

CABINET

11 December 2018

Title: Corporate Plan 2018-2022 – Quarter 2 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 <p>The new Corporate Plan 2018-2022 articulates 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.</p> <p>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.</p> <p>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. As a key element of the framework, the development of the Key Accountabilities and Key Performance Indicators (KPIs) has been carried out in collaboration with senior officers and Cabinet Members.</p> <p>Cabinet is presented with a Quarter 2 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.</p>	
Recommendation(s) <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none">(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) <p>To assist the Council in achieving its priority of a "Well run organisation".</p>	

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 2018-2022 was developed to clearly 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 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.

2.5 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.

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 are reported to Cabinet on a quarterly basis. They are also 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 are 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 2 (1st April 2018 – 30th September 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 2 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 2 2017/18), or performance from the previous reporting period (Quarter 1 2018/19). This should be considered in the context of significant budget reductions and our continuation to improve services.

Direction of travel			
			N/A
25 (49%)	2 (4%)	18 (35%)	6 (12%)

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

RAG Rating against 2018/19 target			
G	A	R	N/A
15 (29%)	18 (35%)	6 (12%)	12 (24%)

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

- 5.2 At Quarter 2, 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	4
Awaiting data	2

Reason for Not Applicable RAG rating	Number of indicators
Good performance neither high or low – no target set	8
Awaiting data / target	4

6 Focus on Performance

6.1 For Quarter 2 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.

6.2 Improved Performance

The percentage of assessments (children's) completed within 45 working days

As of Quarter 2, 90% (1652/1832) of single assessments were completed and authorised within 45 working days. This is above our target of 82% and above 2017/18 performance of 85%.

This also places our performance above the London, National and our Statistical Neighbour averages.

To maintain performance, 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.

6.3 Areas for Improvement

The weight of waste recycled per household (kg)

The weight of waste recycled per household in quarter 2 was 79kg (cumulative total of 161kg).

The borough's recycling rate is showing a 12% reduction, when compared to the same period last year. As a result, 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.

8. Consultation

8.1 The data and commentary in this report were considered and endorsed by the Corporate Performance Group at its meeting on 25 October 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 **Empowering People** 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 **Empowering People** 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 **Citizenship and Participation** 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 2 2018/19

What we will deliver in 2018/19

Key Accountability	Strategic Director	Quarter 2 2018/19 Update
Community Leadership and Engagement		
Deliver the Cohesion Strategy and dedicate Faith Policy.	Tom Hook	<p>The cohesion and integration strategy is scheduled for Cabinet in January 2019 and Faith Policy for March 2019. Progress to date includes:</p> <ul style="list-style-type: none"> • Submission to MHCLG Green paper consultation on integration • Engagement with internal stakeholders, Barking and Dagenham Delivery Partnership VCS and residents • An Interfaith Platform has been commissioned and the contract awarded to Faith and Belief Forum (FBF). FBF are starting engagement for policy delivery. • Work with the existing faith forum, where the officer roles changed at the last AGM • Ongoing programme supporting Madrassah's with Faith Associates
Implement the Connected Communities Fund and the Counter Extremism Programmes.	Tom Hook	<p>Funding of £1.4 has been allocated to Barking and Dagenham for the Connected communities programme. To date:</p> <ul style="list-style-type: none"> • The officer to run the programme is in post • two of the commissions now have providers in place to deliver (for Interfaith Platform and Community Amplifiers) and the third is out to tender shortly (for Youth Arts Platform). • The PRS strand of work is up and running with the first Creative English classes in November and referral pathways established, with ongoing support from Barking and Dagenham CAB for vulnerable people. <p>Counter extremism programme:</p> <ul style="list-style-type: none"> • New member of staff in Home Office funded post • Meetings scheduled with key stakeholders and faith leaders • Borough narratives workshop took place • Ongoing communication with faith groups through the Belief in Barking and Dagenham newsletter • BSBT funding applications supported from local organisations, funding decisions expected imminently

Key Accountability	Strategic Director	Quarter 2 2018/19 Update
Continue to develop Every One Every Day, monitoring impact and outcomes.	Tom Hook	<p>Every One Every Day has entered its second year, with plans for opening a third shop on Porter Avenue and a Pop Up Micro Factory in November 2018.</p> <p>The summer programme of Every One Every Day ended in August with over 160 events held and 1200 residents engaged. The Autumn programme will run from 15 October to 9 December 2018. EOED took part in Dag Fest and One Borough Day. The Funders Board met in September 2018 and agreed the next funding release. The Developmental Evaluation of year 1 will be published in October 2018 by Participatory City Foundation.</p>
Support the development of the community and voluntary sector, including a Local Giving Model.	Tom Hook	<p>A Civil Society strategy paper is scheduled for Cabinet in January 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 scheme. Four crowdfunding awards were made in the last quarter and over £20,000 has been raised through the B and D lottery. A process for the allocation of NCIL has been consulted on and will be presented to Cabinet on the 16th October. If agreed the fund will launch early 2019.</p> <p>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. The report will be ready in Winter 2018/19 and will dovetail with the development of an overarching Civil Society Strategy.</p>
Continue to strengthen the Barking and Dagenham Delivery Partnership to work towards the vision of the Borough Manifesto.	Tom Hook	<p>The State of the Borough Conference took place on 27th September at Londoneast UK. The conference was well attended and has received lots of positive feedback from attendees. An accompanying State of the Borough report providing an annual update on the progress made towards delivering the Borough Manifesto targets in year 1 was launched at the conference. The new Borough Data Explorer was also launched at the conference providing an interactive platform to present the Borough Manifesto and Social Progress Indicators. The Explorer provides will allow the partnership to use data to inform policy development. 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.</p>

Key Accountability	Strategic Director	Quarter 2 2018/19 Update
<p>Deliver the master plans and commercialisation of Parsloes Park and Central Park.</p>	<p>Tom Hook</p>	<p>Parsloes Park</p> <p>Plans are progressing well to develop new sporting and community facilities in Parsloes Park. In brief the proposed facility mix will comprise:</p> <ul style="list-style-type: none"> • 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. <p>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.</p> <p>Of these sources, funds are now confirmed from Sport England, GLA, London Marathon Charitable Trust and a s106 developer contribution from the Beam Park housing development. Funds from the Football Foundation (£5 million) has been applied for but an award will not be confirmed until planning approval for the scheme is secured.</p> <p>As Parsloes Park is classed as Metropolitan Open Land it is necessary to get planning approval from the GLA as well as LBB. Unfortunately as was the case with the Youth Zone scheme, this requirement is causing a delay to the implementation of the Park Life project.</p> <p>It is now expected that the planning decision will be in February 2019 – a month later than previously reported - and so work will start on site in May 2019 with the new facilities operational in time to be used during the 2019/20 football season.</p> <p>Central Park</p> <p>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.</p>

Key Accountability	Strategic Director	Quarter 2 2018/19 Update
		<p>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.</p> <p>Following guidance received from the Environment Agency, who must grant a licence for the scheme if it is to go ahead, the volume of material to be imported to the site has been reduced by about a third and with it the level of income that will be generated. It is now estimated that this will be c£1.1 million rather than the previously reported c£1.7 million.</p> <p>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.</p> <p>It is proposed that a sum comparable to the income generated from the scheme will be committed in the capital programme to realise a wide range of park improvements including:</p> <ul style="list-style-type: none"> • New adventure play area • Pump track (for BMX bikes) • Toddler BMX facility • Mountain bike loop • New pathways • New trees • Wild flower meadows <p>Consultation about the proposal started in September 2018 and a report about the scheme will be presented to Cabinet (16/10/18) to seek approval to implement if the necessary funding, licences and planning approval is secured.</p> <p>On this basis, 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.</p>
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:

Key Accountability	Strategic Director	Quarter 2 2018/19 Update
		<ul style="list-style-type: none"> • 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 <p>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. The proposed programme of investment will be finalised during quarter three 2018/19 and implementation will start in quarter four.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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:</p> <ul style="list-style-type: none"> • St. Chads - £20,000 • Mayesbrook Park - £40,000
<p>Renew focus on community heritage assets and develop a new offer including the East End Women's Museum and Industrial Heritage Museum feasibility.</p>	<p>Tom Hook</p>	<p>Eastbury Manor House</p> <p>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.</p> <p>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.</p>

Key Accountability	Strategic Director	Quarter 2 2018/19 Update
		<p>Abbey Ruins, Abbey Green and St Margaret's church</p> <p>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.</p> <p>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.</p> <p>East End Women's Museum</p> <p>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.</p> <p>Cabinet has approved the terms of lease and other support for the Museum, which has now been established as a community interest company (CIC).</p> <p>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.</p> <p>Work has now started on the internal design plan for the museum, which will be subject to further funding bids during 2018 and 2019.</p> <p>A celebratory event is planned for November 2018 to recognise the work undertaken by the museum in 2018 and to set out the next steps for the Museum and programme for 2019.</p> <p>Industrial heritage museum</p> <p>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 Stamping 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.</p>

Key Accountability	Strategic Director	Quarter 2 2018/19 Update
		<p>The feasibility study will be presented to Corporate Strategy Group and Leader's Advisory Board in November 2018 and December 2018 respectively.</p>
<p>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).</p>	<p>Tom Hook</p>	<p>London Borough of Culture</p> <p>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.</p> <p>Project delivery will start in September 2018.</p> <p>Creative Enterprise Zone</p> <p>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.</p> <p>A further funding bid has been submitted to the GLA to support the delivery of the Creative Enterprise Zone action plan.</p> <p>It is understood that the GLA will announce the Creative Enterprise Zones for London during November 2018 and their funding to support them in February 2019.</p> <p>A report will be presented to Cabinet seeking the adoption of the Creative Enterprise Zone action plan once the GLA has made a decision on funding.</p> <p>Summer of Festivals</p> <p>The delivery of the Summer of Festivals programme for 2018 ended with the Youth Parade on 16 September. The programme was 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.</p> <p>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.</p>

Key Accountability	Strategic Director	Quarter 2 2018/19 Update
		<p>Alderman Jones’s House and 100th anniversary of the Becontree Estate (Festival of Suburbia)</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Funding bids have been submitted to Arts Council England and the Heritage Lottery Fund and decisions on these are expected in early 2019. It is also proposed to seek Community Infrastructure Levy funding to support the centenary programme, which will include:</p> <ul style="list-style-type: none"> • The collection of a new archive which will chart the lived experience of the residents of Becontree • A major exhibition complemented by a series of tours, talks, walks and community activities across Becontree during 2021 • A schools and education programme in collaboration with the Barbican to mark the centenary • A programme of public realm improvements on the estate developed with local people <p>And possibly, the production of a TV documentary about 100 years of Becontree, which will chart the lives of families on the estate over the past centenary.</p>
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 plan which will be monitored and reported annually. The first annual update was

Key Accountability	Strategic Director	Quarter 2 2018/19 Update
		presented to the portfolio holder in October. The portfolio holder is keen to ensure equalities receives the attention it deserves and therefore will continue to monitor progress against the E&D strategy regularly.
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. October is Black History Month with events running throughout the month, with the Council supporting the community to take the lead to put on events. The Council continues to support the community with flag raising events recognising the diversity in the borough and the important role different communities play.
Continue the Council's vision to be an Exemplar Equalities Employer, working towards Investors in People gold standard.	Tom Hook	<p>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.</p> <p>Progress against the standard to reach gold level were set out in the Assessor's report. The following actions have been put in place.</p> <ul style="list-style-type: none"> • 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. • The Leadership and Management development programme for cohorts 2 and 3 has been delivered. The programme for other managers is under development.

Key Accountability	Strategic Director	Quarter 2 2018/19 Update
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 has met on two occasions to date 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	New staff currently being inducted into the service, with additional recruitment underway to fill remaining gaps in the structure. Both the full implementation of the new street cleansing model and the arrival of the replacement fleet are key deliverables to ensure that this succeeds.
Embed the new street cleansing operating model.	Robert Overall	New cleansing model launched on 8 th October with additional resources planned to be added from November 1 st 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 have been launched with the pilot implementation of new materials alerting the public that the Council are investigating a specific fly tip. Communication strategy around waste behaviour change was rolled out 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	Consultation on a new, boroughwide selective licensing scheme went live on the 21 st September 2018. The proposal sets out a fee structure which is split into two parts: Part A relates to the administration of processing the application and is set at £470. Part B relates to compliance and enforcement and is set at £430. There have been recent cases where Local Authorities have been Judicially Reviewed because the fee structure did not split the administration and compliance element. This fee structure will allow the council to charge compliant landlords a lower amount (a reduction in the Part B element of the fee which will be determined after the consultation feedback is considered) and placing additional burden and regulation on non-compliant landlords and letting agents.

Key Accountability	Strategic Director	Quarter 2 2018/19 Update
		<p>Details of the proposed scheme have been sent to every Landlord on the council's database, Letting Agents in the borough and neighbouring boroughs. Other boroughs have also been contacted. Officers have been involved in a series of engagement events at Libraries, Barking Market, John Smith House. In addition, a wide range of agencies are being contacted from voluntary organisations to representative groups. Consultation will run for a 12-week period.</p> <p>Submission to MHCLG will be made in January 2019 following approval at cabinet. Recent talks with MHCLG indicate that a decision will take 3-4 months, allowing us time to implement a new scheme for September 2019, when the current scheme expires.</p>
<p>Implement the Parking Strategy and agreed subsequent parking schemes.</p>	<p>Fiona Taylor</p>	<p>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 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.</p> <p>A new CPZ policy was approved by cabinet in September 2018.</p> <p>Overall parking is performing on target and it is anticipated that it will achieve the net budget contribution that was set as part of the MTFS.</p> <p>Improvements to London Road Car Park have commenced and will be completed in early November 2018.</p>
<p>Develop the BCU to deliver Local solutions for policing in the borough.</p>	<p>Fiona Taylor</p>	<p>Lobbying of MOPAC to address the crime and safety challenges for the borough now and in the next decade are ongoing. This also includes discussions on more visible policing, reporting hubs, and a new police station. A meeting was held with the Leader, Cabinet member, Fiona Taylor, DAC Mark Simmons and the Deputy Mayor for MOPAC to agree a way forward.</p> <p>Agreement has been reached with the East BCU to establish an Integrated Gangs Unit to be based in Barking. Probation Services and the DWP have committed officers to the team and additional mentoring capacity will be established through MPS funding. 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 far more development.</p>

Key Accountability	Strategic Director	Quarter 2 2018/19 Update
<p>Maintain focus on serious youth violence through the work of the Community Safety Partnership.</p>	<p>Fiona Taylor</p>	<p>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 and submitted to MOPAC. The Community Safety Partnership have developed a long term, trauma informed model to address serious violence which is being presented at the Community safety Partnership Board in September 2018 and to cabinet at the end of 2018. External funding is being sought to support in the delivery of this model.</p> <p>A serious violence summit is being planned for January 2019 and a Serious Violence Strategy will be developed as part of the outcomes from this event.</p>
<p>Social Care and Health Integration</p>		
<p>Publish a new Health and Wellbeing Strategy 2018-2023.</p>	<p>Elaine Allegretti Matthew Cole</p>	<p>The 2019-2023 Joint Health and Wellbeing Strategy is currently being finalised and is due to be approved by Health and Wellbeing Board for consultation on 7th November.</p> <p>It focuses on 3 themes, which were decided by Health and Wellbeing Board in March 2018 when presented with the 2018 Joint Strategic Needs Assessment. The three themes are Best Start in Life, Early Diagnosis and Intervention and Building Resilience.</p> <p>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.</p> <p>The draft document to be approved for consultation will go to Health and Wellbeing Board on November 7th, which will be followed by an 8-week consultation period and the approval of the final document for publication at January Health and Wellbeing Board.</p>
<p>Complete the transformation of the Disability Service.</p>	<p>Elaine Allegretti</p>	<p>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.</p> <p>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.</p>

