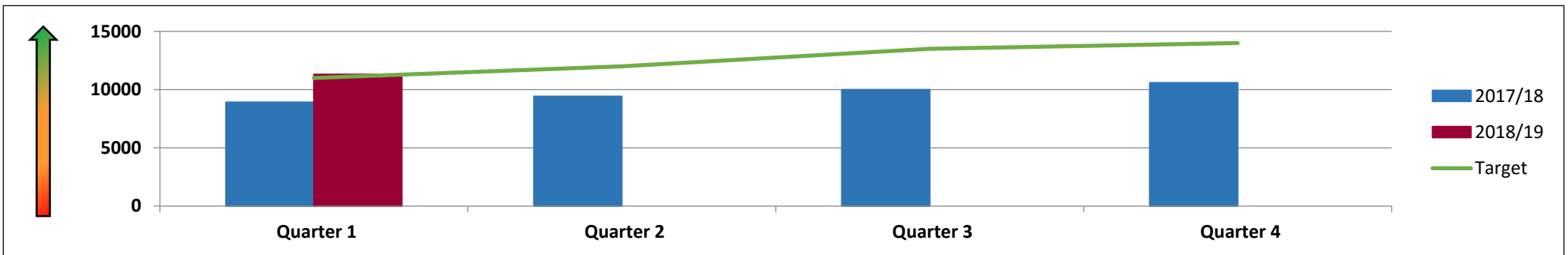
RAG Rating	Performance Overview		Actions to sustain or improve performance
G	Very impressed with the rate of growth. Our original target for the year was 12k followers, so I have increased this.		Continue to post engaging content.
Benchmarking	Not applicable – Local measure only		

COMMUNITY LEADERSHIP AND ENGAGEMENT
Volunteering and Engagement: The number of One Borough newsletter subscribers

Definition	The number of subscribers to One Borough newsletter.	**How this indicator works**	This indicator monitors the number of subscribers we have to the mailing list.
What good looks like	We are working towards 18,000 subscribers by the end of quarter four.	**Why this indicator is important**	We are looking to increase the number of residents who feel well informed of local news and key Council decisions. This figure indicates how many subscribers have opted to receive our communications, and therefore we're able to send important messages to.
History with this indicator	Due to GDPR, in May 2018 we had to erase all data and ask all subscribers (62,000) to resubscribe to our newsletter.	**Any issues to consider**	Targets were reviewed following since the introduction of GDPR.

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

RAG Rating	Performance Overview		Actions to sustain or improve performance
G	We've been very impressed with the number of new subscribers we have had on board since the GDPR resubscription push.		• Continue to reach out to stakeholders to encourage them to signpost local people and businesses to sign up • Continue organic and paid-for social media campaign
Benchmarking	No data available		

COMMUNITY LEADERSHIP AND ENGAGEMENT Impact / Success of events evaluation (Annual Indicator)		Quarter 1 2018/19

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

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

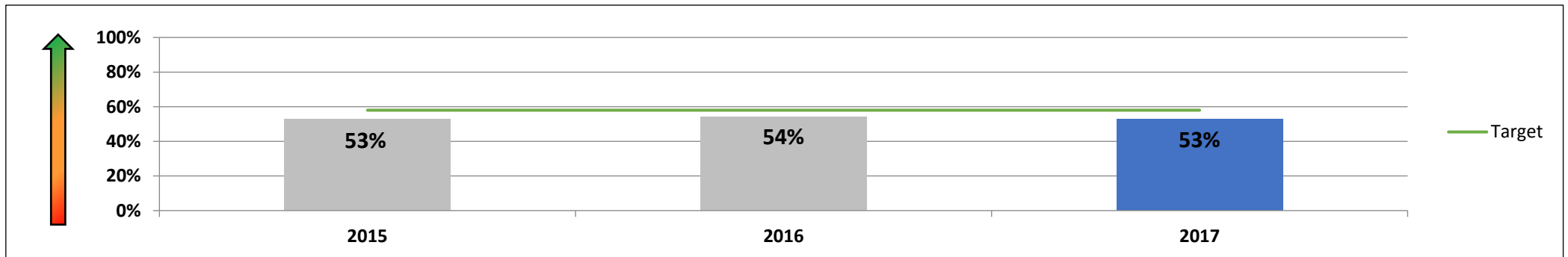| RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	Results for 2017/18 are included above. To allow comparison the results for the previous year are also included. In the 2017 survey, the question about first time attendance was not asked.	When we asked people what they particularly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

COMMUNITY LEADERSHIP AND ENGAGEMENT
The percentage of respondents who believe the Council listens to concerns of local residents (Annual Indicator)

Quarter 1 2018/19

Definition	Residents Survey question: 'To what extent does the statement "Listens to the concerns of local residents' apply to your local Council?" The percentage of respondents who responded with either 'A great deal' or 'To some extent'.	**How this indicator works**	Results via a telephone survey conducted by ORS, an independent social research company. For this survey, mobile sample was purchased by ORS, enabling them to get in contact with harder to reach populations. Interviews conducted with 1,101 residents (adults, 18+).
What good looks like	Good performance would see higher percentages of residents believing that the Council listens to their concerns.	**Why this indicator is important**	Results give an indication of how responsive the Council is, according to local residents.
History with this indicator	2017 Residents' Survey – 53% 2016 Residents' Survey – 54% 2015 Residents' Survey – 53%	**Any issues to consider**	Results were weighted to correct any discrepancies in the sample to better reflect the population of Barking & Dagenham, based on a representative quota sample. Quotas set on age, gender, ethnicity and tenure.

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

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

COMMUNITY LEADERSHIP AND ENGAGEMENT

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

Quarter 1 2018/18

Definition	Residents Survey question: 'To what extent do you agree that this local area is a place where people from different backgrounds get on well together" The percentage of respondents who responded with either 'Definitely agree' or 'Tend to agree'.	How this indicator works	Results via a telephone survey conducted by ORS, an independent social research company. For this survey, mobile sample was purchased by ORS, enabling them to get in contact with harder to reach populations. Interviews conducted with 1000 residents (adults, 18+).
What good looks like	An improvement in performance would see a greater percentage of residents believing that the local area is a place where people from different backgrounds get on well together.	Why this indicator is important	Community cohesion is often a difficult area to measure. However, this perception indicator gives some indication as to how our residents perceive community relationships to be within the borough.
History with this indicator	2017 Residents' Survey – 72% 2016 Residents' Survey – 73% 2015 Residents' Survey – 74%	Any issues to consider	Results were weighted to correct any discrepancies in the sample to better reflect the population of Barking & Dagenham, based on a representative quota sample. Quotas set on age, gender, ethnicity and tenure.

	Annual Result	DOT from 2016 to 2017
2017	**72%**	
Target	78%	↓
2016	73%	

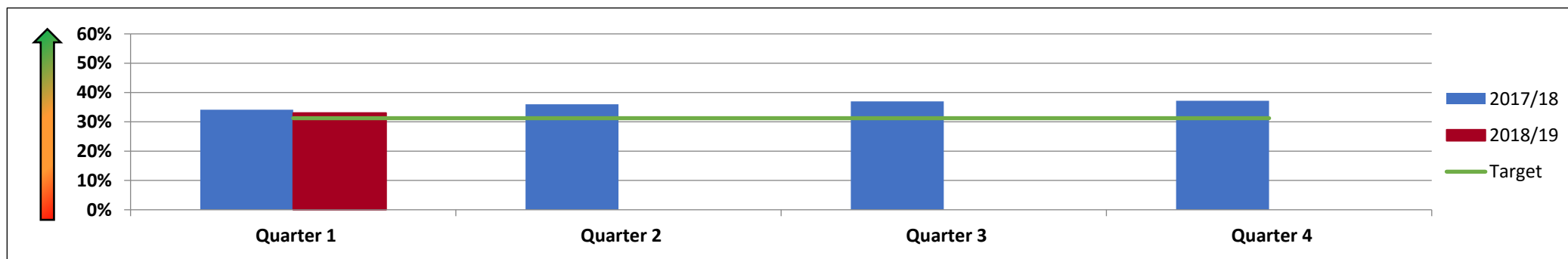| RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Results for this indicator decreased slightly in 2017, dropping from 73% to 72%. Given the circumstances, nationally as a result of Brexit and the reported rise in hate crime in places across the country, it is positive to note that performance for this indicator is holding steady. However, the performance for this indicator is still below the target of 78% and therefore RAG rated Amber.	Work is underway to develop a Cohesion Strategy which will respond to issues and provide a plan to improve performance for this indicator.
Benchmarking	The national Community Life Survey Results – 89%	

Equalities and Diversity – Key Performance Indicators 2018/19

EQUALITIES AND DIVERSITY The percentage of Council employees from BME Communities			Quarter 1 2018/19
Definition	The overall number of employees that are from BME communities.	**How this indicator works**	This is based on the information that employees provide when they join the Council. They are not required to disclose the information and many chose not to, but they can update their personal records at any time they wish.
What good looks like	That the workforce at levels is more representative of the local community (of working age).	**Why this indicator is important**	This indicator helps to measure and address under-representation and equality issues within the workforce and the underlying reasons.
History with this indicator	The overall percentage of Council employees from BME Communities has recently seen an upward trend for however the Q1 figures show a marginal decrease when compared to the same period in 2017/2018	**Any issues to consider**	A number of employees are "not-disclosed", and the actual percentage from BME communities is likely to be higher. Completion of the equalities monitoring information is discretionary and we are looking at how to encourage new starters to complete this on joining the Council and employees to update personal information on Oracle.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2018/19	**33.0%**				
Target	31.24%	31.24%	31.24%	31.24%	↓
2017/18	34.11%	35.98%	36.96%	37.17%	

RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The councils BME% continues to remain above the target figure. It has seen a decrease from Quarter 4 of the previous year and this is attributed to the changes to the workforce numbers following the transfer of staff to the new companies in April 2018.	Monitoring will continue and it is expected that ongoing high volume recruitment in areas such as Public Realm will attract candidates from within the borough to greater align representation to the borough's profile.
Benchmarking	Not applicable – Local measure only	

The percentage of employees from BME Communities – Service Breakdown

BME	Non-BME	Not Provided	Prefer not to say
782	1513	40	33
33.0%	63.9%	1.7%	1.4%

Service Block	BME	Non-BME	Not Provided	Prefer not to say
Adults Care and Support (Commissioning)	20.0%	76.0%	4.0%	0.0%
Adults Care and Support (Operational)	45.6%	50.7%	3.0%	0.7%
CE/People and Resilience/Inclusive Growth/Transformation	22.2%	72.2%	0.0%	5.6%
Chief Operating Officer	14.3%	75.0%	0.0%	10.7%
Children's Care and Support (Commissioning)	35.2%	61.1%	3.7%	0.0%
Children's Care and Support (Operational)	43.6%	53.3%	3.1%	0.0%
Community Solutions	38.4%	60.1%	1.1%	0.4%
Culture and Recreation	7.9%	81.6%	10.5%	0.0%
Education	17.4%	80.2%	1.9%	0.5%
Enforcement Service	40.2%	59.8%	0.0%	0.0%
Finance	43.5%	54.3%	0.0%	2.2%
Law and Governance	27.1%	65.1%	0.0%	7.8%
My Place	26.0%	64.9%	1.5%	7.6%
Policy and Participation	15.4%	82.1%	2.6%	0.0%
Public Health	9.1%	90.9%	0.0%	0.0%
Public Realm	15.0%	83.2%	1.5%	0.3%
Repairs and Maintenance	57.1%	42.4%	0.5%	0.0%