Key Accountability	Strategic Director	Quarter 2 2018/19 Update
		The commissioning support to the Disability Service has been enhanced and several pieces of work are underway to improve availability of high-quality supported living.
Deliver campaigns to raise awareness of safeguarding issues.	Elaine Allegretti	<p>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.</p> <p>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.</p> <p>Two key areas will be domestic abuse, as we move toward a zero-tolerance borough and comms directed at parents / carers reminding them to know where their children are between 4 and 7 pm, the hours where most incidents of youth violence take place</p>
Change our approach and systems for keeping children and young people safe from exploitation.	Elaine Allegretti	<p>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).</p> <p>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.</p> <p>A bid has been submitted to the University of Bedfordshire to be a Phase 2 pilot-area for the implementation of Contextual Safeguarding.</p> <p>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.</p> <p>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.</p> <p>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.</p>
Continue to deliver continuous improvement in services and improve quality.	Elaine Allegretti	New strengthened arrangements have been put in place for improvement work. Weekly Improvement Boards chaired by DCS have been established to steer the work

Key Accountability	Strategic Director	Quarter 2 2018/19 Update
		<p>required to drive inspection readiness and service improvement. These commenced on 10 September 2018, and regular updates will be provided through this report.</p> <p>Mutual Ventures have undertaken a whole-system review over the summer covering the child's journey and a thorough operational and risk-based review of the service. Draft report has been received and is under review.</p> <p>To complement the work of Mutual Ventures, colleagues from Leeds Council have also reviewed systems and thresholds at the front-door, more specifically the interface between Early Help and MASH (in Community Solutions) and the Assessment Service (in Children's Care and Support).</p> <p>This work commenced on 4 September 2018 and, again, a full report will be available in the Autumn. The findings from the above reviews, supplemented by our own assessment of risks – as outlined, for example, throughout this report – will form the basis of improvement activity from September to December 2018 (and beyond), and be the foundation of inspection-preparedness.</p> <p>Our Youth Offending Service (YOS) was subject to a full joint inspection by Her Majesty's Inspectorate of Probation (HMIP) in September 2018.</p> <p>The inspection report is due in November and findings are embargoed until publication. The outcome will further inform the Youth Justice work plan</p>
<p>Reboot the health integration agenda, including delivering a vision for health and wellbeing at Barking Riverside.</p>	<p>Elaine Allegretti</p>	<p>The Integrated Care Partnership Board has undertaken considerable work to embed a new strategy, focusing on four transformation workstreams around older people, planned care, long-term conditions and mental health.</p> <p>Priority projects are underway around frailty, intermediate care, atrial fibrillation, and diabetes. Barking Riverside is also established as a flagship project of the three-borough partnership, and there have been five workshops undertaken to develop a model of care and approach to community wellbeing for the new town, as well as informing the specification for the new Health & Wellbeing Hub.</p>
<p>Respond appropriately to the Social Care Green Paper on older people and the Children's Social Work Act.</p>	<p>Elaine Allegretti</p>	<p>Publication of the social care green paper is awaited.</p>
<p>Strengthen the understanding of corporate parenting responsibility with every Member playing their part.</p>	<p>Elaine Allegretti</p>	<p>Group membership has been reviewed and all new members have been fully inducted.</p>

Key Accountability	Strategic Director	Quarter 2 2018/19 Update
		<p>Each key promise is being led by a member.</p> <p>Annual Reports have been completed and performance reports have been refreshed.</p> <p>The agenda for the year has been set and was led by the Child Take Over Day and strategies reviewed.</p> <p>A pre-assessment training session has been arranged.</p>
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	<p>Development of the new draft Education & Participation Strategy for 2018-22 is well underway. The draft strategy was agreed at the Corporate Strategy Group and discussed at the Leadership Advisory Group in September. It is scheduled for approval by Cabinet in November. There is good partnership support from schools, Barking and Dagenham College and CU London.</p> <p>The strategy's priorities focus on the following outcomes:</p> <ol style="list-style-type: none"> 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. <p>Maximising the Council's levers and influences to raise aspirations and increase opportunities for all children and young people.</p>
Publish a new Special Educational Needs and Disability (SEND) Strategy 2019-2022.	Elaine Allegretti	<p>A review of the current Special Education Needs and/or Disabilities (SEND) and Inclusion Strategy has been discussed and agreed at Portfolio meetings.</p> <p>Initial consultation has been undertaken with the main Parents Forum.</p> <p>A briefing on the priorities is included in the Autumn Term Chair of Governors briefing. Governors are also being asked to respond to the priorities at meetings planned throughout this term.</p>

Key Accountability	Strategic Director	Quarter 2 2018/19 Update
		<p>Emerging themes include:</p> <ul style="list-style-type: none"> • Developing the right provision-and managing within a tight financial envelope. • Promoting independence. • Ensuring progress for all children and young people with SEND from their starting points. • 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. <p>Once agreed the priorities will form the basis of the joint commissioning plan.</p>
<p>Ensure that school place planning is meeting demand by creating new places, both mainstream and specialist provision.</p>	<p>Elaine Allegretti</p>	<p>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:</p> <p>https://modgov.lbbd.gov.uk/Internet/documents/s124967/Review%20of%20School%20Places%20Report.pdf</p> <p>The Council's annual School Capacity Survey (SCAP 2018) return follow-up meeting took place with the ESFA and the DfE. After further discussion, they agreed final figures prior to submission to the DCS for approval in late October.</p> <p>This submission is linked to future Basic Need Capital grant allocations and new Free Schools.</p> <p>The ESFA have advised that they will deliver the Ford View Primary School on the Beam Park development site and the proposed SEMH school on the former Ford Polar site through their own frameworks, rather than through the Council's self-delivery model where Be First are commissioned to undertake the work.</p> <p>During August 2018, the DfE gave approval for the ESFA to purchase the former Ford Polar site from the GLA for the SEMH school.</p> <p>Major secondary school expansions at Barking Abbey and Robert Clack Schools remain on programme and new facilities became available in September.</p> <p>In addition, Lymington Fields All through site (forming part of the Robert Clack expansion) commenced construction on site with a completion date of July 2020.</p>

Key Accountability	Strategic Director	Quarter 2 2018/19 Update
<p>Improve engagement with young people to incorporate their voices into Council policy.</p>	<p>Elaine Allegretti</p>	<p>The BAD Youth Forum has been very active. A meeting between Forum members, Local Members and the Police resulted in a series of key actions to support safety in schools. The Young Mayor and his sub-group have already exceeded their fundraising target through a programme of social action. Around 90 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.</p> <p>The issue of contextual safeguarding is to be explored through a young people's safety summit to take place in November 2018.</p> <p>A SEND stakeholder forum is in development to strategically engage with young people with SEND drawing on a range of organisations in the borough.</p> <p>The borough has launched its Youth Information Advice and Guidance group, based on a Redbridge model of good practice in engaging young people with the Police in an ongoing dialogue.</p> <p><i>VotesforSchools</i> is to have its launch in October, providing over 90% of schools with access to resources that encourage debate and a weekly ballot. The Council has access to voting patterns and results, providing key data on local young people's views on a wide range of themes.</p>
Employment, Skills and Aspiration		
<p>Develop the Job Shop and Adult College new work and skills offer.</p>	<p>Mark Fowler</p>	<p>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.</p>
<p>Develop a new Locality Strategy for Community Solutions, to maximise the use of assets and shape an integrated local offer.</p>	<p>Mark Fowler</p>	<p>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 and principles are due to go to Corporate strategy group in October 2018.</p>
<p>Work collaboratively with partners to develop a Barking and Dagenham Employment Framework.</p>	<p>Mark Fowler</p>	<p>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.</p>

Key Accountability	Strategic Director	Quarter 2 2018/19 Update
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 5 job fairs up to the end of September, with 2 more than the year before, with further 3 planned this year. Work taster sessions are being developed along with consideration in how we can develop take your child to work days later in the year.
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	Monthly monitoring continues, although owing to limited information sharing from the department of works and pensions (DWP) precise impacts are difficult to track. What we have found is that the number of residents applying for council tax support (CTS) is reducing due to needing to apply for UC and CTS. In relation to tracking housing rents of those in receipt/applying for UC we have seen an impact in collection levels, with 637 UC council tenants now in arrears at an average of £1,950 per account.
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).

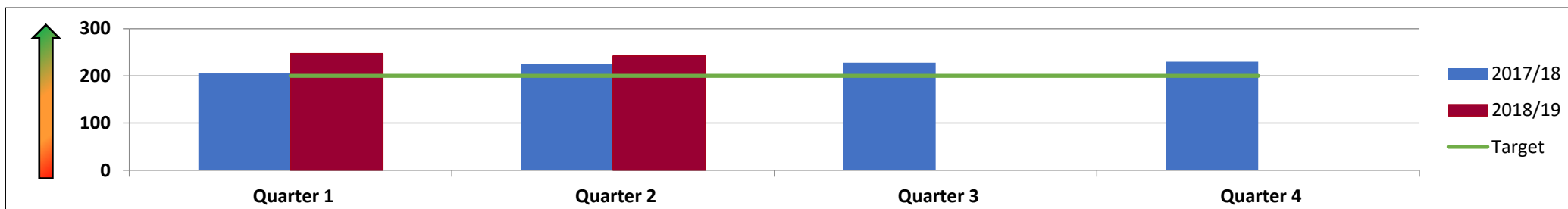
Key Accountability	Strategic Director	Quarter 2 2018/19 Update
Identify the need and demand for future housing supply, to inform the Local Plan and commissioning intentions for Be First.	Graeme Cooke	Work on the Strategic Housing Market Assessment is being finalised, alongside wider housing supply and demand analysis. This will be used to inform key policy decisions around the desired tenure mix from Be First developments and the affordable housing policy in the Local Plan (which is due for public consultation in March 2019).
Transition Reside to the next phase of delivery, ready to let, manage and increase the number of affordable homes.	Graeme Cooke	The council is in the process of confirming the appointment of a new independent chair of Reside, who will then appoint two further non-executive directors to the board and a new Managing Director to lead the operations of the company. In addition, the articles of the company are being refreshed and a shareholder agreement between the council and Reside is being drafted, for adoption in the coming months.
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) from the council to Reside, which will clarify the objectives of the company and the parameters in which it operates.
Update allocations policy for HRA and Reside properties.	Graeme Cooke	A review of the current allocations policy for HRA and Reside homes is underway. Proposals for changes will come to Cabinet in the new year (linked closely to work on our homelessness strategy and approach to Temporary Accommodation).
Deliver the Sustainable Housing Project and shape the future of the Street Purchasing Programme.	Graeme Cooke	The consultation on the Sustainable Housing Project is now closed and the council is in the process of considering its response to the feedback it received.
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 now being analysed. The insights from this work will inform the annual update to the 30 year HRA business plan and decisions about the 2018/19 capital programme (both of which will come to Cabinet in February 2019).
Ensure all existing council housing meet the Decent Homes standard.	Graeme Cooke	On target to achieve the Decent Homes standard on all internal elements of the council's housing stock by April 2019 and then all external elements by April 2020.
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.

Key Accountability	Strategic Director	Quarter 2 2018/19 Update
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 continue, 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.
Finance, Performance and Core Services		
Embed a performance challenge process for the corporate performance framework.	Chief Operating Officer	Performance challenge sessions now in place, lead by the Cabinet Member of Finance, Performance & Core Services
Develop a clear Medium-Term Financial Strategy (MTFS) and robust budget monitoring.	Chief Operating Officer	Monthly budget reporting to Cabinet and Overview & Scrutiny Committee is now in place. MTSF will be reported to the November Cabinet meeting.
Review and monitor the Investment and Acquisition Strategy.	Chief Operating Officer	A refreshed strategy is to be presented to the November Cabinet with a new class of investment being added.
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	Progress and monitoring reports presented to Cabinet.
Re-design the Commissioning Centre of the Council.	Chief Operating Officer	Work on individual business cases being undertaken with a report to Cabinet in December setting out the way forward.

Community Leadership and Engagement – Key Performance Indicators 2018/19

Appendix 2

COMMUNITY LEADERSHIP AND ENGAGEMENT					Quarter 2 2018/19
Volunteering and Engagement: The number of active volunteers					
Definition	People who have actively volunteered their time in the previous 3 months within any area of Culture and Recreation or been deployed to volunteer by the volunteer coordinator Culture and Recreation.		How this indicator works	This indicator measures the average monthly number of active volunteers that support Culture and Recreation, Healthy Lifestyle and Adult Social Care activities.	
What good looks like	We are working towards a continuous increase in the number of active volunteers within the borough.	Why this indicator is important	Volunteering not only benefits the individual volunteer by increasing their skills and experience, it also has a significant impact on the health and wellbeing on the community as a whole.		
History with this indicator	Historically the number of active volunteers has been increasing. This is a result of increased awareness of volunteering opportunities, the diversity of roles on offer and the corporate shift to deliver some of the library offer to the community and volunteers at 2 sites.		Any issues to consider	Volunteering can be more frequent during Summer months particularly in support of outdoor events programmes such as Summer of Festivals.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	247	242			↑
Target	200	200	200	200	
2017/18	205	225	228	230	




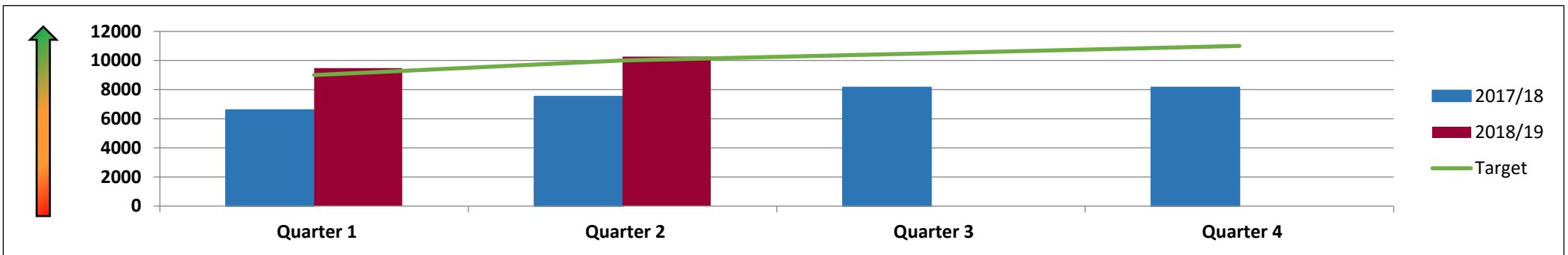
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>Across quarter 2 of 2018-2019 (July to September) there was an average of 242 active volunteers. This exceeds the monthly target figure of 200 by 42 and is 121% of the target figure. The target figure for 2018-2019 was retained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

COMMUNITY LEADERSHIP AND ENGAGEMENT

Volunteering and Engagement: The number of engagements with social media (Facebook)

Quarter 2 2018/19

Definition	The number of engagements with the Council’s Facebook page		How this indicator works	This figure will look at the number of Facebook followers we have.	
What good looks like	We are working to increase the number of residents in our social media network.		Why this indicator is important	To track the growth of our social network.	
History with this indicator	Reporting in line with the team’s targets for the year		Any issues to consider	None at this time.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2018/19	9,479	10,264			
Target	9,000	10,000	10,500	11,000	
2017/18	6,600	7,524	8,145	8,145	