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

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

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

RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	Compliance levels are high but not at the level but however there is still progress to be made to achieve full compliance.	Improved monitoring and targeted scrutiny to identify areas of non-compliance will be provided to Directors to assist in raising completion of mandatory training courses.
Benchmarking	Not applicable – Local measure only	

Definition	The Council is required by law to publish gender pay gap information by March of each year. All large employers who have a workforce of over 250 employees need to comply with the legislation. The Council now reviews the gender pay gap each quarter.	How this indicator works	The indicator looks at total pay for both male and female employees over the quarter but excludes the bonus elements. The pay gap ratio identifies the differential between the total pay received by both men and women. A positive figure means that women are paid less than men. A negative figure means that women are paid more than men.
What good looks like	That the levels of pay between male and female employees do not have significant imbalances wither either group receiving significantly higher or lower levels of pay.	Why this indicator is important	This indicator helps to measure and address any bias in pay between male and female employees.
History with this indicator	The first gender pay gap figure produced by the council in March 2018 identified a differential of 12.8% showing that women were paid less than men. The figure included in this report shows that there has been movement on this and that our female workers are paid higher than men.	Any issues to consider	The figure below excludes all payments categorised as a bonus payment's because this reporting period is quarterly, and payments classified under the GPG guidelines such as social worker retention payments would not have been made during the window where as productivity bonus payments in Repairs and Maintenance would have been and this would have had an artificially negative effect on the figure.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2018/19	-3.5%				⬆
Target					
2017/18				-4.1%	

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

Public Realm – Key Performance Indicators 2018/19

PUBLIC REALM				
The weight of fly-tipped material collected (tonnes)				Quarter 1 2018/19

Definition	Fly tipping refers to dumping waste illegally instead of using an authorised method.	**How this indicator works**	(1) Fly-tip waste disposed at Material Recycling Facility and provided with weighbridge tonnage ticket to show net weight. The weights for all vehicles are collated monthly by East London Waste Authority (ELWA) and sent to boroughs for verification. (2) Following verification of tonnage data, ELWA sends the data to the boroughs and this is the source information for reporting the KPI.
What good looks like	In an ideal scenario fly tipping trends should decrease year on year and below the corporate target if accompanied by a robust enforcement regime.	**Why this indicator is important**	To show a standard level of cleanliness in the local authority, fly tipping needs to be monitored. This reflects civic pride and the understanding the residents have towards our service and their own responsibilities.
History with this indicator	2017/18 end of year result – 665 tonnes collected 2016/17 end of year result – 1,167 tonnes collected 2015/16 end of year result – 627 tonnes collected 2014/15 end of year result – 709 tonnes collected	**Any issues to consider**	Performance for this indicator fluctuates year on year depending on the collection services on offer, for example, the introduction of charges for green garden waste. We are monitoring the impact of green garden waste charges on fly tipping, but thus far, we have not seen any significant impact.

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

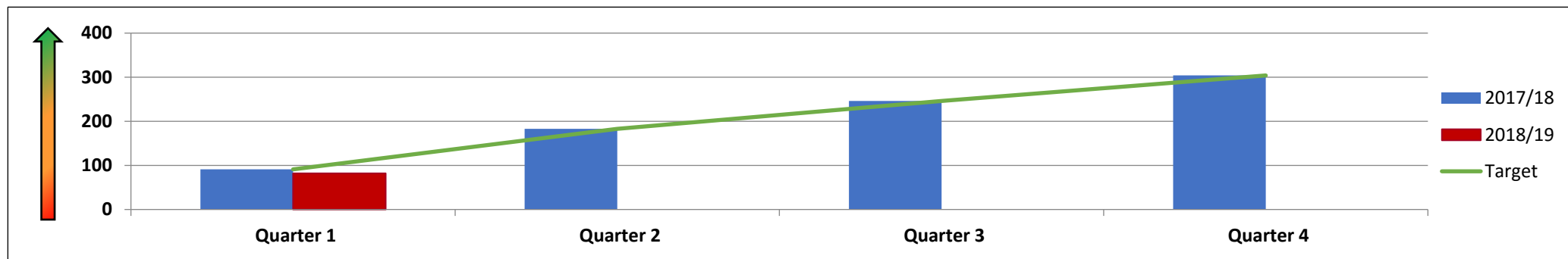| RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The weight of fly-tipped materials collected (tonnes) in quarter 1 was 229 tonnes. This is 15 tonnes below the previous year (2017/18) quarter 1 target.	We carry out monthly monitoring of waste tonnage data to be more accurate and have found out some discrepancies where waste had been allocated to the wrong waste type. The continuing work of the area managers and enforcement team to pursue and prosecute fly-tippers will continue to contribute in the improvement of this indicator. Quick response to fly-tips stops them from building up and increasing the tonnage and may deter those who would add to existing fly-tips.
Benchmarking	We benchmark our fly tipping waste monthly with other ELWA partners. However, figures do not necessarily compare due to individual borough characteristics (population, housing stock etc.)	

PUBLIC REALM
The weight of waste recycled per household (kg)

Quarter 1 2018/19

Definition	Recycling is any recovery operation by which waste materials are reprocessed into products, materials or substances whether for the original or other purposes.	**How this indicator works**	This indicator is the result of all recyclate collected through our brown bin recycling service, brink banks, RRC (Reuse & Recycling Centre) and 'back-end' recycling from the Mechanical and Biological Treatment (MBT) Plant. The total recycled materials weight in kilograms is divided by the total number of households in the borough (74,707 households 2017/18).
What good looks like	An increase in the amount of waste recycled per household.	**Why this indicator is important**	It helps us understand public participation. It is also important to evaluate this indicator to assess operational issues and look for improvements in the collection service.
History with this indicator	2017/18 – 304kg per household 2016/17 – 302kg per household 2015/16 – 218kg per household 2014/15 – 291kg per household	**Any issues to consider**	August recycling low due to summer holidays and from October to March due to lack of green waste recycling tonnages/rates are also low.

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

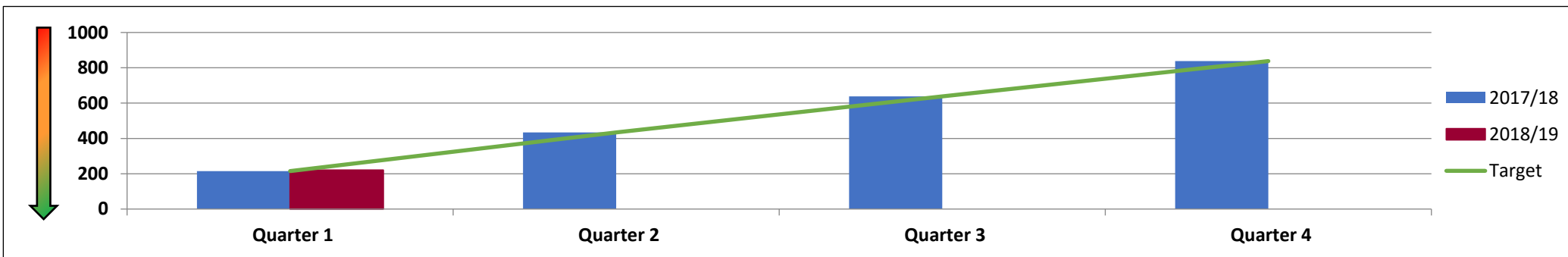| RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The weight of waste recycled per household in quarter 1 was 82kg. This is 9kg or 10% below the previous year (2017/18) quarter 1 target of 91kg. The reasons for this are two-fold namely: 1.The months of April/May/June were poor months in terms of Frizlands Reuse and Recycling Centre recycling, particularly green waste, due in part at least to the poor dry weather. 2. Despite communication campaigns and engagement, contamination of the brown bins has been very high averaging 40% compared to more acceptable level of 10 – 15%.	The Waste Minimisation Team continue to tackle the issue of contamination as part of the kerbside collection. Addressing this issue will be crucial to maintain LBBD's recycling rate. The team also responds to direct reports of contamination from crews and supervisors and directly engaging the residents, instructing, and educating to resolve contamination from households.
Benchmarking	We benchmark our recycling waste monthly with other ELWA partners. LBBD is ranked second out of the four ELWA boroughs (1st Havering; 2nd LBBD, 3rd Redbridge; and 4th Newham). However, figures do not necessarily compare due to individual borough characteristics (population, housing stock etc.)	

PUBLIC REALM
The weight of waste arising per household (kg)

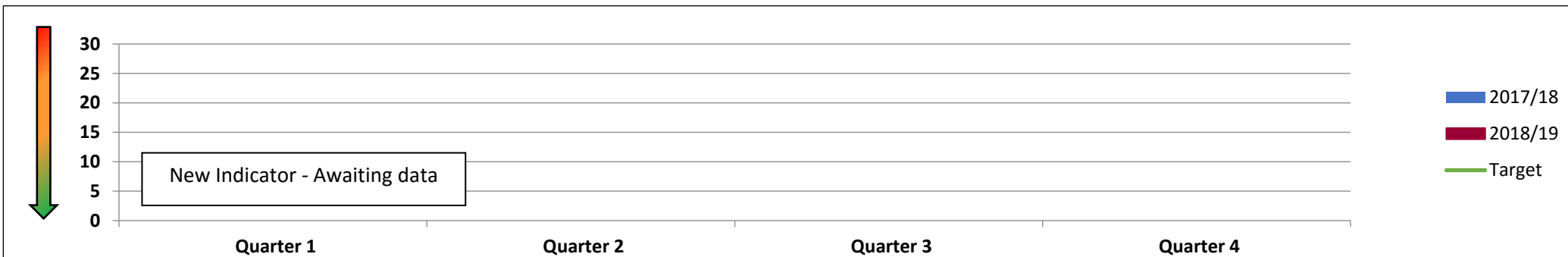|			
Definition	Waste is any substance or object which the holder discards or intends or is required to discard and that cannot be recycled or composted.	**How this indicator works**	This indicator is a result of total waste collected through kerbside waste collections, Frizlands RRC, bulky waste and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

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

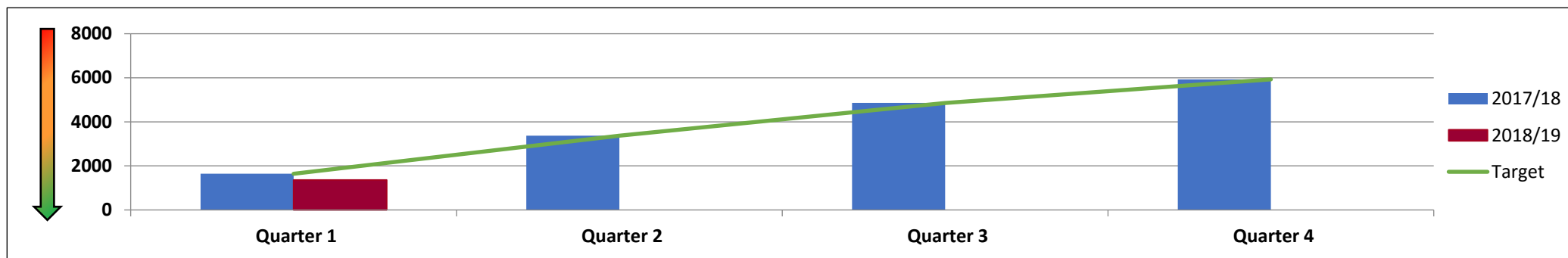| RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The weight of waste arising per household in quarter 1 was 220kg. This is 5kg or 2.5% above the previous year (2017/18) quarter 1 target of 215kg. This is due to the dry weather conditions in the months of April/May/June which resulted in low recycling performance, particularly green waste. Lower recycling tonnages tend to increase the weight of waste arising per household. We have also since an increase in household numbers from 74,707 in 2017/18 to 75,734 in 2018/18, without corresponding increase in recycling.	Work is being continued by the waste minimisation team to police the number of large bins being delivered. Increased communications campaigns by the Communications Team is underway by targeting those households that produce the most waste. The waste behavioural change communications strategy is three-fold: Firstly, raise awareness of what LBBD's waste services are – all residents. Secondly, ensure resident know how to use the service – all residents. Finally, target those people who produce the most waste focusing on behaviour change – highly targeted.
Benchmarking	We benchmark our fly tipping waste monthly with other ELWA partners. However, figures do not necessarily compare due to individual borough characteristics (population, housing stock etc.).	

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

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

New Indicator - Awaiting data

Legend: 2017/18, 2018/19, Target

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

Enforcement and Community Safety – Key Performance Indicators 2018/19

ENFORCEMENT AND COMMUNITY SAFETY The number of anti-social behaviour incidents reported in the borough			Quarter 1 2018/19

Definition	Anti-social behaviour includes Abandoned Vehicles, Vehicle Nuisance, Rowdy/Inconsiderate Behaviour, Rowdy/Nuisance Neighbours, Malicious/ Nuisance Communications, Street Drinking, Prostitution Related Behaviour, Noise, Begging.	**How this indicator works**	As defined, it is a count of all calls reported to the police.
What good looks like	Ideally we would see a year on year reduction in ASB calls reported to the Police.	**Why this indicator is important**	This indicator has been agreed as one of the high volume crime priorities for Barking and Dagenham. This was agreed between the Leader, the Crime and Enforcement Portfolio holder, the Chief Executive of the council, CSP Chair, Borough Commander and the Mayor's Office of Policing and Crime (MOPAC) for the 2017/18 period.
History with this indicator	2014/15: 5999 calls 2015/16: 5688 calls 2016/17: 6460 calls 2017/18: 5929 calls	**Any issues to consider**	

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

RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Using YTD Figures at June 2018 (1358 calls) ASB calls to the police are down 17.3% (down 285 calls) on the 1643 calls reported by June 2017. In comparison ASB Calls to the Police across London are down 11%.	Actions within this area include: • Issued over 1,320 fines for enviro-crime including more than 335 fines for littering, • Wall of shame officially launched,• Dealt with 1,600 reports of eyesore gardens,• 28 prosecutions of rogue landlords. The Community Safety Partnership will need to review how we sustain this level of work.
Benchmarking	Rate per 1,000 residents is 27.3 in line with the London average (27.8). This ranks Barking and Dagenham as 18 of 32 (1 = lowest ASB rate & 32 = highest ASB rate).	

ENFORCEMENT AND COMMUNITY SAFETY
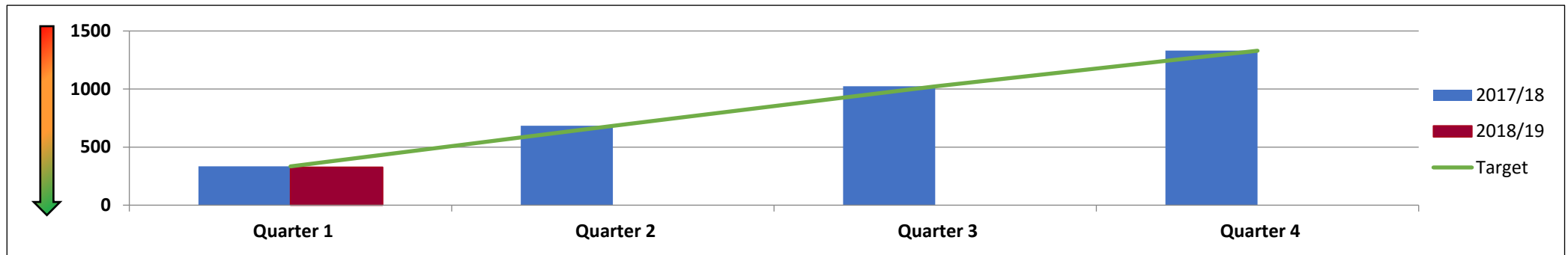## Repeat incidents of domestic violence (MARAC)

Quarter 1 2018/19

Definition	Numerator: Number of repeat cases of domestic abuse within the last 12 months referred to the MARAC Denominator: Number of cases discussed at the MARAC	**How this indicator works**	This indicator looks at the number of repeat cases of domestic abuse that are being referred to the MARAC from partners.
What good looks like	The target recommended by SafeLives is to achieve a repeat referral rate of between 28% to 40%. A lower than expected rate usually indicates that not all repeat victims are being identified and referred to MARAC.	**Why this indicator is important**	This indicator helps to monitor partner agencies ability to flag repeat high risk cases of domestic abuse and refer them to the MARAC for support.
History with this indicator	2014/15 end of year result: 20% 2015/16 end of year result: 25% 2016/17 end of year result: 28% 2017/18 end of year result: 16%	**Any issues to consider**	Repeat referral rate is a single indicator and is not fully representative of MARAC performance. MARAC processes vary across areas and therefore benchmarking should be considered with caution for this indicator.

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

RAG Rating	Performance Overview	Actions to sustain or improve performance
G	At June 2018 the accumulative rate of repeat referrals to MARAC has decreased to 29% but is still within the recommended levels expected by Safelives (28% to 40%). 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.	MARAC Chair has raised this internally within Police, and this has been discussed at the VAWG sub group to CSP. A commitment was made in December 2017 that police would refer all cases where there had been 3 non-crime book domestics in 12 months. This has seen an increase in total cases, and we are seeing higher numbers of repeat victims known to police, but this has not led to an increase in repeat cases known to MARAC and therefore has not impacted this indicator. These cases are referred to as escalation cases rather than repeats. There is some concern that although the number of cases has increased, they are not all presenting as high risk. This is being monitored and will be on the agenda at the next VAWG sub group meeting.

Benchmarking	Benchmarking data is currently available for January 2017 to December 2017. Metropolitan Police Force average: 21%. National: 28%. Most Similar Force: 29%

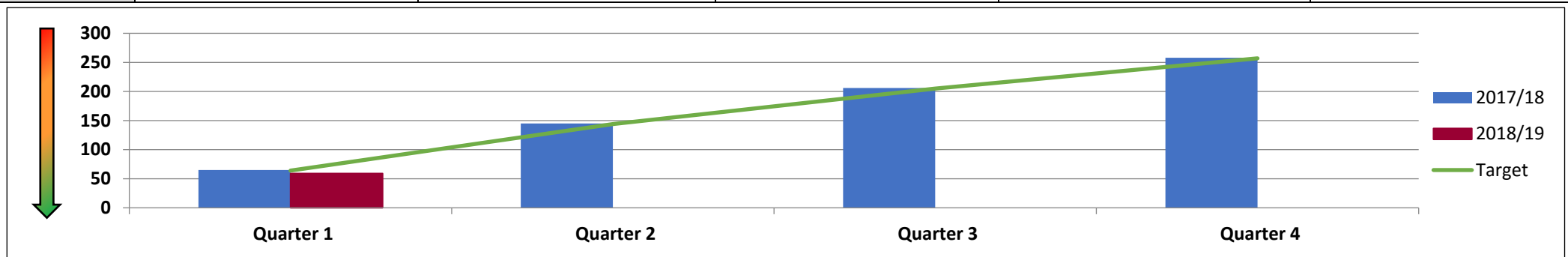| ENFORCEMENT AND COMMUNITY SAFETY The number of non-domestic abuse violence with injury offences recorded		Quarter 1 2018/19

Definition	The number of violence with injury offences reported to and recorded by the police which were non-domestic.	How this indicator works	This indicator is the accumulative count of all non-domestic violence with injury offences reported to the police within the financial year period specified.
What good looks like	We are looking for a decrease in this figure and would normally compare with the same period in the previous year, as crime is (broadly) seasonal.	Why this indicator is important	This indicator has been agreed as one of the high-volume crime priorities for Barking and Dagenham. This was agreed between the Leader, The Crime and Enforcement Portfolio holder, the Chief Executive of the council, CSP Chair, Borough Commander and the Mayor's Office of Policing and Crime (MOPAC).
History with this indicator	2013/14: 987 2014/15: 1,147 2015/16: 1,325 2016/17: 1,366 2017/18: 1,331	Any issues to consider	In April 2014 changes were made to the way in which violence was recorded and classified (see new Home Office Counting Rules Guidance). HMIC inspections of police data in 2013-14 also raised concerns about a notable proportion of crime reports not being recorded, particularly during domestic abuse inspections. Implementation of the new recording and classification guidance and training to improve crime recording mechanisms around violence and domestic abuse have led to a rapid upward trajectory in Violence with Injury.

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

RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Using 2018/19 Financial Year to Date figures at June 2018 (326 offences) shows that Non-Domestic Abuse Violence With Injury is down by -3% (-10 offences) compared to June 2017 (336 offences). Therefore, AMBER RATING. In comparison London is down by 1.4%.	RAG rated as Amber due to not meeting local definition for green (which is a reduction of 5% or more). Actions in this area include: Test Purchasing, Commissioning ARC Theatre, Knife Crime Programme in 2018/19, developing a long-term trauma informed model. Focus on reduction Non-domestic abuse violence with injury is concentrated on the two Town centres in the borough. The partnership needs to provide a visible presence in these areas.
Benchmarking	Using rolling 12month figures to Sep 2017 Barking and Dagenham has a rate of 9.1 offences per 1,000 population. This places the borough 30 of 32 in London or 3rd highest.	