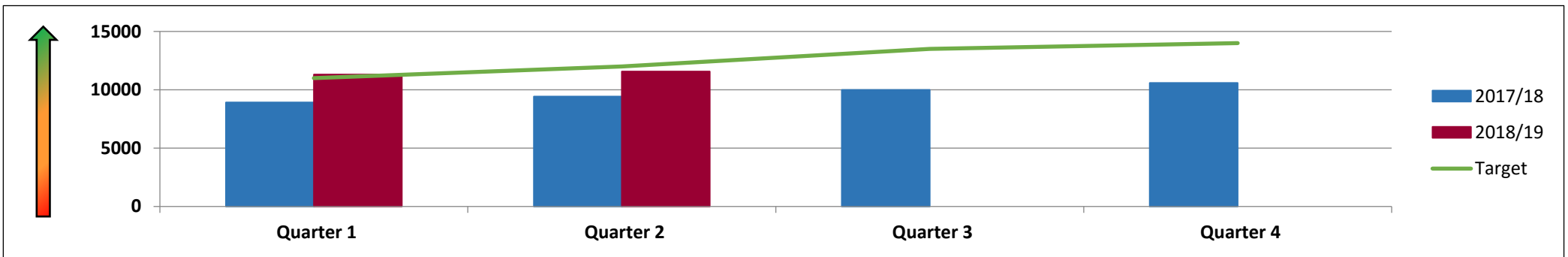
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Very pleased with the increased follower rate. We reduced the number of posts going out on this channel and shifted our focus on delivering quality content, which appears to be working.	Continue to post engaging content.
Benchmarking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

COMMUNITY LEADERSHIP AND ENGAGEMENT

Volunteering and Engagement: The number of engagements with social media (Twitter)

Quarter 2 2018/19

Definition	The number of followers of the Council’s Twitter page.		How this indicator works	This figure will look at the number people following our Twitter account.	
What good looks like	Redbridge		Why this indicator is important	Increasing our follower count is key to expanding the reach of our communications.	
History with this indicator	We’re aligning this target with the team’s performance targets for the year.		Any issues to consider	None at this time.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2018/19	11,304	11,563			↑
Target	11,000	12,000	13,500	14,000	
2017/18	8,917	9,419	9,989	10,584	




RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Slow growth this quarter that has meant we’ve not reached the increased KPI target.	<ul style="list-style-type: none"> • Need to increase the number of posts that we’re putting out. There was a dip in this at the end of last quarter. • Make sure that content is engaging and that we’re reviewing the engagement more regularly.
Benchmarking	Not applicable – Local measure only	

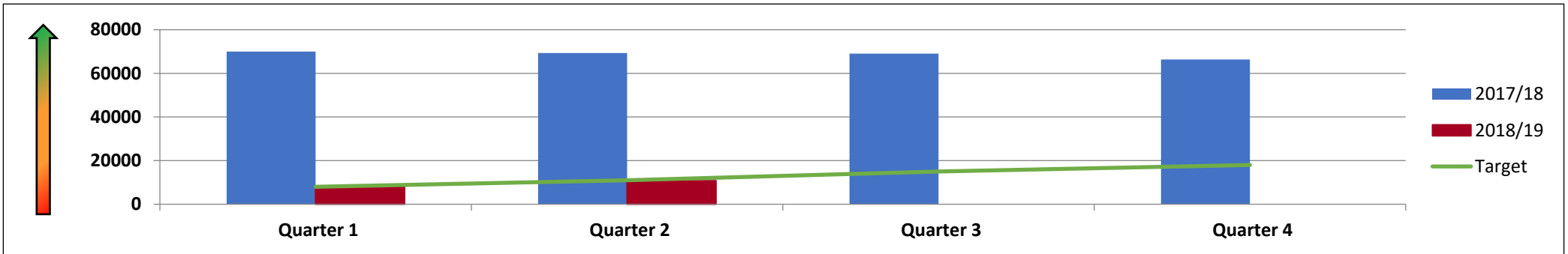
COMMUNITY LEADERSHIP AND ENGAGEMENT

Volunteering and Engagement: The number of One Borough newsletter subscribers

Quarter 2 2018/19

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

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19
2018/19	8,124	10,793			
Target	8,000	11,000	15,000	18,000	
2017/18	69,964	69,341	69,045	66,341	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Slightly below target this quarter. Although, we had anticipated that we'd have added staff to the database by now.	<ul style="list-style-type: none"> Continue to reach out to stakeholders to encourage them to signpost local people and businesses to sign up Continue organic and paid-for social media campaign Have sign-up option added to MyAccount and Community Solutions forms Add the updated staff email list to the database

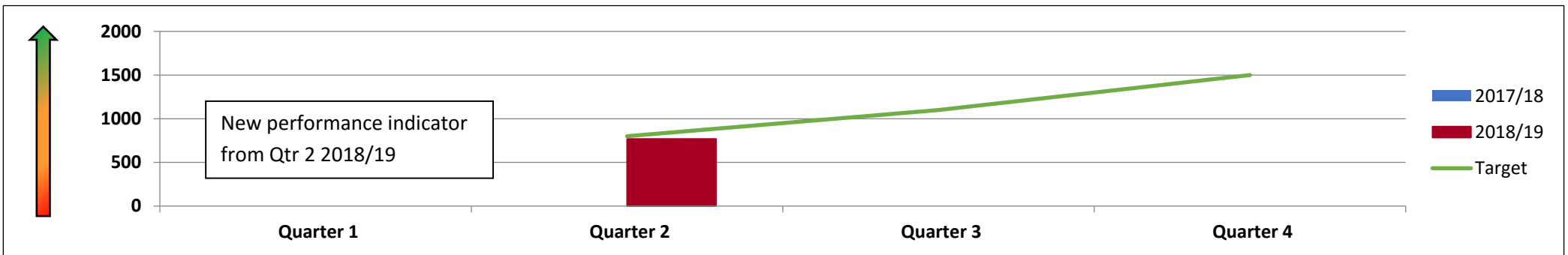
Benchmarking	No data available
---------------------	-------------------

COMMUNITY LEADERSHIP AND ENGAGEMENT

Volunteering and Engagement: Number of Instagram followers

Quarter 2 2018/19

Definition	Number of followers we have on our Instagram account		How this indicator works	The indicator monitors the increase of followers.	
What good looks like	We are working towards 1,500 followers by the end of quarter 4.		Why this indicator is important	In line with the above measures, this indicator will help us to review the reach of our Instagram posts and therefore the strength of this touchpoint.	
History with this indicator	New KPI introduced for Quarter 2 2018/19.		Any issues to consider	A strategy clear strategy needs to be drawn up for this channel.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2018/19
2018/19	n/a	768			n/a
Target	n/a	800	1100	1500	
2017/18	n/a	n/a	n/a	n/a	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Slightly behind our target this quarter which is largely due to the infrequency of posts.	<ul style="list-style-type: none"> Increase the frequency and regularity of posts, ensuring there is a point of difference between this and our Facebook account
Benchmarking	No data available	

COMMUNITY LEADERSHIP AND ENGAGEMENT

Impact / Success of events evaluation (Annual Indicator)

Quarter 2 2018/19

Definition	Survey of people attending the events to find out: <ul style="list-style-type: none"> • Visitor profile: Where people came from, Who they were, How they heard about the event • The experience: Asking people what they thought of the event and how it could be improved. • Cultural behaviour: When they last experienced an arts activity; and where this took place. 	How this indicator works	Impact / success is measured by engaging with attendees at the various cultural events running over the Summer. Results are presented in a written evaluation report.
History with this indicator	See results below.	Any issues to consider	The outdoor cultural events programme runs from June to September.

Questions			2016/17	2017/18	2018/19	DOT
3a	The percentage of respondents who agree that these annual events should continue		100%	91%	Data not yet available	↓
3b	The percentage of respondents who agree that these events are a good way for people of different ages and backgrounds to come together		100%	92%		↓
3c	The percentage of respondents who live in the Borough		66%	64%		↓
3d	The percentage of respondents who were first time attenders at the event		43%	--		n/a
3e	The percentage of respondents who had attended an arts event in the previous 12 months		56%	64%		↑
3f	The percentage of respondents who heard about the event from LBB social media activity		25%	28%		↑

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


Benchmarking	Not applicable – Local measure only
---------------------	-------------------------------------

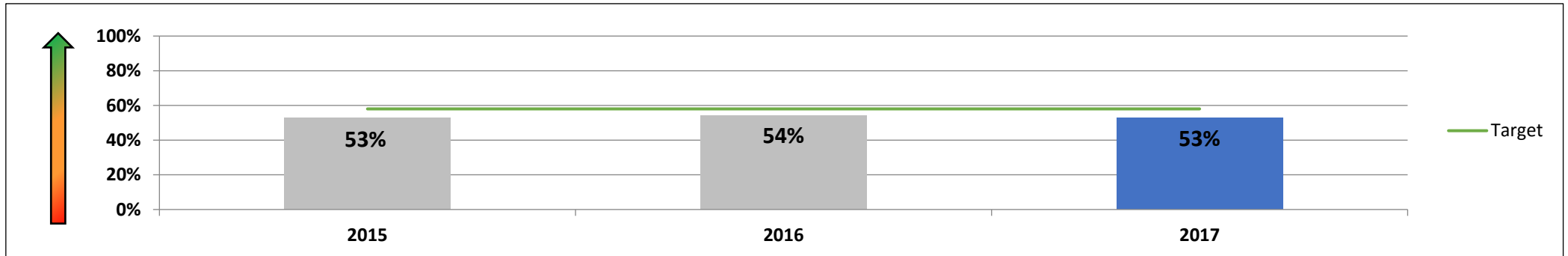
COMMUNITY LEADERSHIP AND ENGAGEMENT

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

Quarter 2 2018/19

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

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



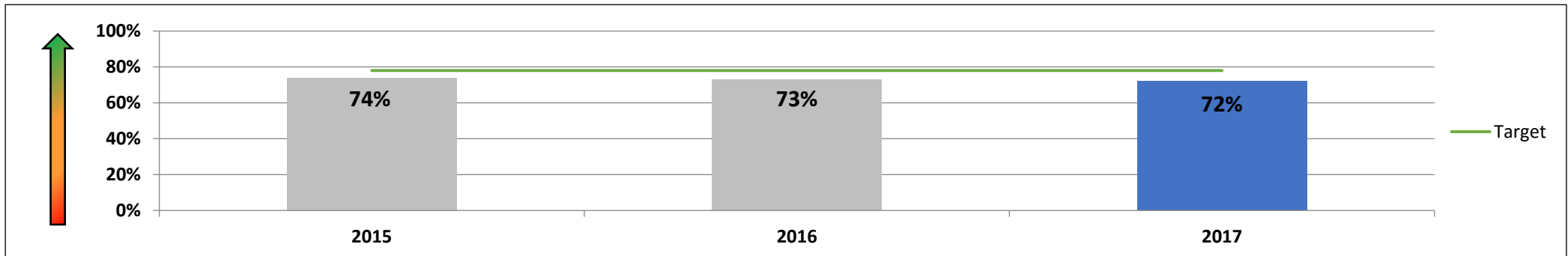
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Performance for this indicator has remained static. The Council has carried out a number of major consultations over the past year with residents and has made an effort to encourage residents to get involved. This may have contributed to helping ensure performance did not deteriorate over the last year. However, in order to see real improvements on this indicator the Council needs to be better at responding to the concerns of residents through dealing effectively with service requests. A key part of this is also about setting clear expectations and service standards so that residents know what to expect.	<p>The fieldwork for the 2018 Residents Survey began in September. The results are expected early 2019.</p> <p>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.</p> <p>Development of campaign plans with key messages for priority areas, as well as continuing to work to improve consultation and engagement.</p>

COMMUNITY LEADERSHIP AND ENGAGEMENT

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

Quarter 2 2018/18


Definition	Residents Survey question: 'To what extent do you agree that this local area is a place where people from different backgrounds get on well together' The percentage of respondents who responded with either 'Definitely agree' or 'Tend to agree'.	How this indicator works	Results via a telephone survey conducted by ORS, an independent social research company. For this survey, mobile sample was purchased by ORS, enabling them to get in contact with harder to reach populations. Interviews conducted with 1000 residents (adults, 18+).
What good looks like	An improvement in performance would see a greater percentage of residents believing that the local area is a place where people from different backgrounds get on well together.	Why this indicator is important	Community cohesion is often a difficult area to measure. However, this perception indicator gives some indication as to how our residents perceive community relationships to be within the borough.
History with this indicator	2017 Residents' Survey – 72% 2016 Residents' Survey – 73% 2015 Residents' Survey – 74%	Any issues to consider	Results were weighted to correct any discrepancies in the sample to better reflect the population of Barking & Dagenham, based on a representative quota sample. Quotas set on age, gender, ethnicity and tenure.
Annual Result			DOT from 2016 to 2017
2017	72%		↓
Target	78%		
2016	73%		

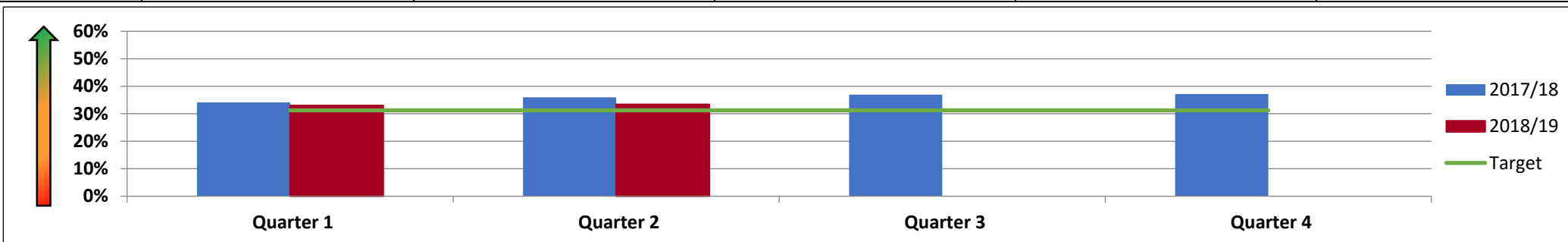


RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Results for this indicator decreased slightly in 2017, dropping from 73% to 72%. Given the circumstances, nationally as a result of Brexit and the reported rise in hate crime in places across the country, it is positive to note that performance for this indicator is holding steady. However, the performance for this indicator is still below the target of 78% and therefore RAG rated Amber.	The fieldwork for the 2018 Residents Survey began in September. The results are expected early 2019. Work is underway to develop a Cohesion Strategy which will respond to issues and provide a plan to improve performance for this indicator.
Benchmarking	The national Community Life Survey Results – 89%	

Equalities and Diversity – Key Performance Indicators 2018/19

EQUALITIES AND DIVERSITY The percentage of Council employees from BME Communities Quarter 2 2018/19

Definition	The overall number of employees that are from BAME communities.		How this indicator works	This is based on the information that employees provide when they join the Council. They are not required to disclose the information and some chose not to, but they can update their personal records at any time they wish.	
What good looks like	That the workforce at levels is more representative of the local community (of working age).		Why this indicator is important	This indicator helps to measure and address under-representation and equality issues within the workforce and the underlying reasons.	
History with this indicator	There has been a small increase since the previous quarter, but a decrease when compared to the same period 2017/18. The decrease in the overall percentage of council employees from BAME communities fell from the last quarter due to the TUPE transfer of a large group of staff.		Any issues to consider	A small number of employees are “not-disclosed”, and the actual percentage from BAME communities may be higher. Completion of the equalities monitoring information is discretionary and we are looking at how to encourage new starters to complete this on joining the Council and employees to update personal information on Oracle.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	33.0%	33.4%			
Target	31.24%	31.24%	31.24%	31.24%	
2017/18	34.11%	35.98%	36.96%	37.17%	