ENFORCEMENT AND COMMUNITY SAFETY
The number of serious youth violence offences recorded

Definition	Serious Youth Violence is defined by the MPS as 'Any offence of most serious violence or weapon enabled crime, where the victim is aged 1-19.'	**How this indicator works**	Serious Youth Violence is a count of victims of Most Serious Violence aged 1-19.
What good looks like	We are looking for a decrease in this figure, and would normally compare with the same period in the previous year, as crime is (broadly) seasonal.	**Why this indicator is important**	This indicator has been agreed as one of the high-volume crime priorities for Barking and Dagenham. This was agreed between the Leader, Chief Executive, CSP Chair, Borough Commander and the Mayor's Office of Policing and Crime (MOPAC) for the 2017/18 period.
History with this indicator	2014/15: 182 2015/16: 245 2016/17: 224 2017/18: 258	**Any issues to consider**	Serious Youth Violence Counts the number of victims aged 0-19 years old, not the number of offences.

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

RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Using 2018/19 Financial Year To Date figures at June 2018 (59 victims) Serious Youth Violence is down by 9.2 % (- 6 victims) compared to FYTD figures at June 2017 (65 victims). In comparison London is down by 5.4%. However, a reduction throughout the year needs to be maintained if we are achieve a figure lower than 2016/17.	Actions focus on both the victim and the perpetrator. £268,000 of the London Crime Prevention Fund has been allocated to the area of keeping children and young people safe (42% of the total funding). Work streams include: 1) High level mentoring support for those identified as high risk of involvement in violence, gang involvement or resettling back into the community after a custodial sentence. 2) Supporting the delivery of Out of Court Disposals work in a bid to work with young people at an earlier stage to avoid entry into the criminal justice system. 3) Counselling and mentoring workshops and performances with targeted groups of young people in schools and other settings on offences with weapons such as knives, noxious substances and CSE. 4) Development of a Youth Matrix to identify the most at risk young people through schools, police, youth service and Youth Offending Service. 5) Full Time Support workers to provide one to one mentoring as part of early intervention identified by the matrix. We are working with schools and voluntary organisations to develop a trauma informed approach which will have a long-term impact.
Benchmarking	Rank (by Volume) Barking and Dagenham is 19 of 32 (1 = lowest crime rate & 32 = highest crime rate).	

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

Quarter 1 2018/19

Definition	The number of non-compliant properties brought to compliant standard.	**How this indicator works**	This indicates the number of properties that do not meet the standard and through informal and formal action have now had the issues addressed.
What good looks like	Having a very low number of non-compliant properties therefore reflecting good quality private rented properties in the borough.	**Why this indicator is important**	There are approximately 15,000 privately rented properties in the borough and as a licensing service we need to ensure that all those properties are compliant and have a licence.
History with this indicator	The scheme has been live since September 2014 and compliance visits have taken place on 87% of all properties that have applied for a licence.	**Any issues to consider**	Enforcement officers have been tasked to tackle the total number of non-compliant properties through enforcement intervention, for example formal housing notices to ensure work is carried out and property standards improved. There is a significant increase of properties that were originally issued a selective licence between 2014 – 2017 that have since become non-compliant due to breaches of licensing conditions. The total number of non-compliant has reduced, however the volume of non-compliant properties remains at approximately 2% of the private rental sector.

	Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**	**DOT from Qtr 1 2017/18**
2018/19	237				⬆
2017/18	33	86	162	176	

RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	The current number of non-complaint properties is steadily increasing by the month. This will be tackled by meeting the officers on 121 bases to address the issues with the non-complaint properties.	A target date will be agreed with the individual officers to take the necessary enforcement actions to address all identified issues at the non-complaint properties and brought to a close. We are projecting to reduce the number of non-complaint properties by 60% within the next 1 month.
Benchmarking	Barking and Dagenham remain the only Borough within London to inspect all properties prior to issuing a licence. In terms of enforcement, we are engaging with landlords in the first instance encouraging them to raise property standards. Enforcement intervention is used where there has been a disregard to the licensing regime or legal requirements.	

ENFORCEMENT AND COMMUNITY SAFETY
The number of fixed penalty notices issued

Definition	The number of fixed penalty notices issued by the enforcement team	How this indicator works	This indicator shows how many FPNs are issued by the team monthly. This indicator allows Management to see if team outputs are reaching their minimum levels of activity which allows managers to forecast trends.
What good looks like	75% payment rate of FPN issued.	Why this indicator is important	Meets the council's priorities of civic pride and social responsibilities. Reduce the cost on waste and cleansing services including disposal costs.
History with this indicator	2017/18 – 2,311 FPNs issued 2016/17 – 1,914 FPNs issued	Any issues to consider	We cannot set income targets for FPN's.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2017/18	415				
2017/18 YTD	415				↓
2016/17	629	688	536	458	
2016/17 YTD	629	1,317	1,853	2,311	
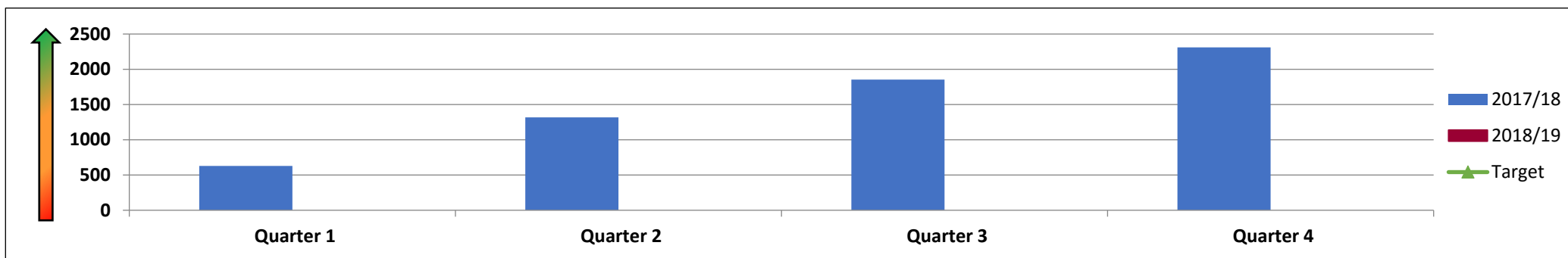
RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	The service has issued 415 FPN's during the first quarter of 2018/19. This is a 34% reduction on the number issued in the same quarter last year.	*Awaiting comments.*
Benchmarking	Benchmarking data not available.	

ENFORCEMENT AND COMMUNITY SAFETY
The percentage of fixed penalty notices paid / collected
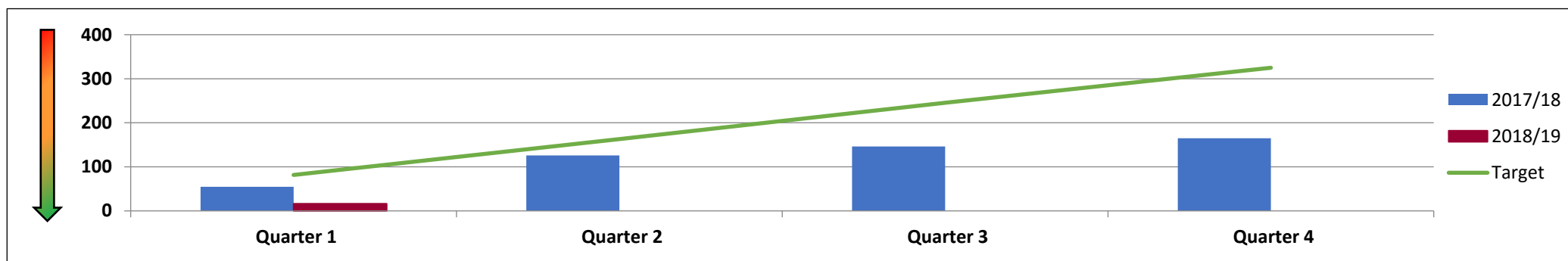
Quarter 1 2018/19

Definition	The percentage of fixed penalty notices issued that have been paid / collected.	How this indicator works	This indicator monitors the collection rate of those fixed penalty notices that have been issued.
What good looks like	The aim is to increase the rate of FPNs collected / paid.	Why this indicator is important	Ensures that the enforcement action taken by officers is complied with and enhances the reputation of the council in taking enforcement action.
History with this indicator	2017/18 - 2016/17 – 58.8% FPNs paid / collected	Any issues to consider	

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

RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Quarter 1 is showing a payment rate of 67.5% against the FPNs issued during that period. Over the first quarter of the year, the number of FPN's issued has reduced, alongside a reduction in the percentage collected.	Ensure that the balance between issuing FPN's and chasing payments is correct so that the number of FPN's is sustained.
Benchmarking	Benchmarking data not available.	

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

SOCIAL CARE AND HEALTH INTEGRATION The total Delayed Transfer of Care Days (per 100,000 population) attributable to social care			Quarter 1 2018/19
Definition	Total number of days that patients remain in acute hospitals because of social care service delays when they are otherwise medically fit for discharge.	**How this indicator works**	This indicator measures the total number of social care delayed days recorded in a month per 100,000 population and converts it to a quarterly total. The indicator is reported two months in arrears.
What good looks like	Good performance is below the target for the period. The target is set in the Better Care Fund plan.	**Why this indicator is important**	The indicator is important to measure as delayed transfers of care have an impact on the hospital system and the patient. In principle, hospitals can fine the Council for delays that it causes, and there is a risk to central Government funding if performance is very poor.
History with this indicator	2015/16: 1457 days, 1084.9 per 100,000 2016/17: 550 days, 388.4 per 100,000 2017/18: 240 days, 164.9 per 100,000	**Any issues to consider**	During Q2, NHS England introduced several changes ahead of the Better Care Fund Plan submission which included the imposition of targets and demands for further improvement. To facilitate monitoring of the plan this indicator will be reported on a cumulative basis. The target reflects the agreed targets in the approved BCF plan.

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

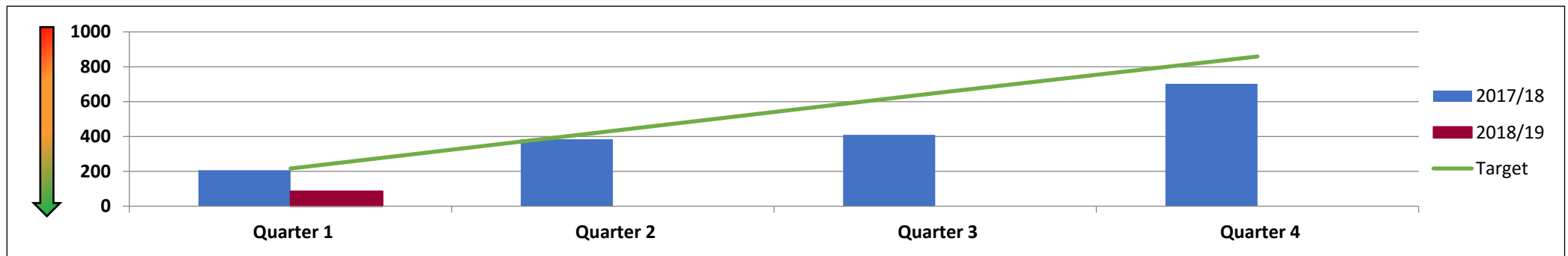| RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The data is complete for Q1 2018/19. In the year to 30 June a total of 24 delayed days were attributed to social care alone, equivalent to 16.2 per 100,000 people. Performance improved significantly compared with the same period last year. The target from 2017-18 remains in place and is provisional as NHS England is considering local targets for 2018-19.	NHS England have released the DTOC expectations for local authorities for 2018-19. Under its new methodology, based on a baseline of Q3 2017-18, both the CCG and the council are required to maintain the performance of that quarter, which was exceptionally good. Maintaining this level of performance over the course of the coming year is not feasible as there is very little room for any deterioration in performance. We have provided detailed analysis to NHS England (6th August 18) to include in their national review on the impact of targets and to help them identify specific conditions for further consideration of our target.
Benchmarking	Q1 2018/19: Redbridge 8.0 per 100,000, Havering 36.6 per 100,000, England average 283.24 per 100,000	

SOCIAL CARE AND HEALTH INTEGRATION
The number of permanent admissions to residential and nursing care homes (per 100,000)

Definition	The number of permanent admissions to residential and nursing care homes, per 100,000 population (65+).	**How this indicator works**	This indicator looks at the number of admissions into residential and nursing placements throughout the financial year, using a population figure for older people. A lower score is better as it indicates that people are being supported at home or in their community instead.
What good looks like	The Better Care Fund has set a maximum limit of 170 admissions, equivalent to 858.9 per 100,000.	**Why this indicator is important**	The number of long term needs met by an admission to a care homes is a good measure of the effectiveness of care and support in delaying dependency on care and support services.
History with this indicator	2014/15 - 177 admissions, 905.9 per 100,000 2015/16 - 179 admissions, 910.0 per 100,000 2016/17 - 145 admissions, 737.2 per 100,000 2017/18 –139 admissions, 702.3 per 100,000	**Any issues to consider**	The indicator includes care home admissions of residents where the local authority makes any contribution to the costs of care, irrespective of how the balance of these costs are met. Residential or nursing care included in the indicator is of a long-term nature, short-term placements are excluded.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr1 2017/18
2018/19	85.9				
Target	216.2	432.4	648.7	858.9	⬆
2017/18	207.1	384.0	409.8	702.3	

RAG Rating	Performance Overview	Actions to sustain or improve performance
G	During the quarter 17 older people were admitted to long-term residential and nursing care (85.9 per 100,000). Performance is above the target and is better than Quarter 1, 2017/18. The data for 2017/18 has been revised as reconciliation at year end showed that there were 30 more admissions than reported during the year.	• Adult Care and Support continues to maintain significant management focus on ensuring that community-based care and support solutions are optimised. • Mid-year reconciliation of admissions will be undertaken to ensure that activity is reflected in reporting during the year.
Benchmarking	2016-17: ASCOF comparator group average – 479.2 per 100,000; London average – 438.1 per 100,000	

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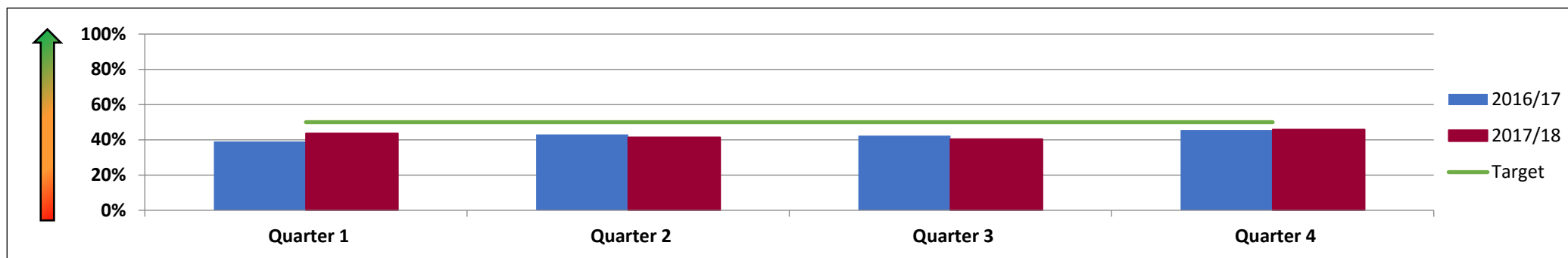
Definition	Number of children who received a 12-month review by 15 months	**How this indicator works**	This indicator is a measure of how many children receive their 12 months review by the time they reach the age of 15 months.
What good looks like	For the percentage to be as high as possible.	**Why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

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	**79.7%**				⬆
Target	75.0%	75.0%	75.0%	75.0%	
2017/18	68.4%	77.4%	75.5%	83.1%	

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

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

Quarter 1 2018/19

Definition	The percentage of children and adults referred to healthy lifestyle programmes that complete the programme.	**How this indicator works**	The number of referrals received on to the Exercise on Referral, Adult Weight Management (AWM), and Child Weight Management (CWM) programmes who complete the programme.
What good looks like	For the percentage of completions to be as high as possible.	**Why this indicator is important**	The three programmes allow the borough's GP's and health professionals to refer individuals who they feel would benefit from physical activity and nutrition advice to help them improve their health and weight conditions. Adult and Child Weight Management programmes also accept self-referrals if the individuals meet the referral criteria.
History with this indicator	2016/17: 42.4%	**Any issues to consider**	Data operates on a three-month time lag as completion data is not available until participants finish the programme. **This indicator will change in 2018/19 to report on percentage of starters who complete the programme as agreed by SD&I and Lead Member.**

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	43.6%	41.4%	40.4%	45.9%	
Target	50.0%	50.0%	50.0%	50.0%	⬆
2016/17	39.1%	43.1%	42.4%	45.5%	

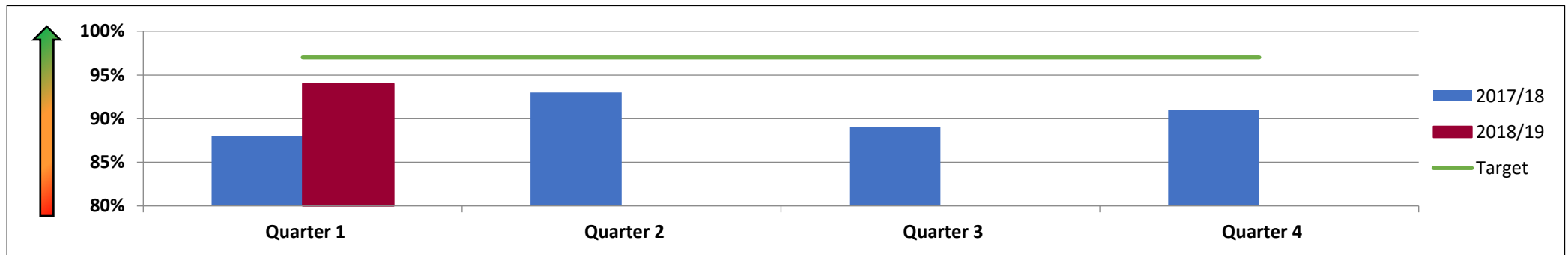| RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Performance has been below target throughout 2017/18, although performance in quarters 1 and 4 was higher than in the corresponding time periods in 2016/17. The proportion of starters (rather than referrals), the new KPI from 2018/19, who completed was 63.6%, 71.9%, 58.8% and 57.2% by quarter in 2017/18.	• Group incentives are being developed as part of AWM and will link with behavioural change methodology • Planned HENRY supervision with all facilitators to review delivery • Ensuring that community health champions work on programmes running so they can support their community on health journey.
Benchmarking	This is a local indicator.	

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

Quarter 1 2018/19

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

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

RAG Rating	Performance Overview	Actions to sustain or improve performance
A	As at the end of Q1 2018/19, performance has increased to 94% (286/302) compared to 91% (283/311) at the end of Q4 17/18. Performance has increased to 97% as at end of July 2018 in line with target of 97% however.	Outstanding CP visits are being monitored via team dashboards and monthly Children's care and support meetings.
Benchmarking	This is a local indicator and is not published by the DfE. No benchmarking data is available.	

SOCIAL CARE AND HEALTH INTEGRATION
The percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time

Quarter 1 2018/19

Definition	The total number of children who have become subject to a child protection plan in the year, and of those how many have previously been subject to a child protection plan	**How this indicator works**	The indicator measures the number who had previously been the subject of a child protection plan, or on the child protection register, regardless of how long ago that was, against the number of children who have become the subject to a child protection plan at any time during the year, expressed as a percentage. The figure presented is a year to date figure as of the end of each quarter.
What good looks like	A low percentage, but not necessarily zero percent: some subsequent plans will be essential to respond to adverse changes in circumstances	**Why this indicator is important**	Subsequent Child Protection plans could suggest that the decision to initially remove the child from the plan was premature and that they are not actually safer. It may be reasonable to question whether children were being taken off plans before necessary safeguards have been put in place, so therefore a low percentage is desirable.
History with this indicator	2014/15　15% 2015/16　8% 2016/17　17% 2017/18　13%	**Any issues to consider**	None at present

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

RAG Rating	Performance Overview	Actions to sustain or improve performance
A	As at the end of Q1, 17.1% (18/105) children have become subject of a CPP for a second or subsequent time, higher than year end at 13.4% (45/336). Performance is above target but in line with statistical neighbours and lower than the national average.	• The CP Chairs currently undertake a 6 week and 3 month 'paper' review of cases with a ceased CP plan to ensure that the family remains open to services • Audit's to be undertaken to identify themes as to why children become subject to a CP plan for a subsequent time. • Ensure that staff in ComSol have the right skills, so that cases that are stepped down from CP have sustainable work carried out.
Benchmarking	London Average 15%, National Average 19%, Statistical Neighbours 17%	

SOCIAL CARE AND HEALTH INTEGRATION
The percentage of assessments completed within 45 working days

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

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

RAG Rating	Performance Overview	Actions to sustain or improve performance
G	As of the end of Q1, 91% (850/933) of single assessments were completed and authorised within 45 working days. This is above our target of 82% and above our 17/18 performance of 85%.	Ongoing assessments are routinely monitored by the Assessment Team daily, which enable them to highlight any assessment that is approaching 45 working days and ensures those that fall out of timescale are kept to a minimum.
Benchmarking	London Average 82%, National Average 83%, Statistical Neighbours 85%	

SOCIAL CARE AND HEALTH INTEGRATION
The percentage of Care Leavers in employment, education or training (EET)

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

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

RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Q1 performance has decreased to 49.0% (21/43) compared with end of year performance of 59% (153/258). Performance is below all comparators. Of the 22 young people not in EET as of the end of Q1, 1 is in Prison, 2 are young mothers, 6 we are not in contact with and 13 are open to the L2L service and are NEET. **For those young people we are in contact with, performance is 58%.**	• The L2L team has been involved in the NEET workshops with Members and Officers, with care leavers having a particular profile. Progress has been made with regards to the development of internships and apprenticeships within the council for care leavers. • Agreement has been obtained to provide a financial incentive in addition to the apprenticeship payment so that care leavers are not in deficit by loss of benefits. • Further work is being planned to develop the support element to care leavers to ensure they are well prepared for the world of work and are supported through each stage of the process to successfully move from NEET to EET.
Benchmarking	Based on latest published data, LBBD is performing better than national (50%); similar areas (50%) and London average (52%).	