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

The percentage of employees from BME Communities – Service Breakdown

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

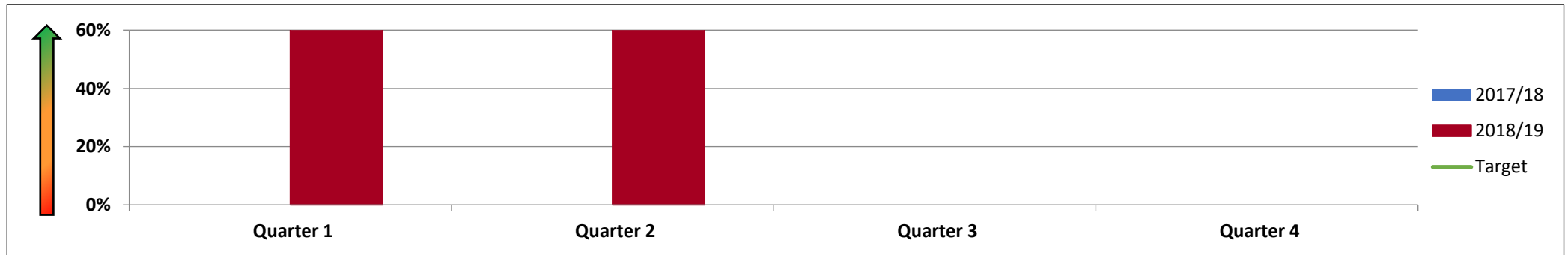
Service Block	BME	Non-BME	Not Provided	Prefer not to say
Adults Care and Support (Commissioning)	4	20	1	0
Adults Care and Support (Operational)	133	154	12	1
CE/ P&R/ Inclusive Growth/ Transformation	4	19	1	1
Chief Operating Officer	4	20	0	2
Children's Care and Support (Commissioning)	17	34	2	0
Children's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

EQUALITIES AND DIVERSITY

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

Quarter 2 2018/19

Definition	The number of employees that have completed mandatory training courses as defined by the council.				How this indicator works	The indicator assesses the level of completion of all of the courses that the council deems are mandatory to ensure its compliance with legislative and best practice requirements.
What good looks like	The council is aiming for full compliance in completion of all mandatory training courses.				Why this indicator is important	This indicator gives assurance that staff are completing the relevant training that the council deems necessary.
History with this indicator	This is a new corporate indicator and so there is no published history for comparison.				Any issues to consider	There are certain scenarios where staff may not be able to complete the mandatory training such as long-term absence from work for either long term sickness, maternity, paternity or adoption leave.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2018/19	
2018/19	65.8%	65.8%			↔	
Target	Target to be set					
2017/18	New indicator for 2018/19					




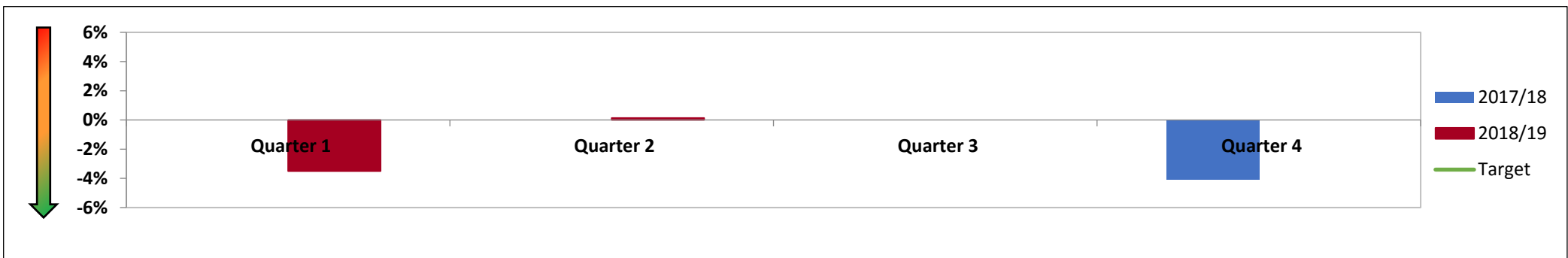
RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	Compliance levels are overall not at the level that we would expect to see when seen as an average. We know for example that the level of managing information (GDPR compliance) training completion rates are significantly high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

EQUALITIES AND DIVERSITY

The Council's Gender Pay Gap

Quarter 2 2018/19

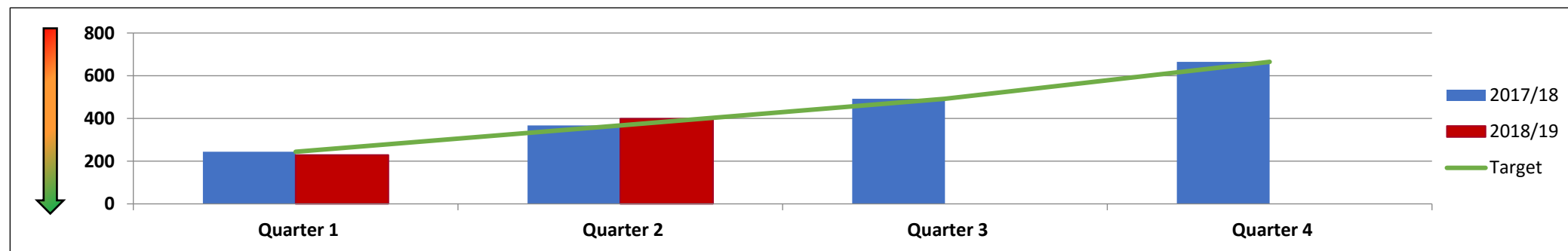
Definition	The Council is required by law to publish gender pay gap information by March of each year. All large employers who have a workforce of over 250 employees need to comply with the legislation. The Council now reviews the gender pay gap each quarter.		How this indicator works	The indicator looks at total pay for both male and female employees over the quarter. The pay gap ratio identifies the differential between the total pay received by both men and women. A positive figure means that women are paid less than men. A negative figure means that women are paid more than men.	
What good looks like	That the levels of pay between male and female employees do not have significant imbalances with either group receiving significantly higher or lower levels of pay.		Why this indicator is important	This indicator helps to measure and address any bias in pay between male and female employees.	
History with this indicator	The first gender pay gap figure produced by the council in March 2018 identified a differential of 12.8% showing that women were paid less than men. The figure included in this report shows that there has been movement on this and that our female workers are paid higher than men.		Any issues to consider	The figure below excludes all payments categorised as a bonus payment's because this reporting period is quarterly, and payments classified under the Gender Pay Gap guidelines would not have been made during the window. The national gender pay gap reporting period is calculated on a fixed date, the council has chosen to review this in addition on a quarterly basis to track our progress and put in place actions to improve the pay gap where required.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	-3.5%	0.13%			
Target					
2017/18				-4.1%	



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

Public Realm – Key Performance Indicators 2018/19

PUBLIC REALM				Quarter 2 2018/19	
The weight of fly-tipped material collected (tonnes)					
Definition	Fly tipping refers to dumping waste illegally instead of using an authorised method.	How this indicator works	(1) Fly-tip waste disposed at Material Recycling Facility and provided with weighbridge tonnage ticket to show net weight. The weights for all vehicles are collated monthly by East London Waste Authority (ELWA) and sent to boroughs for verification. (2) Following verification of tonnage data, ELWA sends the data to the boroughs and this is the source information for reporting the KPI.		
What good looks like	In an ideal scenario fly tipping trends should decrease year on year and below the corporate target if accompanied by a robust enforcement regime.	Why this indicator is important	To show a standard level of cleanliness in the local authority, fly tipping needs to be monitored. This reflects civic pride and the understanding the residents have towards our service and their own responsibilities.		
History with this indicator	2017/18 end of year result – 665 tonnes collected 2016/17 end of year result – 1,167 tonnes collected 2015/16 end of year result – 627 tonnes collected 2014/15 end of year result – 709 tonnes collected	Any issues to consider	Performance for this indicator fluctuates year on year depending on the collection services on offer, for example, the introduction of charges for green garden waste. We are monitoring the impact of green garden waste charges on fly tipping, but thus far, we have not seen any significant impact.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	229 tonnes	399 tonnes			↓
	244 tonnes	367 tonnes	492 tonnes	665 tonnes	
2017/18	244 tonnes	367 tonnes	492 tonnes	665 tonnes	




RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The weight of fly-tipped materials collected (tonnes) in quarter 2 was 170 tonnes (cumulative total of 399 tonnes).	We carry out monthly monitoring of waste tonnage data to be more accurate and have found out some discrepancies where waste had been allocated to the wrong waste type. The continuing work of the area managers and enforcement team to pursue and prosecute fly-tippers will continue to contribute in the improvement of this indicator. Quick response to fly-tips stops them from building up and increasing the tonnage and may deter those who would add to existing fly-tips.
Benchmarking	London Fly tipping tonnage: Latest official figure (2016/17) is not available. However, the latest official figure (2016/17) for London Fly tipping average incidents is 11269. In 2017/18 LBBB had 2599 incidents of fly tipping.	

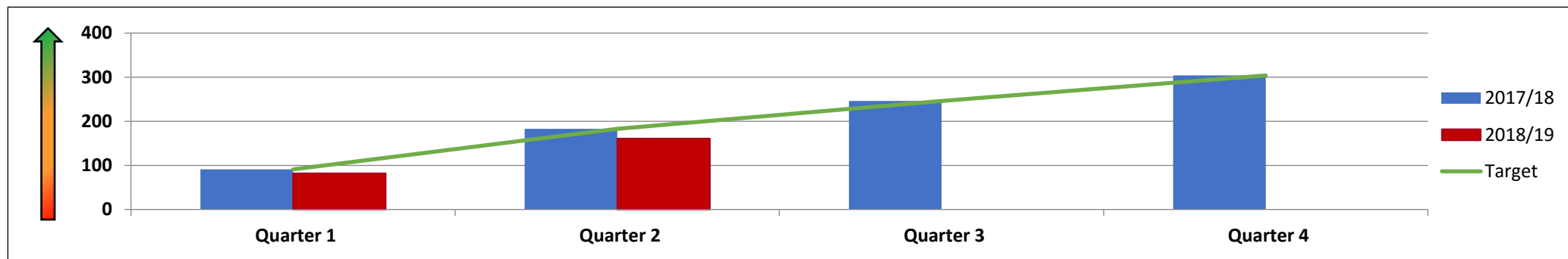
PUBLIC REALM

The weight of waste recycled per household (kg)

Quarter 2 2018/19

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

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




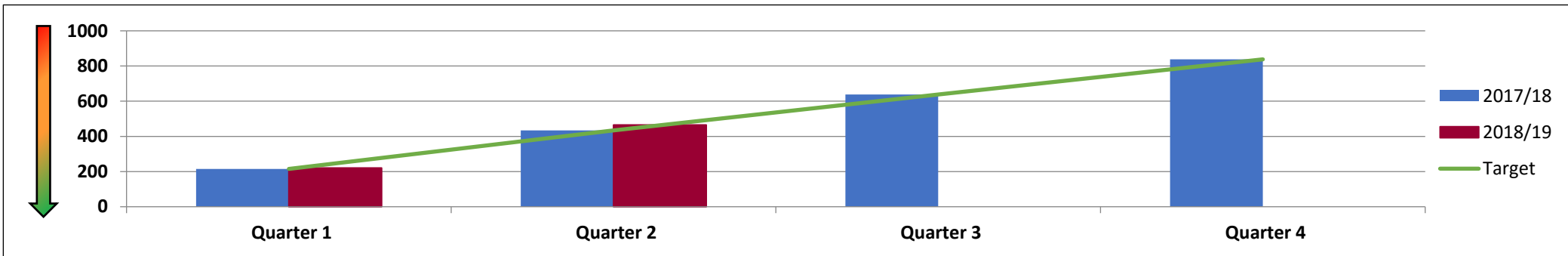
RAG Rating	Performance Overview	Actions to sustain or improve performance
R	The weight of waste recycled per household in quarter 2 was 79kg (cumulative total of 161kg).	The Waste Minimisation Team continue to tackle the issue of contamination as part of the kerbside collection. Addressing this issue will be crucial to maintain LBBD's recycling rate. The team also responds to direct reports of contamination from crews and supervisors and directly engaging the residents, instructing, and educating to resolve contamination from households.
Benchmarking	London average figures for recycling rate: Latest official figure (2016/17) is 33.9%. LBBD's 2017/18 recycling rate was 26.4%	

PUBLIC REALM

The weight of waste arising per household (kg)

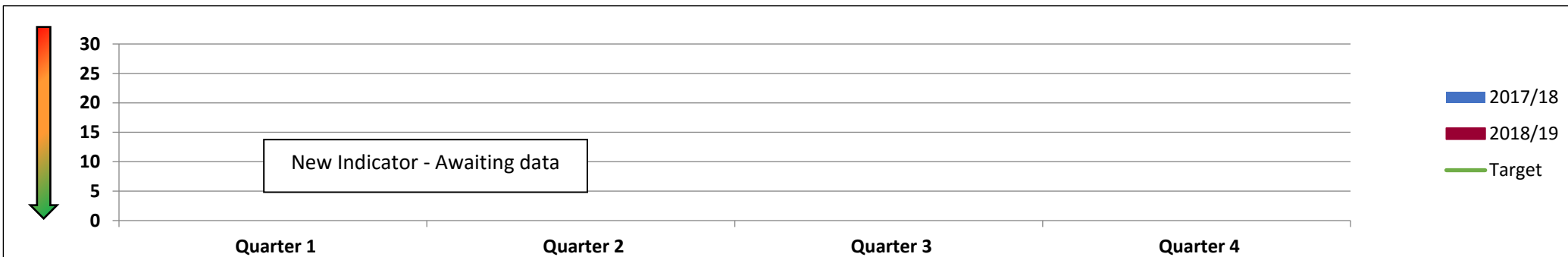
Quarter 2 2018/19

Definition	Waste is any substance or object which the holder discards or intends or is required to discard and that cannot be recycled or composted.	How this indicator works	This indicator is a result of total waste collected through kerbside waste collections, Frizlands RRC, bulky waste and street cleansing minus recycling and garden waste collection tonnages. The residual waste in kilograms is divided by the number of households in the borough (74,707 households 2017/18).		
What good looks like	A reduction in the amount of waste collected per household.	Why this indicator is important	It reflects the council's waste generation intensities which are accounted monthly. It derives from the material flow collected through our grey bin collection, Frizlands RRC residual waste, bulk waste and street cleansing collections services.		
History with this indicator	2016/17 – 842kg 2015/16 – 877kg 2014/15 – 952kg	Any issues to consider	Residual waste generally low in month of August due to summer holidays and high during Christmas/New Year and Easter breaks.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	220kg	465kg			
Target	215kg	434kg	638kg	838kg	
2017/18	215kg	434kg	638kg	838kg	



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

Definition	This indicator provides an overview of the cleansing standards of the borough. This indicator measures the levels of litter, detritus, fly posting and graffiti.		How this indicator works	This indicator works through a grading system. This is; A/B+/B/B-/C/C-/D, with A being the highest performance grade. These surveys are carried out in 3 tranches; April-July, August-November & December-March.	
What good looks like	The lower the percentage the better the standard.		Why this indicator is important	This indicator is important to us as we can judge areas that need more attention, and this can also help us identify problematic areas that could be targeted by enforcement and Anti-Social Behaviour teams.	
History with this indicator	The last report and available data for this indicator was in 2014/15. The results were: Litter 2%; detritus 6%; graffiti 1% and flyposting 2%.		Any issues to consider	We have recently seen an increase in footfall in busy shopping areas such as Barking Town Centre, The Heathway; along with an increase in new housing estates, which the section has had to absorb with its current workforce.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	Not Available*				n/a
Target					
2017/18	New indicator for 2018/19				

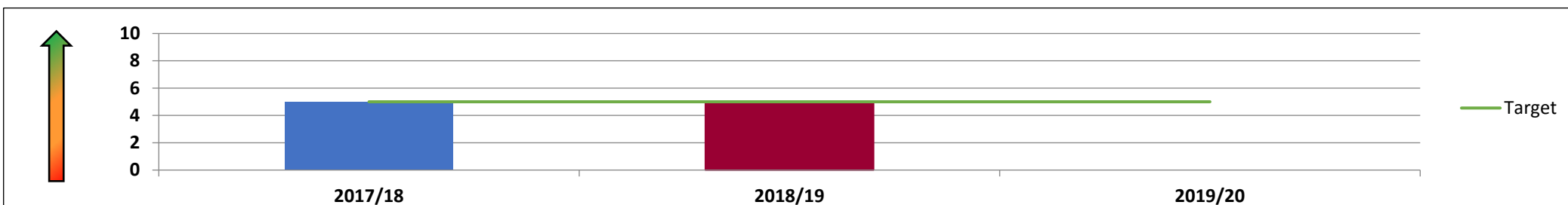


RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	*The Street Cleansing service has recently undergone staff restructure, and the full complement of staff is yet to be completed. However, the service is planning to train key staff to undertake these surveys. It is anticipated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