SOCIAL CARE AND HEALTH INTEGRATION
The number and rate per 10,000 First Time Entrants

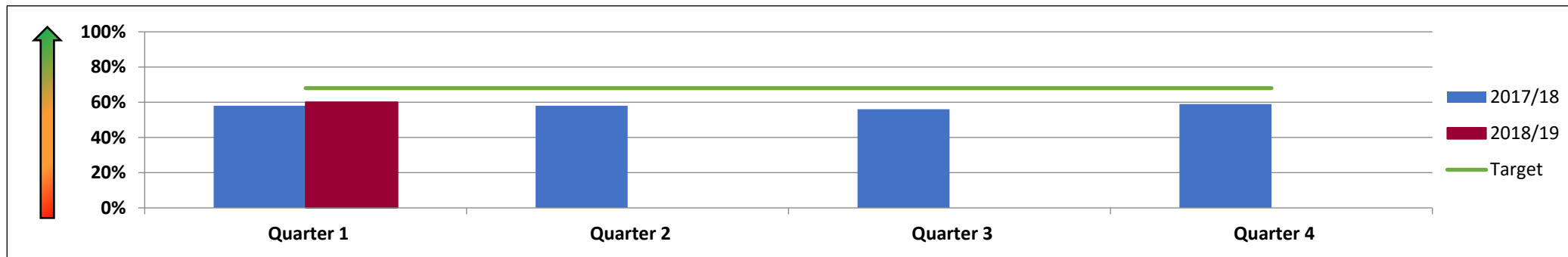|			
Definition	First Time Entrants (FTEs) to the criminal justice system are classified as offenders, (aged 10 – 17) who received their first reprimand, warning, caution or conviction, based on data recorded on the Police National Computer	**How this indicator works**	The measure excludes any offenders who at the time of their first conviction or caution, according to their PNC record, were resident outside of England or Wales. Penalty notices for disorder, other types of penalty notices, cannabis warnings and other sanctions given by the police are not counted.
What good looks like	Ideally, we would see a reduction on the previous year	**Why this indicator is important**	The life chances of young people who have a criminal conviction may be adversely affected in many ways in both the short term and long term. Reducing First Time Entrants is a priority for all London boroughs to address as set by the Mayor's Office for Policing and Crime.
History with this indicator	2014/15: 522 per 100,000 10-17 year olds (n=122) 2015/16: 613 per 100,000 10-17 year olds (n=135) 2016/17: 620 per 100,000 10-17 year olds (n=140)	**Any issues to consider**	The latest data is for the rolling 12 months to December 2017 released on 19/06/2018. ONS mid-year population estimates to 2016 are used in the calculations.

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

RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Barking and Dagenham has remained consistently much higher than both the London and National average for the Rate of FTE's per 1000 10 - 17 year olds and this is a focus for the Youth Offending Service and Partner agencies. However, the latest rolling 12-month figures show a reduction indicating that progress is being made and the YOS expect this trend to continue.	• All out of court disposals are assessed utilising the asset plus assessment framework to ensure that the assessment covers the wide range of issues for the young person. • Educational groupwork programmes continue to run with both young people and their parents on a wide range of subject areas. • Youth 'At Risk' matrix is working well, and appropriate cases are being referred into the support workers. Parenting worker is developing a training package with the gang's unit to target those parents whose young people are potentially on the peripheries of gang involvement and the work with the parents will encourage them to work together to identify concerning behaviours and disrupt associations.
Benchmarking	Barking and Dagenham Rate at December 2017: 527; London: 380, National: 292. This ranks Barking and Dagenham 5th highest in London	

SOCIAL CARE AND HEALTH INTEGRATION
Long term stability of placements for children in care

Definition	The number of children aged under 16 in care who have been looked after continuously for at least two and a half years and in the same placement for the last two years	**How this indicator works**	This is a rolling indicator, which look at those children who have been in care for two and a half years at the end of each quarter.
What good looks like	Higher the better	**Why this indicator is important**	Frequent moves between care placements have a negative impact on the ability of children to succeed both in education and in other areas of their lives. Therefore, placement stability is central to supporting the needs of children in care.
History with this indicator	2014/15 59% 2015/16 60% 2016/17 60% 2017/18 59%	**Any issues to consider**	An adoptive placement move is not counted in this KPI as a move although other positive moves i.e. from residential to a family setting are. In 2017-18, 9% of placement moves impacting on this indicator were for positive reasons, although the impact on performance was an end of year figure of 59%. If these changes had not occurred our performance would have been in line with the national performance (69%) and above London (66%).

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

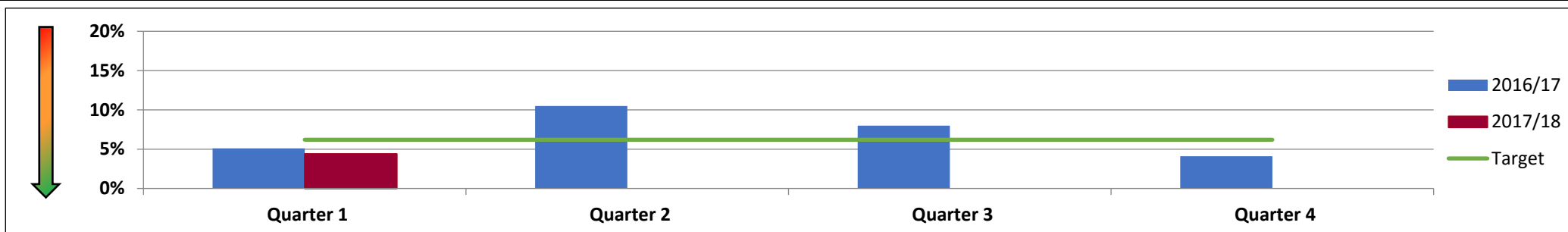| RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Q1 performance has increased slightly to 60% (83/139), compared to our 17/18 end of year performance of 59% (83/142). We remain below our target of 68% and all comparators.	• Expansion of the Mockingbird Fostering Programme is planned for 2018-19. The current consultation has been extremely effective in supporting challenging and fragile placements and even when carers have indicated a placement was in crisis, the support they received form the programme stabilised the situation in several cases. • Targeted marketing to recruit carers for remand fostering, teenage fostering and children with SEND will be developed. Consideration will need to be given to a review of the fostering fee and support packages to support these placements.
Benchmarking	London average 66%, National average 68%, Statistical neighbours 69%	

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

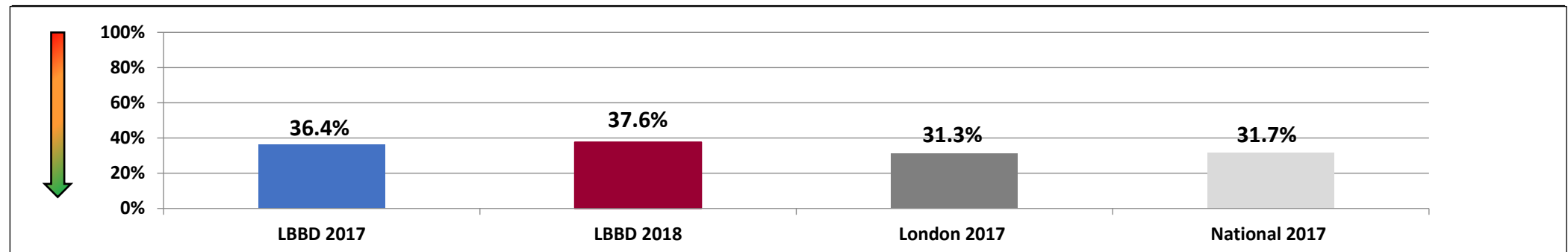| EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT The percentage of 16 to 18 year olds who are not in education, employment, or training (NEET) or who have Unknown Destinations		Quarter 1 2018/19

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

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

RAG Rating	Performance Overview	Actions to sustain or improve performance
G	In 2017/18 the borough's annual headline figure for NEETs + Unknowns was 4.2% (ranked quintile 2) compared with 5.6% in 2016/17. This total comprised: NEETs 3.4% (quintile 4) and Unknowns 0.6% (quintile 1). In Q1 2018/19 the combined figure was 4.4% - well below national (5.9%) and London (4.7%).	• A 'What Next?' careers fair is to be held on 31st August to provide early intervention for those at risk of NEET following GCSE and 'A' Level results. • A further workshop is to be held in October with key Cabinet Members to agree additional actions to reduce NEETs, with a particular focus on Care Leavers and those leaving Alternative Provision.
Benchmarking	The annual published indicator (Dec-Feb average NEETs + Unknowns) in 2017/18 was 6% (national benchmark). The equivalent figure for London was 5.3%.	

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

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	37.6				⬇
Target	35.6				
2017/18	36.4	-	-	-	

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

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT
The percentage pupils achieving 9-5 in English and Maths

Definition	The percentage of pupils at the end of Key Stage 4 achieving grade 5 or above in both English and maths GCSEs.	**How this indicator works**	To be counted in the indicator, pupils must have achieved grade 5 or above in both English and maths GCSEs.
What good looks like	For the percentage of pupils achieving this standard to be as high as possible.	**Why this indicator is important**	This is an important indicator as it replaces the old measure of pupils achieving grades A*-C in English and maths. It improves the life chances of young people, enabling them to stay on in sixth form and choose the right A Levels to access other appropriate training.
History with this indicator	Grade 5 is a new measure introduced for the first time in 2017. The revised Barking and Dagenham position stands at 43.1%. Revised London is 48.2% and National (all schools) is 39.6%.	**Any issues to consider**	Because grade 5 is set higher than grade C, fewer students are likely to attain grade 5 and above in English and maths than grade C in English and maths, which was commonly reported in the past. These new and old measures are not comparable.

	Annual Result	DOT
LBBD	43.1%	**n/a**
Target	To be agreed	

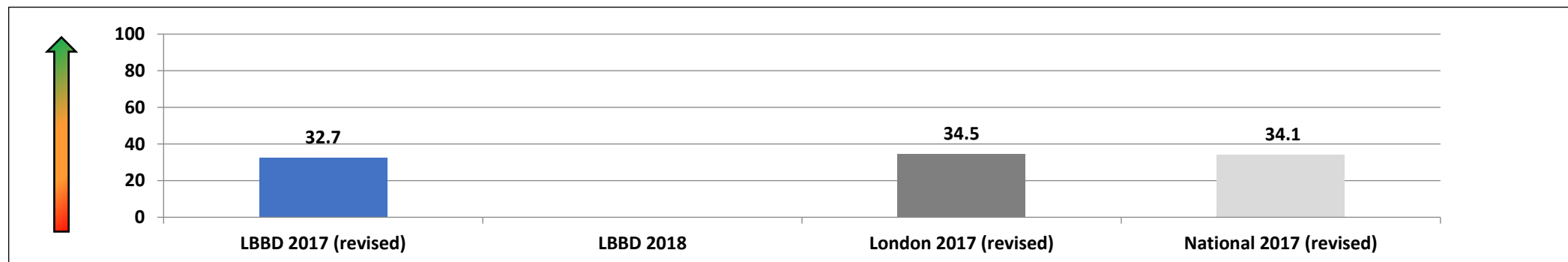| RAG Rating	Performance Overview	Actions to sustain or improve performance
A	While the LA's result is above the national benchmark, closing the gap with London remains key. The LA position is 26th in London.	• Working in close partnership with BDSIP to support and challenge schools. • Supporting improved retention and recruitment of Maths Teachers. • Maths Network Meetings have been scheduled throughout the year. • Incorporating learning from last year's exam results given the new grading arrangements.
Benchmarking	In 2017, National was 39.6% and London was 48.2%.	

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

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

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

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT
The percentage of schools rated outstanding or good

Quarter 1 2018/19

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

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2018/19	**88%**				
Target	90%	90%	90%	90%	↓
2017/18	91%	91%	91%	91%	

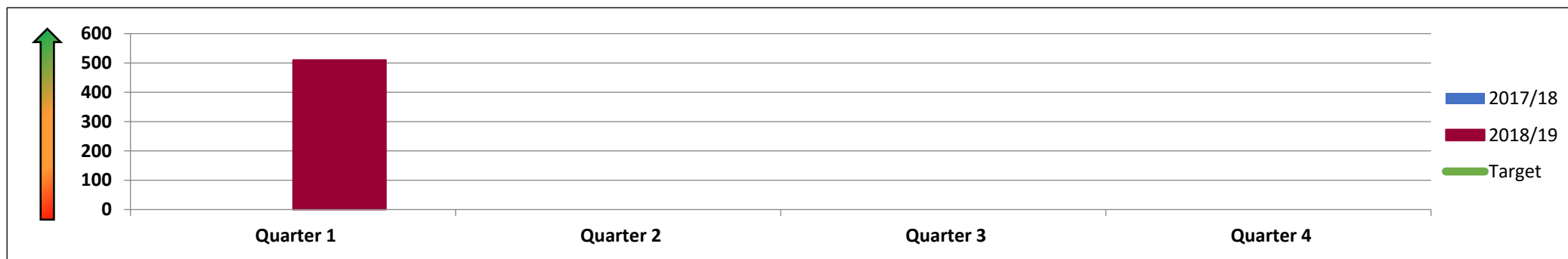| RAG Rating	Performance Overview	Actions to sustain or improve performance
A	End of July 2018, 88% of inspected schools in Barking and Dagenham were judged 'Good' or better, above national and below London. This is a drop of 3%. There have been 23 inspections including 17 section 8 monitoring inspections and six Section 5 inspections. All the section 8 inspections of LA maintained schools were positive. Eastbury Community, Riverside Primary and Riverside Bridge had Section 5 inspections towards the end of July with reports likely to be published early in the Autumn Term.	• Continuing to work in close partnership with schools and BDSIP. Looking forward, two LA maintained schools and one all through academy, which currently 'Requires Improvement', are likely to improve to 'Good'. One academy converter and one newly established academy are likely to have their first inspections and be judged 'Good' • The remaining three schools that 'Require Improvement' are not likely to be inspected until 2019/20. In two of these schools there has been a change of leadership. The LA has commissioned additional support for the LA school causing concern by supporting the appointment of an experienced executive headteacher and additional governors to the governing body.
Benchmarking	For 2017/18, National is 86% and London is 93% (at December 2017).	

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

EMPLOYMENT, SKILLS AND ASPIRATION The total number of households prevented from being homeless			Quarter 1 2018/19
Definition	Number of households approaching the service for assistance to prevent homelessness	**How this indicator works**	Total number of households successfully prevented from becoming homeless at the end of each quarter.
What good looks like	Number of households prevented from becoming homeless increases, while the number of households requiring emergency accommodation decreases	**Why this indicator is important**	With homelessness continuing to remain high on the political and media agenda's it is important to show that new ways of working (in accordance with new legislation) is having the desired impact of preventing households from becoming homeless.
History with this indicator		**Any issues to consider**	Increasing demand on Homeless Prevention Service, impact of Homelessness Reduction Act and Welfare Reform. Impact of housing market and regeneration programme. Financial pressure on budgets.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2018/19	510				n/a
2017/18	Awaiting data	Awaiting data	Awaiting data	Awaiting data	

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

EMPLOYMENT, SKILLS AND ASPIRATION
The number of households in Temporary Accommodation over the year

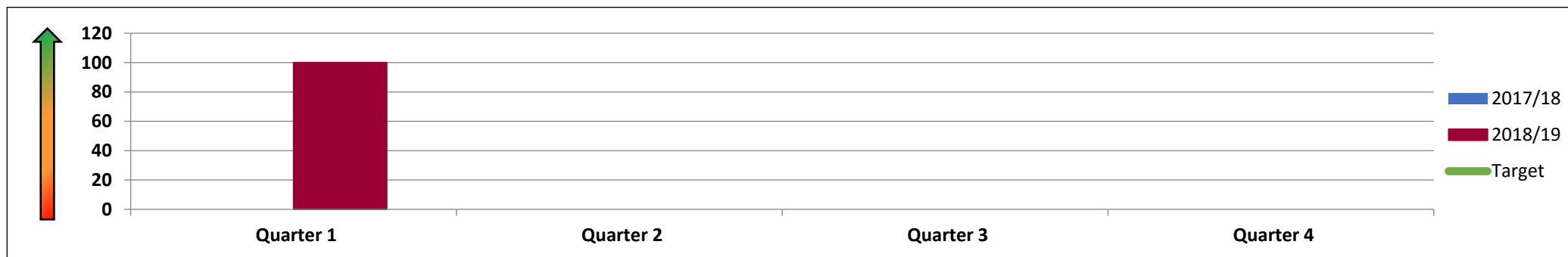Quarter 1 2018/19

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

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

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

EMPLOYMENT, SKILLS AND ASPIRATION
The total number of households moved out of temporary accommodation
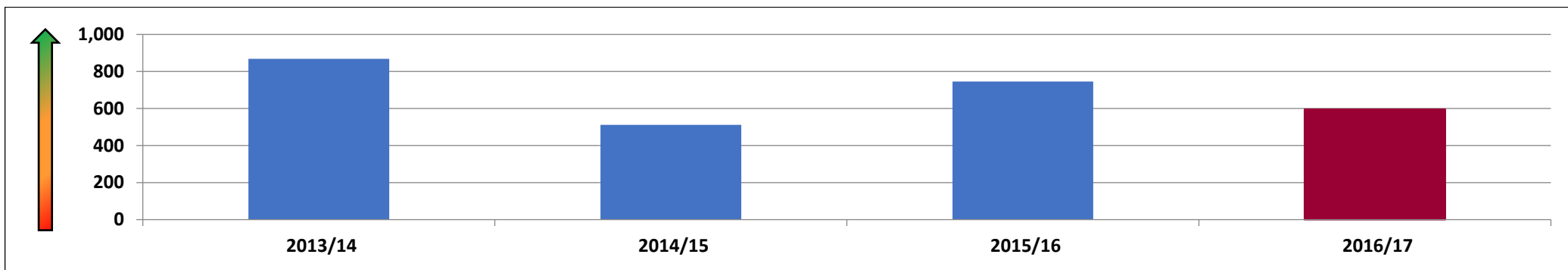
Definition	Number of households in all forms of temporary accommodation, B&B, nightly Let, Council decant, Private Sector Licence (PSL) (in borough and out of borough)	How this indicator works	Total number of households where housing duty has been discharged at the end of each quarter and the Council no longer Housing responsibility.
What good looks like	Increase in number of households removed from temporary accommodation into longer term housing solutions, with an overall reduction on the use of temporary accommodation.	Why this indicator is important	Financial impact on General Fund. Cost of providing temporary accommodation continues to increase which has a negative impact on budgets. With the reduction in other "move on" accommodation, the ongoing cost of providing temporary accommodation increases.
History with this indicator	No previous data reported	Any issues to consider	Increasing demand on homelessness service, impact of Homelessness Reduction Act and Welfare Reform. Impact of housing market and regeneration programme. Renewal of PSL Contract. Non-conformance of other LA's to the "Pan-London" nightly rate payment arrangements. Lack of alternative Housing exit strategies.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2018/19	100				n/a
2017/18	Awaiting data	Awaiting data	Awaiting data	Awaiting data	

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

Regeneration and Social Housing – Key Performance Indicators 2018/19

REGENERATION AND SOCIAL HOUSING The number of new homes completed (Annual Indicator)			Quarter 1 2018/19
Definition	The proportion of net new homes built in each financial year.	**How this indicator works**	Each year the Council updates the London Development Database by the deadline of 31st August. This is the London-wide database of planning approvals and development completions.
What good looks like	The Council's target for net new homes is in the London Plan. Currently this is 1,236 new homes per year.	**Why this indicator is important**	It helps to determine whether we are on track to deliver the housing trajectory and therefore the Council's growth agenda and the related proceeds of development, Community Infrastructure Levy, New Homes Bonus and Council Tax.
History with this indicator	2016/17 end of year result – 596 2015/16 end of year result – 746 2014/15 end of year result – 512 2013/14 end of year result – 868	**Any issues to consider**	The Council has two Housing Zones (Barking Town Centre and Barking Riverside Gateways) which are charged with the benefit of GLA funding to accelerate housing delivery in these areas. There are 13,000 homes with planning permission yet to be built and planning applications currently in the system for another 1,000. The Housing Trajectory for the Local Plan identifies capacity for 27,700 by 2030 and beyond this a total capacity for over 50,000 new homes. The draft London Plan due to be published in November will have a proposed housing target of 2264 net new homes a year. This is clearly a significant increase on the Councils current target but reflects the Council's ambitious growth agenda and commitment to significantly improving housing delivery. Completions for 17/18 are forecast to be similar to 16/17.