The number of parks and green spaces meeting Green Flag criteria

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

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




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

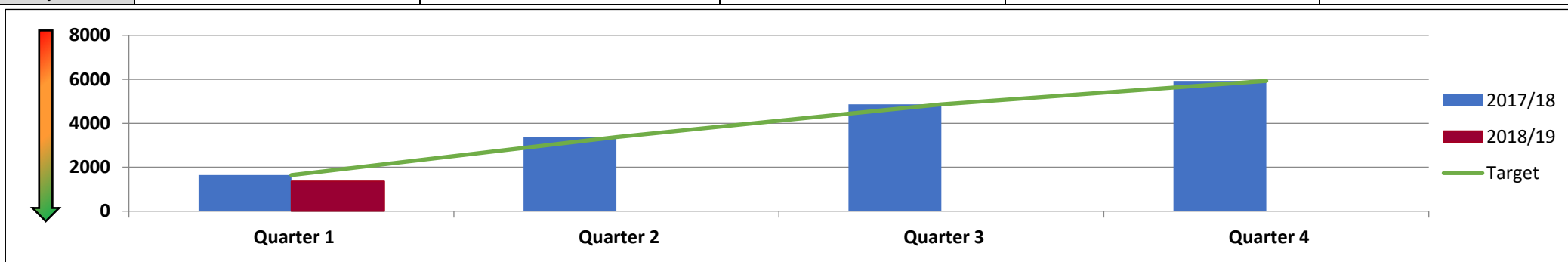
Enforcement and Community Safety – Key Performance Indicators 2018/19

ENFORCEMENT AND COMMUNITY SAFETY

The number of anti-social behaviour incidents reported in the borough


Quarter 2 2018/19

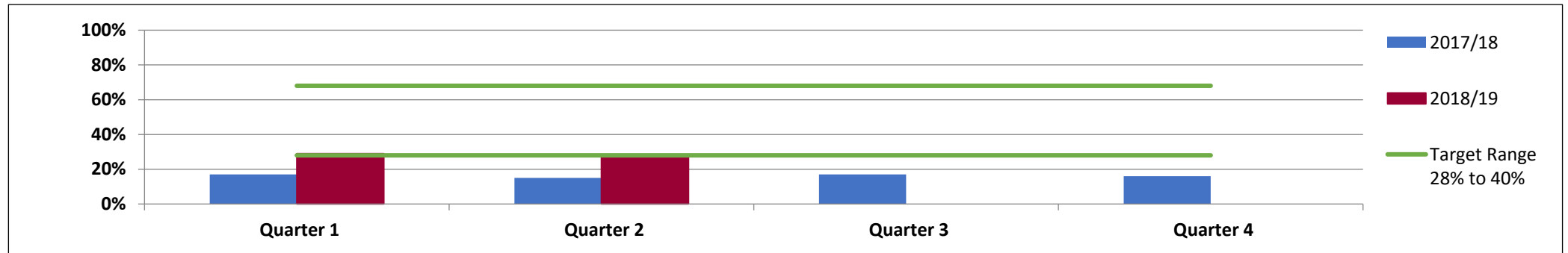
Definition	Anti-social behaviour includes Abandoned Vehicles, Vehicle Nuisance, Rowdy/Inconsiderate Behaviour, Rowdy/Nuisance Neighbours, Malicious/ Nuisance Communications, Street Drinking, Prostitution Related Behaviour, Noise, Begging.		How this indicator works	As defined, it is a count of all calls reported to the police.	
What good looks like	Ideally, we would see a year on year reduction in ASB calls reported to the Police.		Why this indicator is important	This indicator is one of the high-volume crime priorities for Barking and Dagenham. This was agreed between the Leader, the Crime and Enforcement Portfolio holder, the Chief Executive of the council, CSP Chair, Borough Commander and the Mayor's Office of Policing and Crime (MOPAC) for the 2017/18 period.	
History with this indicator	2014/15: 5999 calls 2017/18: 5929 calls 2015/16: 5688 calls 2016/17: 6460 calls		Any issues to consider		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2017/18	1358	n/a*			
Target	Year on year reductions	Year on year reductions	Year on year reductions	Year on year reductions	
2016/17	1643	3372	4859	5929	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>*Awaiting September 2018 data update.</p> <p>The currently available Year To Date data (August 2018) indicates that 2348 ASB calls were recorded by the Police, this suggests a decrease of 18.2% (down 523 calls) on the 2871 calls reported by Aug 2017. In comparison ASB Calls to the Police across London are down at the same rate of 18.2%.</p>	<p>Actions within this area include:</p> <ul style="list-style-type: none"> • 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. <p>The Community Safety Partnership will need to review how we sustain this level of work.</p>
Benchmarking	12 months to August 2018 Rate per 1,000 population is: 27.5, this is marginally below the London average. Barking and Dagenham ranks 16 out 32 (1 = lowest crime rate in London, 32 = highest crime rate in London)	

ENFORCEMENT AND COMMUNITY SAFETY
Repeat incidents of domestic violence (MARAC)
Quarter 2 2018/19

Definition	Numerator: Number of repeat cases of domestic abuse within the last 12 months referred to the MARAC		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.	
	Denominator: Number of cases discussed at the MARAC				
What good looks like	The target recommended by SafeLives is to achieve a repeat referral rate of between 28% to 40%. A lower than expected rate usually indicates that not all repeat victims are being identified and referred to MARAC.		Why this indicator is important	This indicator helps to monitor partner agencies ability to flag repeat high risk cases of domestic abuse and refer them to the MARAC for support.	
History with this indicator	2014/15 end of year result: 20% 2015/16 end of year result: 25% 2016/17 end of year result: 28% 2017/18 end of year result: 16%		Any issues to consider	Repeat referral rate is a single indicator and is not fully representative of MARAC performance. MARAC processes vary across areas and therefore benchmarking should be considered with caution for this indicator.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	29%	28%			
Target	28% to 40%	28% to 40%	28% to 40%	28% to 40%	
2017/18	17%	15%	17%	16%	




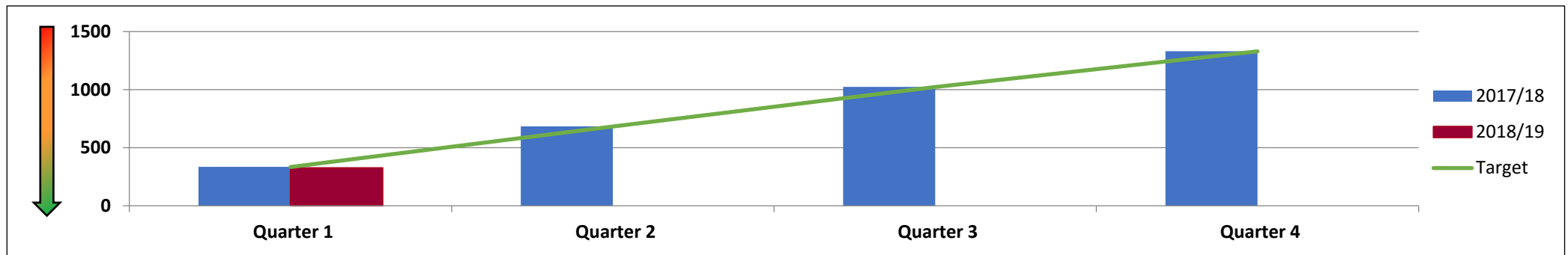
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	At September 2018 the accumulative rate of repeat referrals to MARAC has decreased to 28% but is still within the recommended levels expected by Safelives (28% to 40%) which is good.	This is being monitored closely by the MARAC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

ENFORCEMENT AND COMMUNITY SAFETY

The number of non-domestic abuse violence with injury offences recorded

Quarter 2 2018/19

Definition	The number of violence with injury offences reported to and recorded by the police which were non-domestic.		How this indicator works	This indicator is the accumulative count of all non-domestic violence with injury offences reported to the police within the financial year period specified.		
What good looks like	We are looking for a decrease in this figure and would normally compare with the same period in the previous year, as crime is (broadly) seasonal.		Why this indicator is important	This indicator has been agreed as one of the high-volume crime priorities for Barking and Dagenham. This was agreed between the Leader, The Crime and Enforcement Portfolio holder, the Chief Executive of the council, CSP Chair, Borough Commander and the Mayor's Office of Policing and Crime (MOPAC).		
History with this indicator	2013/14: 987 2014/15: 1,147 2015/16: 1,325 2016/17: 1,366 2017/18: 1,331	Any issues to consider	In April 2014 changes were made to the way in which violence was recorded and classified (see new Home Office Counting Rules Guidance). HMIC inspections of police data in 2013-14 also raised concerns about a notable proportion of crime reports not being recorded, particularly during domestic abuse inspections. Implementation of the new recording and classification guidance and training to improve crime recording mechanisms around violence and domestic abuse have led to a rapid upward trajectory in Violence with Injury.			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18	
2017/18	326	n/a*				
Target	Year on year reduction	Year on year reduction	Year on year reduction	Year on year reduction		
2016/17	335	684	1,024	1,331		




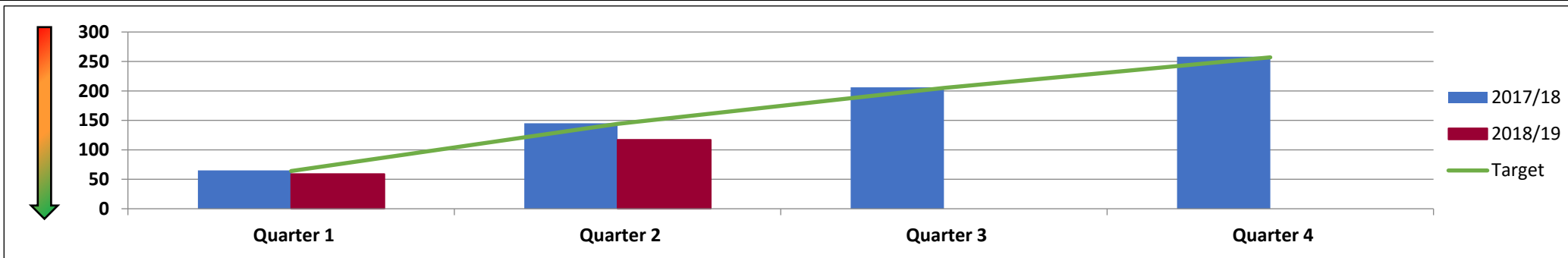
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	<p>*Awaiting data update for September 2018.</p> <p>The currently available Year to Date data (August 2018) indicates that 574 offences were recorded, suggesting that <i>Non-Domestic Abuse Violence With Injury</i> is up by 3.6% (+ 20 offences) compared to August 2017 (554 offences). In comparison, the data across London is up by 1.2%.</p>	<p>Actions in this area include:</p> <ul style="list-style-type: none"> • Test Purchasing, • Commissioning ARC Theatre, • Knife Crime Programme in 2018/19, • developing a long-term trauma informed model. • Focus on reduction Non DA VWI is concentrated on the two Town centres in the borough. • The partnership needs to provide a visible presence in these areas.
Benchmarking	12 months to August 2018 Rate per 1,000 population is 6.5, this is partially above the London average, and Barking and Dagenham ranks 21 out of 32 (1 = lowest crime rate in London, 32 = highest crime rate in London).	

ENFORCEMENT AND COMMUNITY SAFETY

The number of serious youth violence offences recorded

Quarter 2 2017/18

Definition	Serious Youth Violence is defined by the MPS as 'Any offence of most serious violence or weapon enabled crime, where the victim is aged 1-19.'		How this indicator works	Serious Youth Violence is a count of victims of Most Serious Violence aged 1-19.	
What good looks like	We are looking for a decrease in this figure, and would normally compare with the same period in the previous year, as crime is (broadly) seasonal.		Why this indicator is important	This indicator has been agreed as one of the high-volume crime priorities for Barking and Dagenham. This was agreed between the Leader, Chief Executive, CSP Chair, Borough Commander and the Mayor's Office of Policing and Crime (MOPAC) for the 2017/18 period.	
History with this indicator	2014/15: 182 2015/16: 245 2016/17: 224 2017/18: 258		Any issues to consider	Serious Youth Violence Counts the number of victims aged 0-19 years old, not the number of offences.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	59	117			
Target	Year on year reduction	Year on year reduction	Year on year reduction	Year on year reduction	
2017/18	65	145	206	258	




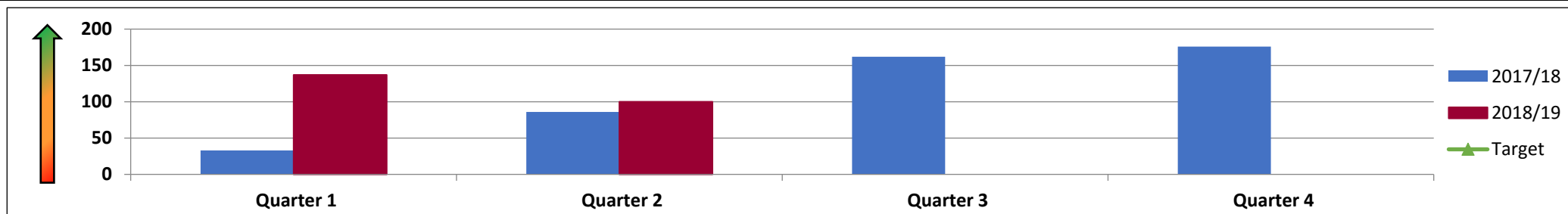
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Using 2018/19 Financial Year To Date figures at September 2018 (117 victims) Serious Youth Violence is down by 19.3 % (- 28 victims) compared to FYTD figures at September 2017 (145 victims). In comparison London is down by 9.2%.	<ol style="list-style-type: none"> 1) High level mentoring support for those identified as high risk of involvement in violence, gang involvement 2) Counselling and mentoring workshops and performances with targeted groups of young people in schools and other settings on offences with weapons such as knives, noxious substances and CSE. 3) Use of a Youth Matrix to identify the most at risk young people through schools, police, youth service and YOS 4) Full Time Support workers to provide one to one mentoring as part of early intervention identified by the matrix. <p>We are working with schools and voluntary organisations to develop a trauma informed approach which will have a long-term impact.</p>
Benchmarking	Rank (by Volume) Barking and Dagenham is 14 of 32 (1 = lowest crime & 32 = highest crime).	

ENFORCEMENT AND COMMUNITY SAFETY

Quarter 2 2018/19

The number of properties brought to compliance by private rented sector licensing

Definition	The number of non-compliant properties brought to compliant standard.	How this indicator works	This indicates the number of properties that do not meet the standard and through informal and formal action have now had the issues addressed.		
What good looks like	Having a very low number of non-compliant properties therefore reflecting good quality private rented properties in the borough.	Why this indicator is important	There are approximately 15,000 privately rented properties in the borough and as a licensing service we need to ensure that all those properties are compliant and have a licence.		
History with this indicator	The scheme has been live since September 2014 and compliance visits have taken place on 89% of all properties that have applied for a licence.	Any issues to consider	Enforcement officers have been tasked to tackle the total number of non-compliant properties through enforcement intervention, for example formal housing notices to ensure work is carried out and property standards improved. There is a significant increase of properties that were originally issued a selective licence between 2014 – 2017 that have since become non-compliant due to breaches of licensing conditions. The total number of non-compliant has reduced, however the volume of non-compliant properties remains at approximately 3% of the private rental sector.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	137	100			
2017/18	33	86	162	176	




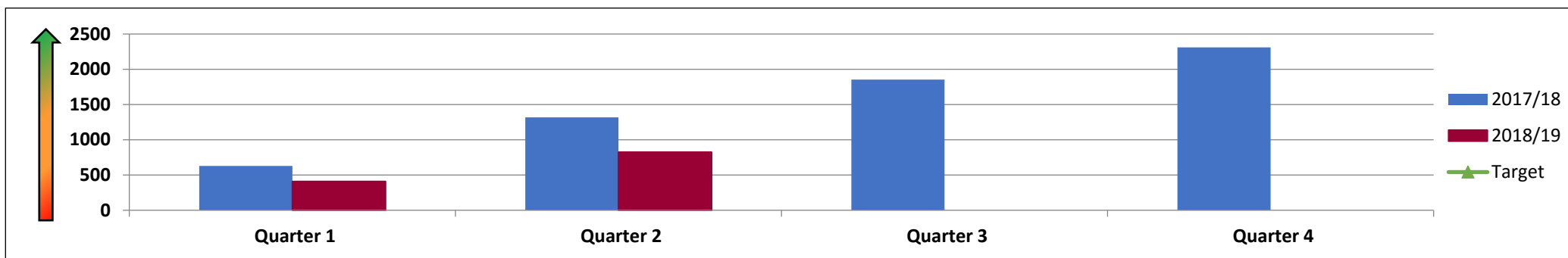
RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	The current number of non-complaint properties is being managed by enforcement officers who have been tasked to action those cases that require enforcement action. This is being monitored on a monthly basis with enforcement as a key priority.	A target date of three months was agreed, and all officers are working to achieve compliance within 3 months. All cases are progressed to an enforcement stage. We are projecting to reduce the number of non-complaint properties by 60% over the two months.
Benchmarking	Barking and Dagenham remain the only Borough within London to inspect all properties prior to issuing a licence. In terms of enforcement, we are engaging with landlords in the first instance encouraging them to raise property standards. Enforcement intervention is used where there has been a disregard to the licensing regime or legal requirements.	

ENFORCEMENT AND COMMUNITY SAFETY
The number of fixed penalty notices issued

Quarter 2 2018/19

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

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




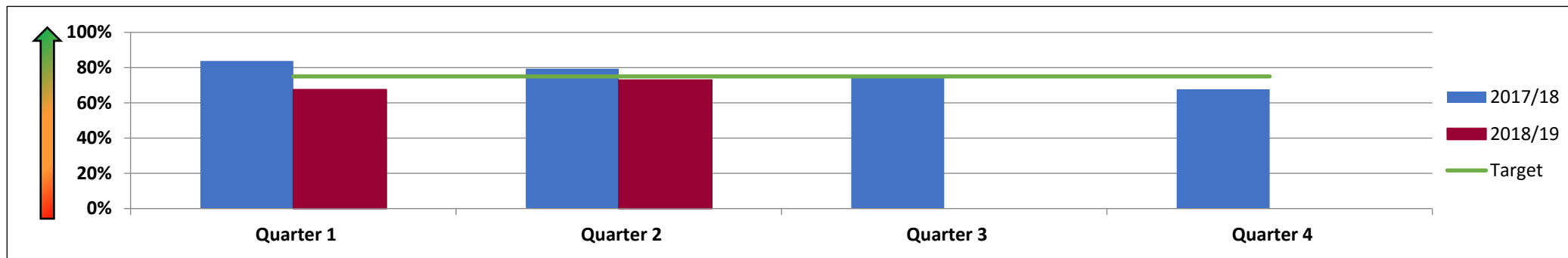
RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	The service has issued 409 FPN's during the second quarter of 2018/19. This is a 40% reduction on the number issued in the same quarter last year.	There has been a reduced number of street enforcement officers in Quarter 2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

ENFORCEMENT AND COMMUNITY SAFETY

The percentage of fixed penalty notices paid / collected

Quarter 2 2018/19

Definition	The percentage of fixed penalty notices issued that have been paid / collected.	How this indicator works	This indicator monitors the collection rate of those fixed penalty notices that have been issued.		
What good looks like	The aim is to increase the rate of FPNs collected / paid.	Why this indicator is important	Ensures that the enforcement action taken by officers is complied with and enhances the reputation of the council in taking enforcement action.		
History with this indicator	2017/18 – 67.7% FPNs paid/collected 2016/17 – 58.8% FPNs paid / collected	Any issues to consider	No significant issues figure is only slightly under the target rate.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	67.5%	78.4%			
2018/19 YTD	67.5%	72.9%			
Target	75%	75%	75%	75%	
2017/18	83.78%	75%	67%	45%	
2017/18 YTD	83.78%	79.39%	75.26%	67.70%	



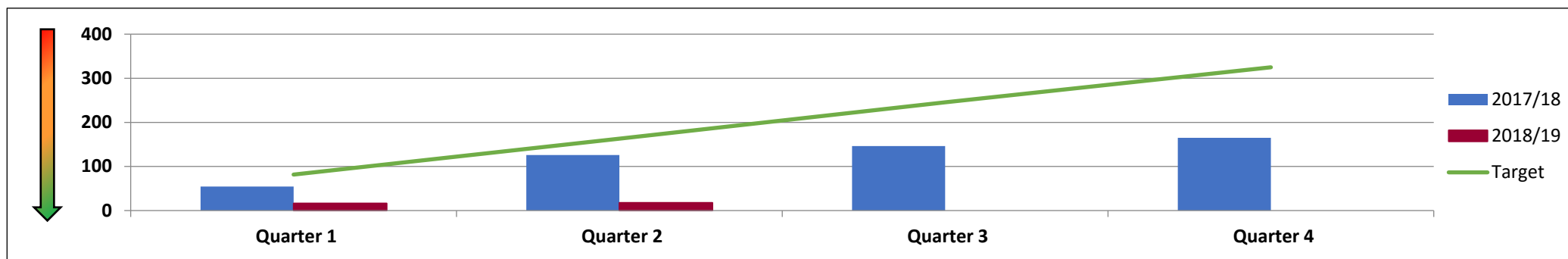
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	<p>Quarter 2 is showing a payment rate of 72.9% against the FPNs issued during that period.</p> <p>The total payment rate for this current year is 78.4%</p>	<p>Ensure that the balance between issuing FPN's and chasing payments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

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

SOCIAL CARE AND HEALTH INTEGRATION Quarter 2 2018/19

The total Delayed Transfer of Care Days (per 100,000 population) attributable to social care

Definition	Total number of days that patients remain in acute hospitals because of social care service delays when they are otherwise medically fit for discharge.		How this indicator works	This indicator measures the total number of social cares delayed days recorded in a month per 100,000 population and converts it to a quarterly total. The indicator is reported two months in arrears.		
What good looks like	Good performance is below the Better Care Fund Plan target for the period.	Why this indicator is important	The indicator is important to measure as delayed transfers of care have an impact on the hospital system and the patient. In principle, hospitals can fine the Council for delays that it causes, and there is a risk to central Government funding if performance is very poor.			
History with this indicator	2015/16: 1457 days, 1084.9 per 100,000 2016/17: 550 days, 388.4 per 100,000 2017/18: 240 days, 164.9 per 100,000		Any issues to consider	The indicator is reported on a cumulative basis.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18	
2018/19	16.2	17.6*			↑	
Target	81.6	163.1	245.4	324.9		
2017/18	54.6	125.8	146.2	164.9		




RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Delayed transfers due to social care continue to show a marked improvement compared with last year. However, the data for Q2 is incomplete*. In the year to July 26 delayed days were attributed to social care alone, equivalent to 17.6 per 100,000 people. Our targets, updated in the table above, have been severely reduced by NHS England who have applied stretch targets to reduce delayed bed days nationally. Although we continue to perform well our year to date performance is closer to the target than previously observed, leaving us more at risk of breaches, for example in winter when there is more demand for beds.	<ul style="list-style-type: none"> Joint Assessment and Discharge Team review by the partners aims to identify improvements and changes to the operating model to reflect changing requirements and priorities. Discharge to Assess set as the default pathway as part of the implementation of the High Impact Change Model across BHR. Establishment of Home from Hospital service, with transport commissioned with British Red Cross to support people leave hospital and settle back in their own homes. Work with NELFT to increase the emphasis upon admission avoidance rather than just a focus on reducing delay length.
Benchmarking	Year to 31 st July 2018/19: Redbridge 8.4 per 100,000, Havering 72.2.6 per 100,000, England average 384.2 per 100,000	

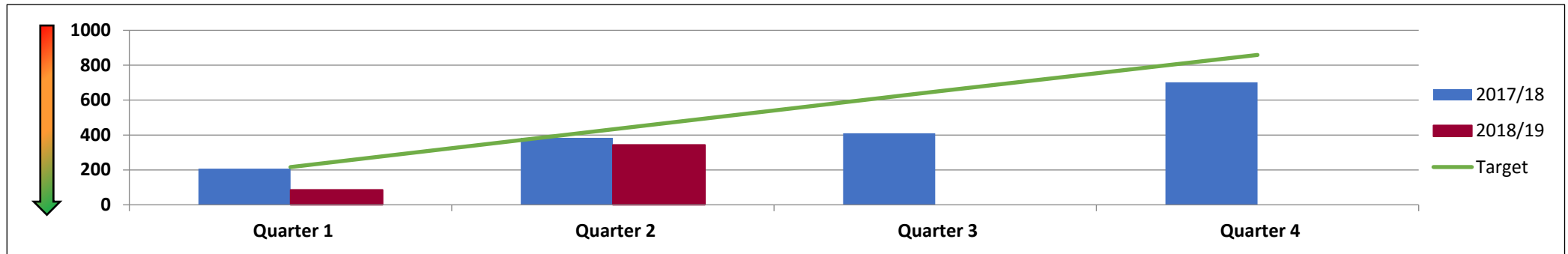
SOCIAL CARE AND HEALTH INTEGRATION

The number of permanent admissions to residential and nursing care homes (per 100,000)

Quarter 2 2018/19

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

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




RAG Rating	Performance Overview	Actions to sustain or improve performance
G	As at Q2, 65 older people have been admitted to long-term residential and nursing care homes due to long term needs -343.5 per 100,000 people. This is a slight reduction in admissions compared with Q2 last year and performance remains below target. Q1's data has been revised to reflect the delayed loading of care packages during the quarter. The outturn is higher than previously reported, although still within target.	<ul style="list-style-type: none"> Continued management focus on ensuring that community-based care and support solutions are optimised. Quarterly reconciliation of admissions undertaken to ensure that activity is reflected in reporting during the year.
Benchmarking	2016-17: ASCOF comparator group average – 479.2 per 100,000; London average – 438.1 per 100,000. Publication date for 2017-18 data is 23 rd October 2018.	

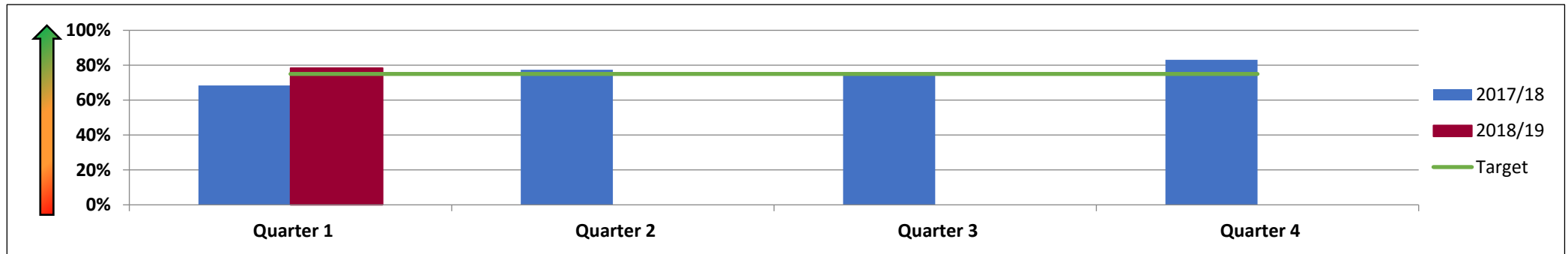
SOCIAL CARE AND HEALTH INTEGRATION

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

Quarter 1 2018/19


Definition	Number of children who received a 12-month review by 15 months	How this indicator works	This indicator is a measure of how many children receive their 12-month review by the time they reach the age of 15 months.
What good looks like	For the percentage to be as high as possible.	Why this indicator is important	Every child is entitled to the best possible start in life and health visitors play an essential role in achieving this. By working with families during the early years of a child's life, health visitors have an impact on the health and wellbeing of children and their families.
History with this indicator	This is the first year this indicator has been reported.	Any issues to consider	Data has been revised by the provider due to the discovery of an issue with how this had been reported previously. This has had a particularly large impact on quarters 1-3 2017/18.

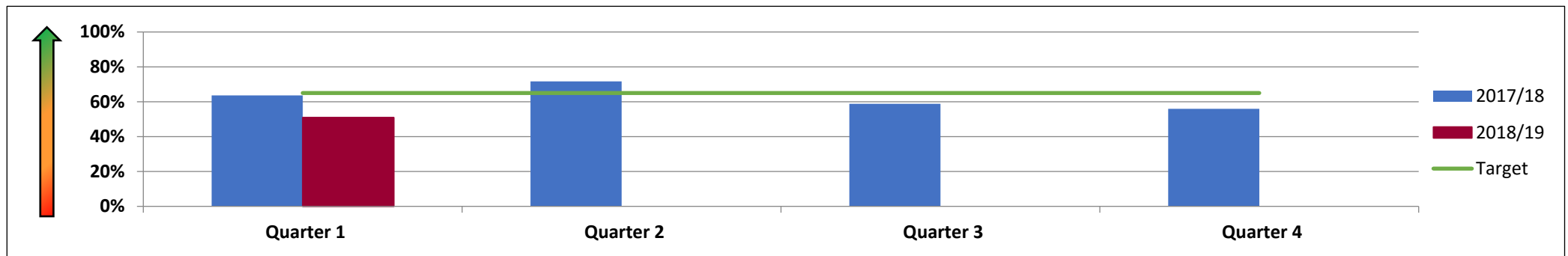
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	78.4%	n/a			
Target	75.0%	75.0%	75.0%	75.0%	
2017/18	68.4%	77.4%	75.5%	83.1%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Performance for quarter 4 2017/18 and quarter 1 2018/19 is above the target of 75%.	<ul style="list-style-type: none"> Monthly performance monitoring meetings with the service provider are continuing in which the Commissioner and Performance Analyst monitor and work with the provider to maintain and increase performance. The service has been recommissioned as part of an integrated 0-19 Healthy Child Programme to achieve integrated services, operational efficiencies and better outcomes. A new contract has been awarded to the North East London NHS Foundation Trust (NELFT) and this commenced on 1 September 2018.
Benchmarking	Quarter 4 2017/18: England – 82.1%; London – 70.0%; Barking and Dagenham – 84.1% (refreshed data).	