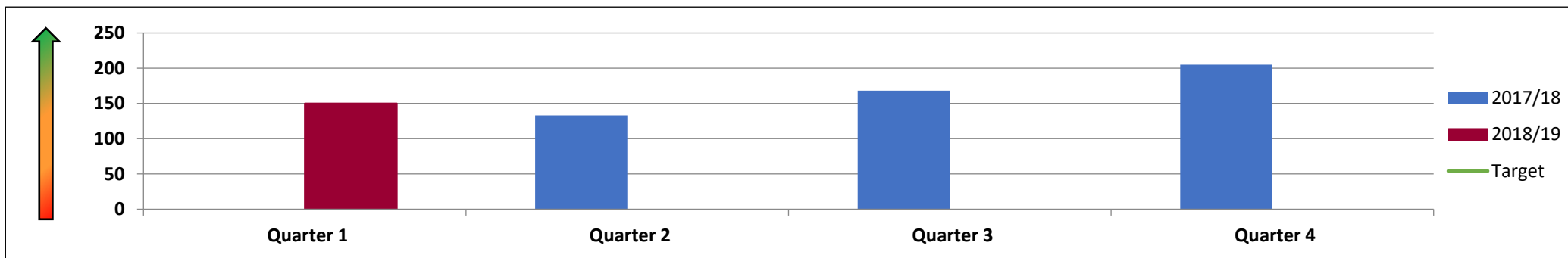|	Annual Result	DOT 2015/16 to 2016/17
2017/18	Data due September 2018	↓
Target	No target set	
2016/17	**596**	

Definition	The number of homes yet to be built on sites with full planning permission. This includes homes on sites where construction has started but the homes are not completed.	**How this indicator works**	Generally speaking there are two types of planning permission outline and full. Full applications are applications which can be built without further approval. Outline applications cannot be built until reserved matters applications are approved. Barking and Dagenham has ambitious plans to build 50,000 new homes over the next twenty to twenty five years and a corresponding housing target of 2264 new homes a year in the draft London Plan. It has sites with enough capacity to deliver this figure but many of these either have outline permission or do not have planning permission. In 15/16 the top five boroughs built in total 10990 homes from a pipeline of 54950 homes with full permission, a ratio of 5. Currently Barking and Dagenham's pipeline of full permission is 4080 homes. This needs to increase to around 20,000 homes to help achieve the borough's new housing target.
What good looks like	The pipeline of full permissions should be around five times the housing target of 2264 net new homes a year	**Why this indicator is important**	It evidences whether there is enough potential deliverable new housing supply to meet the borough's housing target and therefore implement both the emerging Local Plan and the Be First Business Plan and its attendant income targets especially New Homes Bonus which is crucial to the future financial sustainability of the Council.
History with this indicator	Currently the pipeline of full permissions is 4080 and on average over the last five years only 654 net new homes have been built each year. The pipeline needs to increase four fold to achieve the housing target of 2264 net new homes a year.	**Any issues to consider**	GLA data shows that Barking and Dagenham has the third largest total capacity in London for new homes but only the 10th highest housing target. This is because many of these sites are not currently deliverable as they either have outline planning permission, no permission and are not allocated in the development plan. Bringing these sites forward into implementable permissions will be integral to increasing the pipeline.

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

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2018/19	150				
Target	Target to be set				**n/a**
2017/18	Not provided for the first quarter	130	168	205	

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

REGENERATION AND SOCIAL HOUSING
The percentage of residents satisfied with capital works

Quarter 1 2018/19

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

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2018/19	94.84%				
Target	98%	98%	98%	98%	⬆
2017/18	93.17%	97.75%	99.34%	98.11%	

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

REGENERATION AND SOCIAL HOUSING
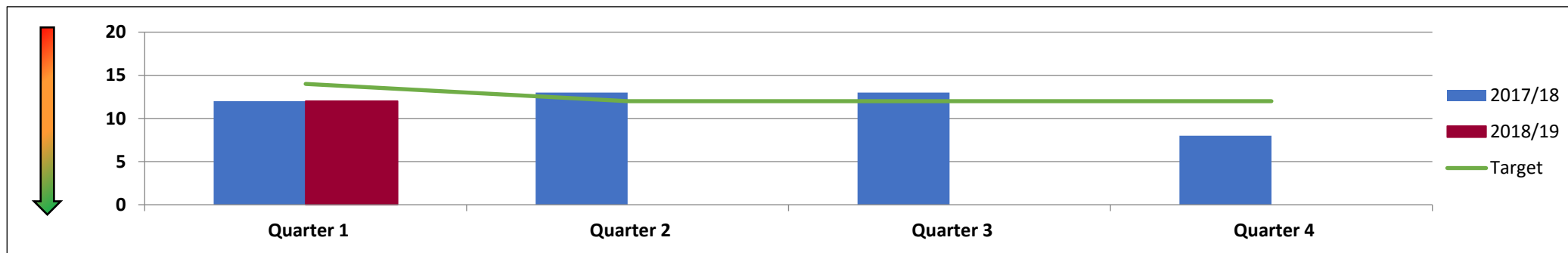## Capital spend within year being within 5% of planned budget

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

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2018/19		Data Available from Quarter 2			**n/a**
Target					

Data available from Quarter 2.

Legend: 2017/18, 2018/19, Target

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

FINANCE, PERFORMANCE AND CORE SERVICES			
The average number of days taken to process Housing Benefit / Council Tax Benefit Change Events			Quarter 1 2018/19

Definition	The average time taken in calendar days to process all change events in Housing Benefit and Council Tax Benefit	How this indicator works	The indicator measures the speed of processing
What good looks like	To reduce the number of days it takes to process HB/CT change events	Why this indicator is important	Residents will not be required to wait a long time before any changes in their finances
History with this indicator	2017/18 End of year result – 8 days 2016/17 End of year result – 9 days 2015/16 End of year result – 14 days 2014/15 End of year result – 9 day	Any issues to consider	There are no seasonal variances, but however government changes relating to welfare reform, along with Department for Work and Pensions (DWP) automated communications pertaining to changes in household income impact heavily on volumes and therefore performance.

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

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

FINANCE, PERFORMANCE AND CORE SERVICES
The percentage of customers satisfied with the service they have received

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

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

RAG Rating	Performance Overview	Actions to sustain or improve performance
A	We believe that performance has been adversely affected by ongoing issues with waste collections.	We are further refining the method statement for collecting satisfaction feedback.
Benchmarking	LA neighbours Benchmark - OnSource is 80%	

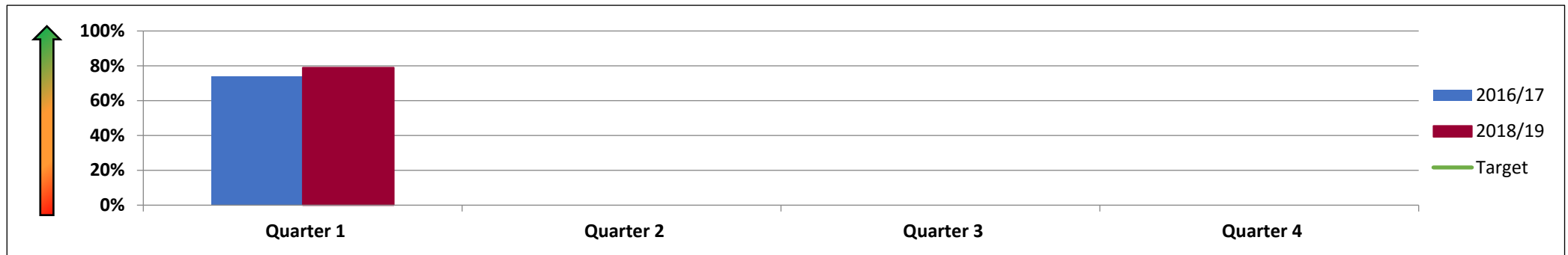|			
Definition	The average number of days sickness across the Council, (excluding staff employed directly by schools). This is calculated over a 12-month rolling year and includes leavers.	**How this indicator works**	Sickness absence data is monitored closely by the Workforce Board and by Directors. An HR Project Group meets weekly to review sickness absence data, trends, interventions and "hot spot" services have been identified. Managers have access to sickness absence dashboards.
What good looks like	Average for London Boroughs is 7.8 days.	**Why this indicator is important**	This indicator is important because of the cost to the Council, loss of productivity and the well-being and economic health of our employees. The focus is also on prevention and early intervention.
History with this indicator	2016/17 end of year result: 8.43 days 2015/16 end of year result: 9.75 days 2014/15 end of year result: 7.51 days	**Any issues to consider**	Sickness has increased marginally since the previous quarter. Monthly tracking though shows that there is a reduction in absence. We are still not achieving the revised target of 6 days. A breakdown of sickness absence in Public Realm is set out below.

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

RAG Rating	Performance Overview		Actions to sustain or improve performance
A	The council's sickness figures have improved since Q1 2017/2018 but have seen a marginal increase in Q4 of the previous year.		Targeted interventions are in place in areas where there continue to be high levels of absence and initial observations are that this is having a positive impact. Further detailed analysis of areas with high absence levels continues to be undertaken.
Benchmarking	London average – 7.8 days		

FINANCE, PERFORMANCE AND CORE SERVICES
Employee Engagement Index Score

Quarter 1 2018/19

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

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

RAG Rating	Performance Overview	Actions to sustain or improve performance
G	The increased engagement score since 2016/2017 is positive and demonstrates that the change programme the council has undergone in the past two years have not adversely affected employee's satisfaction and attitudes towards working for the Council.	In depth analysis of the full survey as a whole is ongoing and further work will be done on a service block basis to identify any local issues. This information will be reported to Directors and interventions devised as appropriate.
Benchmarking	No benchmarking data available – Local measure only.	

FINANCE, GROWTH AND INVESTMENT
The current revenue budget account position (over or underspend)

Definition	The position the Council is in compared to the balanced budget it has set to run its services.	How this indicator works	Monitors the over or under spend of the revenue budget account.
What good looks like	In line with projections, with no over spend.	Why this indicator is important	It is a legal requirement to set a balanced budget.
History with this indicator	2017/18 end of year result: £5m overspend 2016/17 end of year result: £4.853m overspend 2015/16 end of year result: £2.9m overspend 2014/15 end of year result: £0.07m overspend	Any issues to consider	None at this time.

	Quarter 1	August 2017	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	**£4,924,000 forecast**				⬇
2017/18	£4,800,000 forecast	£5,517,000 forecast	£6,800,000 forecast	£5,000,000	

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