SOCIAL CARE AND HEALTH INTEGRATION
The percentage of healthy lifestyles programmes completed
Quarter 1 2018/19

Definition	The percentage of children and adults starting healthy lifestyle programmes that complete the programme.	How this indicator works	The number of people starting the HENRY, Exercise on Referral (EOR), Adult Weight Management (AWM) and Child Weight Management (CWM) programmes who complete the programme.		
What good looks like	For the percentage of completions to be as high as possible.	Why this indicator is important	The three programmes allow the borough's GPs and health professionals to refer individuals who they feel would benefit from physical activity and nutrition advice to help them improve their health and weight conditions.		
History with this indicator	2016/17: 61.7%	Any issues to consider	Data operates on a 3-month time lag as completion data is not available until participants finish the programme. For CWM programmes, including HENRY, figures only include the target child and not other family members who attend. This indicator has changed to report on percentage of starters who complete the programme as agreed by SD&I and Lead Member.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 1 2017/18
2018/19	50.9%	n/a			
Target	65.0%	65.0%	65.0%	65.0%	
2017/18	63.6%	71.7%	58.8%	55.9%	




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

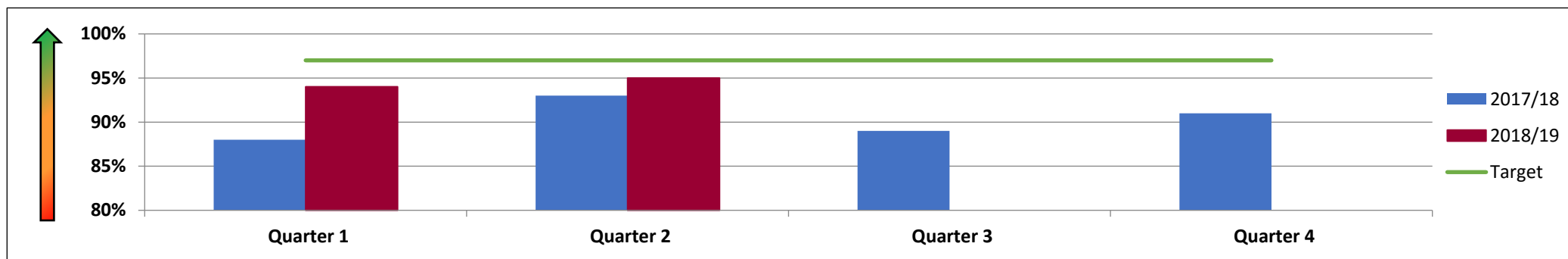
SOCIAL CARE AND HEALTH INTEGRATION

The percentage of 4-weekly Child Protection Visits carried out within timescales

Quarter 2 2018/19

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

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




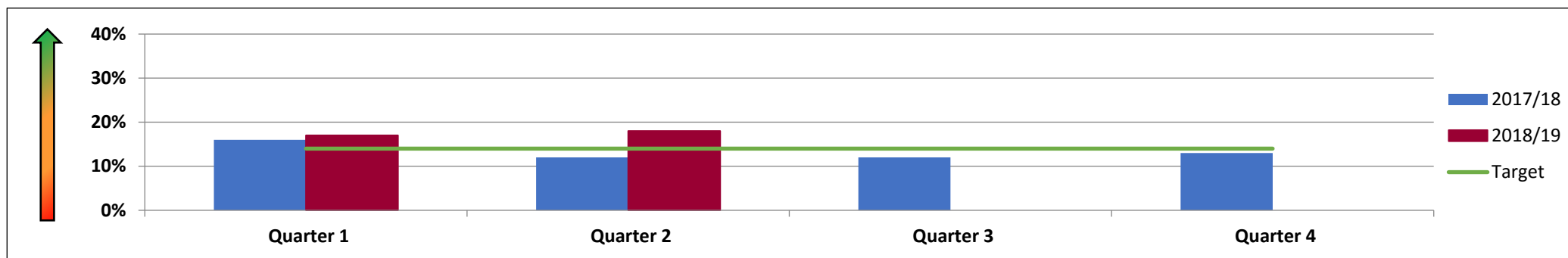
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	As at the end of Q2 2018/19, performance has increased slightly to 95% (307/323) compared to 94% (286/302) at the end of Q417/18. Performance remains below target of 97%. 2 weekly CP visits is now the agreed standard and KPI and performance is at 66% below target set at 90% plus (RAG rated Red).	Outstanding CP visits are being monitored via team dashboards and monthly Children's care and support meetings.
Benchmarking	This is a local indicator and is not published by the DfE. No benchmarking data is available.	

SOCIAL CARE AND HEALTH INTEGRATION

The percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time

Quarter 2 2018/19

Definition	The total number of children who have become subject to a child protection plan in the year, and of those how many have previously been subject to a child protection plan	How this indicator works	The indicator measures the number who had previously been the subject of a child protection plan, or on the child protection register, regardless of how long ago that was, against the number of children who have become the subject to a child protection plan at any time during the year, expressed as a percentage. The figure presented is a year to date figure as of the end of each quarter.		
What good looks like	A low percentage, but not necessarily zero percent: some subsequent plans will be essential to respond to adverse changes in circumstances	Why this indicator is important	Subsequent Child Protection plans could suggest that the decision to initially remove the child from the plan was premature and that they are not actually safer. It may be reasonable to question whether children were being taken off plans before necessary safeguards have been put in place, so therefore a low percentage is desirable.		
History with this indicator	2015/16 8% 2016/17 17% 2017/18 13%	Any issues to consider	None at present		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	17%	18%			
Target	14%	14%	14%	14%	
2017/18	16%	12%	12%	13%	



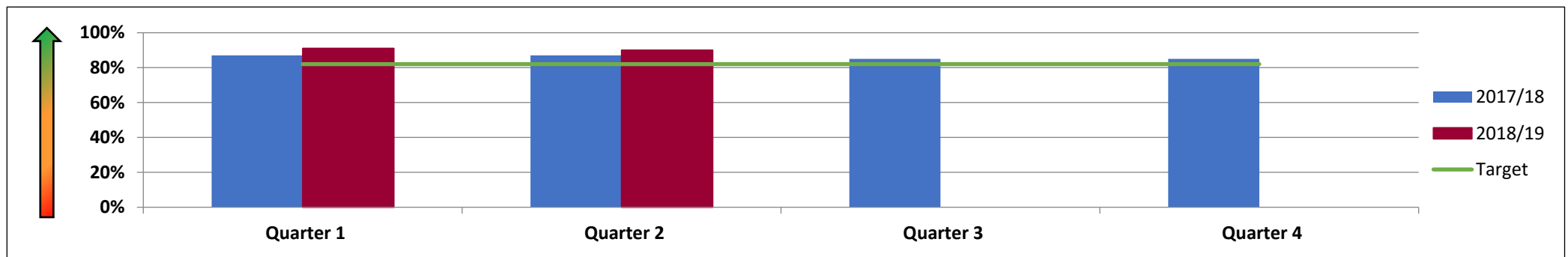
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	As at Q2, 18.0% (35/194) children have become subject of a CPP for a second or subsequent time, higher than the Q1 figure of 17.1% (18/105). Performance is above target but in line with statistical neighbours and lower than the national average.	<ul style="list-style-type: none"> The CP Chairs currently undertake a 6 week and 3 month 'paper' review of cases with a ceased CP plan to ensure that the family remains open to services; Audit's to be undertaken to identify themes as to why children become subject to a CP plan for a subsequent time.
Benchmarking	London Average 15%, National Average 19%, Statistical Neighbours 17%	

SOCIAL CARE AND HEALTH INTEGRATION

The percentage of assessments completed within 45 working days

Quarter 2 2018/19

Definition	The total number of Assessments completed and authorised during the year and of those, the number that had been completed and authorised within 45 working days of their commencement	How this indicator works	This indicator counts all single assessments that have been authorised in the year to date as of the end of each quarter		
What good looks like	Higher the better	Why this indicator is important	The timeliness of an assessment is a critical element of the quality of that assessment and the outcomes for the child. Working Together to Safeguard Children sets out an expectation that the Single Assessment will be completed within a maximum of 45 working days of receipt of the referral		
History with this indicator	Performance by year: 2013/14 - 78% 2014/15 - 71% 2015/16 - 76%, 2016/17 - 78%, 2017/18 - 85%	Any issues to consider	Although most Single assessments are initiated at the end of referral process, this indicator includes review single assessments on open cases.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	91%	90%			↑
Target	82%	82%	82%	82%	
2017/18	87%	87%	85%	85%	




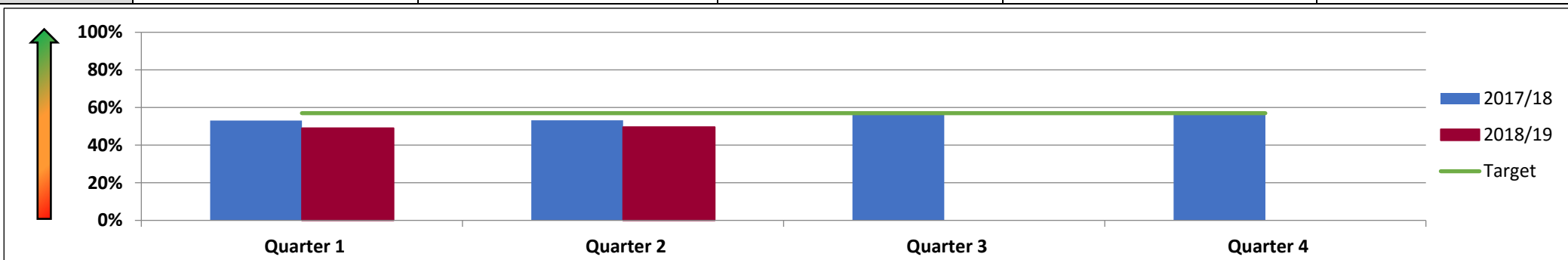
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	As of Q2, 90% (1652/1832) of single assessments were completed and authorised within 45 working days. This is above our target of 82% and above 2017/18 performance of 85%.	Ongoing assessments are routinely monitored by the Assessment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

SOCIAL CARE AND HEALTH INTEGRATION

Quarter 2 2018/19

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 2 2017/18
2018/19	49.0%	49.6%			
Target	57.0%	57.0%	57.0%	57.0%	
2017/18	53.1%	53.2%	57.4%	57.1%	

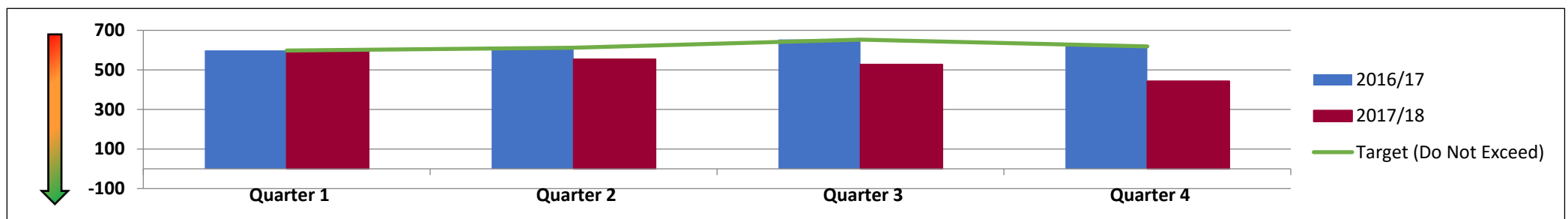


RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Q2 performance has increased slightly to 49.6% (55/111) compared with Q1 performance of 49.0% (21/43) Performance is below all comparators. Of the 56 young people not in EET as of the end of Q2, 3 are in Prison, 2 are young mothers, 20 we are not in contact with and 30 are open to the L2L service and are NEET. For those young people we are in contact with, performance is 60%.	<ul style="list-style-type: none"> The L2L team has been involved in the NEET workshops with Members and Officers, with care leavers having a particular profile. Progress has been made with regards to the development of internships and apprenticeships within the council for care leavers. Agreement has been obtained to provide a financial incentive in addition to the apprenticeship payment so that care leavers are not in deficit by loss of benefits. Further work is being planned to develop the support element to care leavers to ensure they are well prepared for the world of work and are supported through each stage of the process to successfully move from NEET to EET.
Benchmarking	Based on latest published data, LBD is performing better than national (50%); similar areas (50%) and London average (52%).	

SOCIAL CARE AND HEALTH INTEGRATION
Quarter 2 2018/19
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.

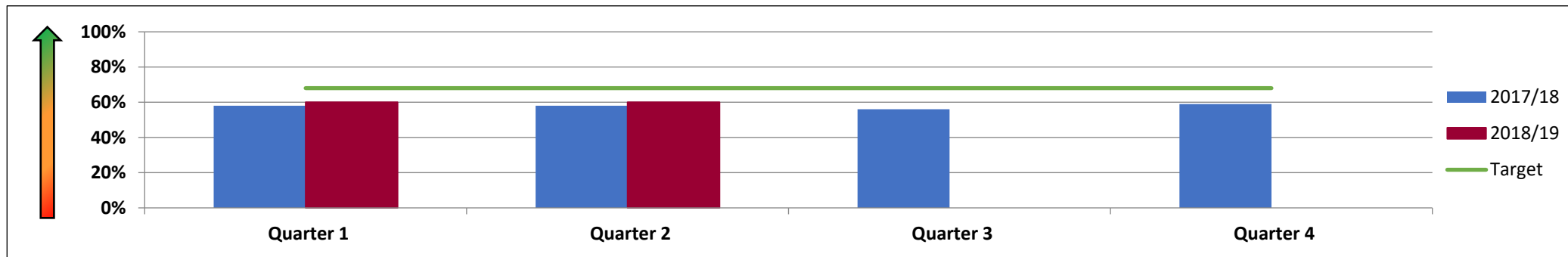
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 4 2016/17
2017/18	134	125	119	102	
Rate	594	554	527	443	
Target	598	612	653	619	
2016/17	132	135	144	140	
Rate	599	613	654	620	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The latest data covers the period Apr 2017 to Mar 2018 released week ending 31/08/2018. FTEs has decreased over the last 12 months. RAG rated AMBER as B&D rate is still above regional and national averages.	<ul style="list-style-type: none"> The work that the YOS has done to improve the delivery of the out of court disposals as well as the development of the Youth ‘At Risk’ Matrix have contributed to this improvement. Support from the Community Safety Partnership, which ensured that the MOPAC funding coming into the borough was utilised in the best way and has also played a part in improved outcomes.
Benchmarking	Barking and Dagenham Rate at March 2018: 443; London: 353, National: 273.	

SOCIAL CARE AND HEALTH INTEGRATION
Long term stability of placements for children in care
Quarter 2 2018/19

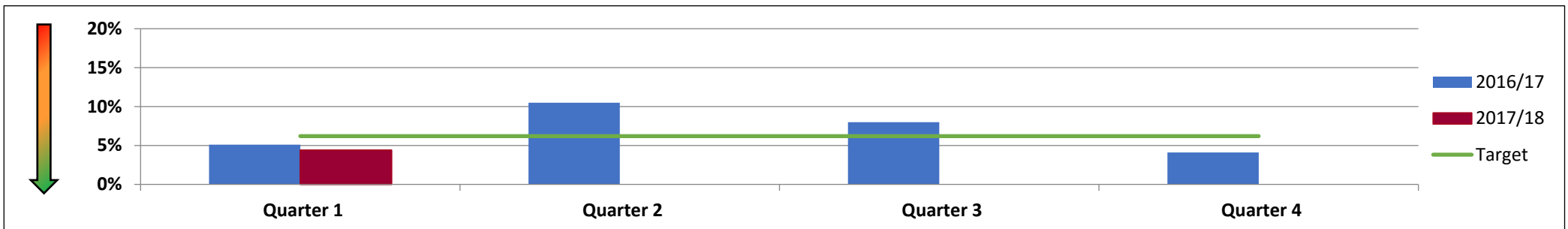
Definition	The number of children aged under 16 in care who have been looked after continuously for at least two and a half years and in the same placement for the last two years		How this indicator works	This is a rolling indicator, which look at those children who have been in care for two and a half years at the end of each quarter.		
What good looks like	Higher the better		Why this indicator is important	Frequent moves between care placements have a negative impact on the ability of children to succeed both in education and in other areas of their lives. Therefore, placement stability is central to supporting the needs of children in care.		
History with this indicator	2015/16	60%	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%).		
	2016/17	60%				
	2017/18	59%				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18	
2018/19	60%	60%				
Target	68%	68%	68%	68%		
2017/18	58%	58%	56%	59%		



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	Q2 performance has remained at 60%. (79/131 and below target of 68% and all comparators.	<ul style="list-style-type: none"> Expansion of the Mockingbird Fostering Programme is planned for 2018-19. Targeted marketing to recruit carers for remand fostering, teenage fostering and children with SEND will be developed. Consideration will need to be given to a review of the fostering fee and support packages to support these placements.
Benchmarking	London average 66%, National average 68%, Statistical neighbours 69%	


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

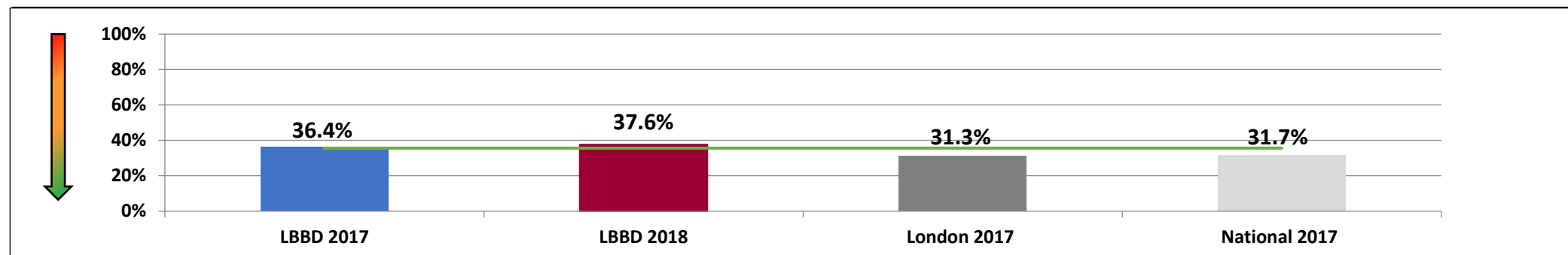
EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT					Quarter 2 2018/19
The percentage of 16 to 18 year olds who are not in education, employment, or training (NEET) or who have Unknown Destinations					
Definition	The percentage of resident young people academic age 16 – 17 who are NEET or Unknown according to Department for Education (DfE) National Client Caseload Information System (NCCIS) guidelines.		How this indicator works	Data is taken from monthly monitoring information figures published by our regional partners and submitted to DfE in accordance with the NCCIS requirement.	
What good looks like	The lower the number of young people in education, employment, or training (not NEET) or not known, the better.		Why this indicator is important	The time spent not in employment, education, or training leads to an increased likelihood of unemployment, low wages, or low-quality work later in life. Those in Unknown destinations may be NEET and in need of support.	
History with this indicator	The annual measure was previously an average taken between November and January (Q3/4). It is now the average between December and February.		Any issues to consider	Although NEET and Unknown figures are taken monthly, figures for September and October (Q2) are not counted by DfE for statistical purposes. This is due to all young people's destinations being updated to 'Unknown' on 1 September until re-established in destinations. The annual indicator is now an average taken between December and February. Q2 figures are not yet available.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	4.4%	n/a			↑
Target	6.2%	6.2%	6.2%	6.2%	
2017/18	5.1%	10.5%	8%	4.1%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
G	In 2017/18 the borough's annual headline figure for NEETs + Unknowns was 4.2% (quintile 2) compared with 5.6% in 2016/17. This total comprised: NEETs 3.4% (quintile 4) and Unknowns 0.8% (quintile 1). Q2 figures are not yet available as September figures are not yet finalised. *For July and August our figures were, at 4.5%, well below London (5.8%) and National (9.9%)	<ul style="list-style-type: none"> The implications of GDPR have been identified and measures taken to secure future sources for tracking young people e.g. the use of the Revs. and Bens. database. A 'Destinations' group was set up by the 14-19 Partnership to identify the main issues contributing to the high NEET rate. Goldsmiths College have agreed to undertake some research into this area. Community Solutions are planning greater involvement with the Specialist Alternative Provision and with those at risk of becoming NEET.
Benchmarking	The annual published indicator (Dec-Feb average NEETs + Unknowns) in 2017/18 was 6% (national benchmark). The equivalent figure for London was 5.3%. The target for the borough's 2018/19 combined Dec-Feb average (4%) is based on the borough's performance in 2017/18.	

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT
Early Years Foundation Stage (EYFS) Inequality Gap
Quarter 2 2018/19


Definition	The gap is calculated as the percentage difference between the mean average of the lowest 20% and the median average for all children.	How this indicator works	It measures the attainment gap at the end of Early Years Foundation Stage between the lowest 20% and the median average of all children.		
What good looks like	The lower the percentage, the better.	Why this indicator is important	It shows how far adrift the lowest attaining children are from their peers at the end of Early Years Foundation Stage.		
History with this indicator	Barking and Dagenham's gap has historically been quite low. However, as the number of children achieving a 'Good Level of Development' (GLD) increased, the gap between the lowest and higher performing children increased. The gap has widened further this year.	Any issues to consider	This indicator is measured annually only at the end of Foundation Stage. Results are published in July/August.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	37.6% *2018 Provisional				
Target	35.6%				
2017/18	36.4%				

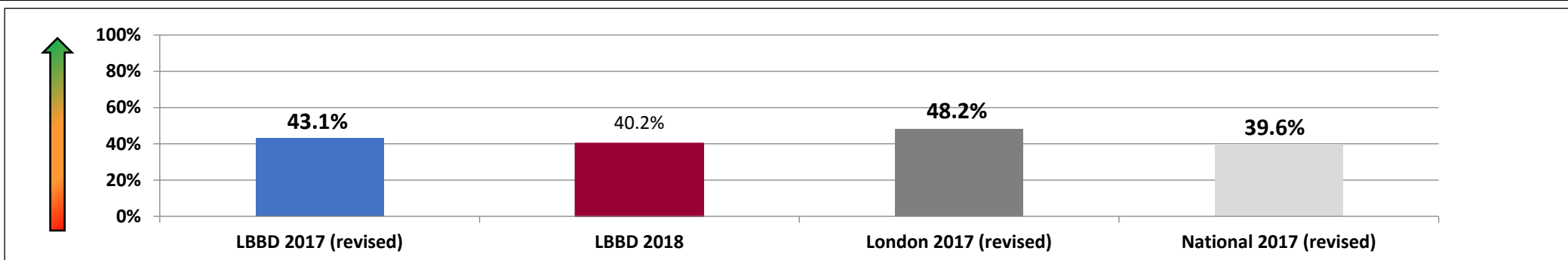


RAG Rating	Performance Overview	Actions to sustain or improve performance
R	<p>Our focus with schools has been on increasing the % of children achieving a GLD. We have not worked with schools to sufficiently highlight the gap between the lowest attaining children and the rest of the cohort.</p> <p>* Please note, 2018 figure is provisional. SFR to be published on the 18th October.</p>	<ul style="list-style-type: none"> Work with all schools to use their data to specifically target and support the lowest attaining children.
Benchmarking	In 2017 National was 31.7% and London was 31.3%. For 2018 national and London benchmarks are not yet available.	

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT
The percentage pupils achieving 9-5 in English and Maths
2018/19

Definition	The percentage of pupils at the end of Key Stage 4 achieving grade 5 or above in both English and maths GCSEs.	How this indicator works	To be counted in the indicator, pupils must have achieved grade 5 or above in both English and maths GCSEs.
What good looks like	For the percentage of pupils achieving this standard to be as high as possible.	Why this indicator is important	This is an important indicator as it replaces the old measure of pupils achieving grades A*-C in English and maths. It improves the life chances of young people, enabling them to stay on in sixth form and choose the right A Levels to access other appropriate training.
History with this indicator	Grade 5 is a new measure introduced for the first time in 2017. The 2018 provisional Barking and Dagenham position stands at 40.2%. Revised 2017 for London is 48.2% and National (all schools) 39.6%.	Any issues to consider	Because grade 5 is set higher than grade C, fewer students are likely to attain grade 5 and above in English and maths than grade C in English and maths, which was commonly reported in the past. These new and old measures are not comparable.

	Annual Result	DOT
LBBB	40.2% (2018 provisional)	
Target	To be agreed	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	While the LA's result is above the 2017 national benchmark, closing the gap with London remains key.	<ul style="list-style-type: none"> Working in close partnership with BDSIP to support and challenge schools. Supporting improved retention and recruitment of Maths Teachers. Maths Network Meetings have been scheduled throughout the year. Incorporating learning from last year's exam results given the new grading arrangements.
Benchmarking	In 2017, National was 39.6% and London was 48.2%.	

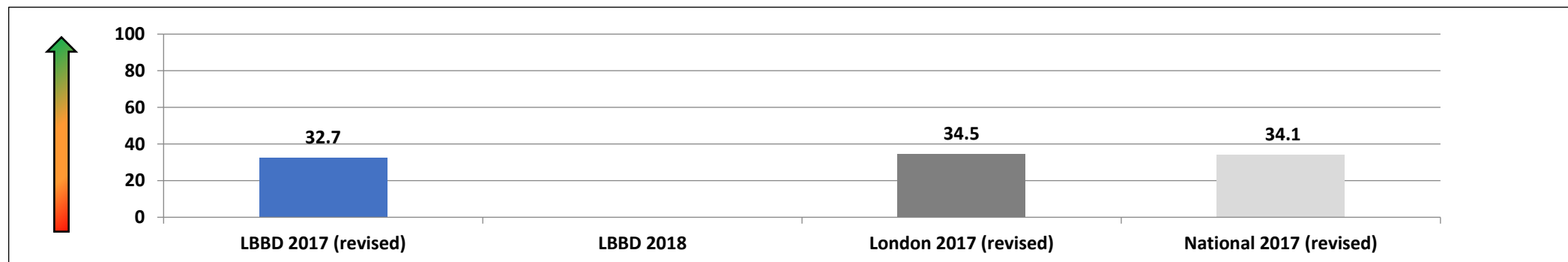
EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT

2018/19

Average point score per entry – Best 3 A-Levels

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
LBBB	32.7	n/a
Target	To be agreed	




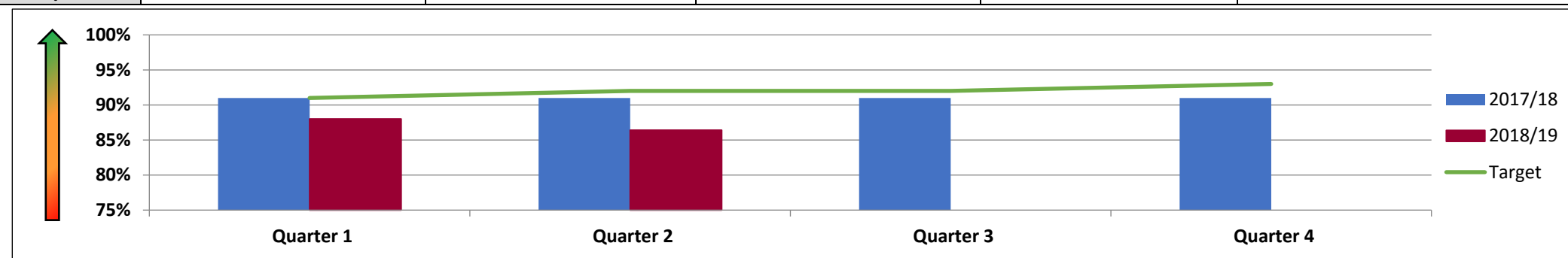
RAG Rating	Performance Overview	Actions to sustain or improve performance
R	This continues to be challenging. The rate of improvement is improving but too slowly. 2018 data will be available from mid-October.	<ul style="list-style-type: none"> Improving performance at A Level is a priority in the new draft Education & Participation Strategy 2018-22. Working with BDSIP and schools to improve the recruitment and retention of Maths and Science teachers so that more able students do not leave the LA to seek tuition elsewhere.
Benchmarking	In 2017, National was 34.1 and London was 34.5.	

EDUCATIONAL ATTAINMENT AND SCHOOL IMPROVEMENT

The percentage of schools rated outstanding or good

Quarter 2 2018/19

Definition	Percentage of Barking and Dagenham schools rated as good or outstanding when inspected by Ofsted. This indicator includes all schools.	How this indicator works	This is a count of the number of schools inspected by Ofsted as good or outstanding divided by the number of schools that have an inspection judgement. It excludes schools that have no inspection judgement. Performance on this indicator is recalculated following a school inspection. Outcomes are published nationally on Ofsted Data View 3 times per year (end of August, December and March).		
What good looks like	The higher the better.	Why this indicator is important	This indicator is important because all children and young people should attend a good or outstanding school in order to improve their life chances and maximise attainment and success. It is a top priority set out in the Education Strategy 2014-17 and we have set ambitious targets.		
History with this indicator	See below.	Any issues to consider	No current issues to consider.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2018/19	88%	86.4%			
Target	90%	90%	90%	90%	
2017/18	91%	91%	91%	91%	



RAG Rating	Performance Overview	Actions to sustain or improve performance
A	<p>At end of September 2018, 86.4% of inspected schools in Barking and Dagenham were judged 'Good' or better, just above national and below London. This is a small drop from 88% in August (Q1) owing to Riverside Bridge's inspection result (see below). There have been 24 inspections including 17 section 8 monitoring inspections and five Section 5 inspections. All the section 8 inspections of LA maintained schools were positive. Eastbury Community maintained its 'Good' judgement with the Sixth Form judged outstanding; Furze Infants and Grafton Primary were judged as moving towards 'Outstanding' which will lead to a Section 5 inspection. Riverside Bridge had its Section 5 inspection and was judged to have serious weaknesses. Marks Gate Junior School's report is likely to be published later in the Autumn term.</p>	<ul style="list-style-type: none"> Continuing to work in close partnership with schools and BDSIP, this indicator is expected to move back up over the course of the year. There are currently eight schools which are not graded 'Good' or 'Outstanding' plus Greatfields School which is due its first inspection this academic year. Of the eight (3 LA and 4 academies) half are due to be inspected this academic year and are expected to move to 'Good' (2 x LA, 2 x academies). The remaining four schools which are not 'Good' (1 x LA, 3 x academy) are not likely to be inspected until 2019/20 at the earliest. In three of these schools there has been a change of leadership. The LA has commissioned additional support for the LA maintained school causing concern by supporting the appointment of an experienced executive headteacher and additional governors to the governing body. The headteacher of Trinity School has been seconded on a part-time basis as Executive Headteacher of Riverside Bridge to bring about significant and rapid improvement and the academy trust will be establishing a monitoring board with representation from the LA.
Benchmarking	For 2017/18, national is 86% and London is 92% (at March 2018).	

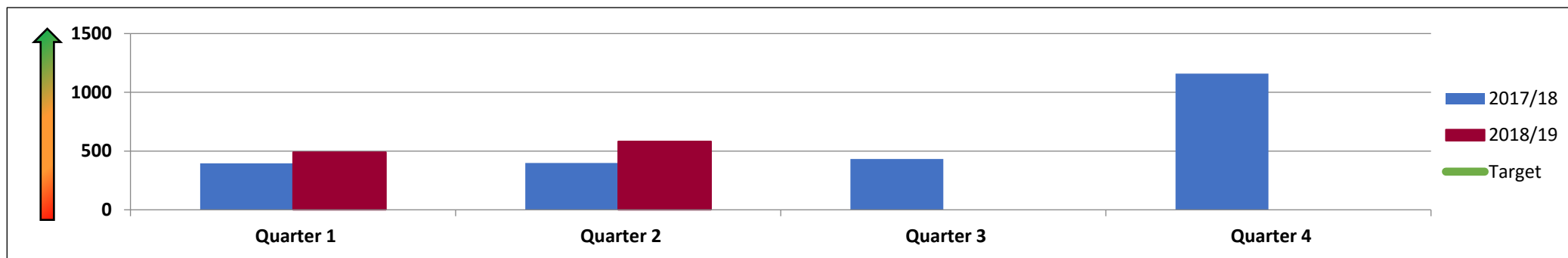
Employment, Skills and Aspiration – Key Performance Indicators 2018/19

EMPLOYMENT, SKILLS AND ASPIRATION

The total number of households prevented from being homeless

Quarter 2 2018/19

Definition	Number of households approaching the service for assistance to prevent homelessness	How this indicator works	Total number of households successfully prevented from becoming homeless at the end of each quarter.		
What good looks like	Number of households prevented from becoming homeless increases, while the number of households requiring emergency accommodation decreases	Why this indicator is important	With homelessness continuing to remain high on the political and media agenda's it is important to show that new ways of working (in accordance with new legislation) is having the desired impact of preventing households from becoming homeless.		
History with this indicator		Any issues to consider	Increasing demand on Homeless Prevention Service, impact of Homelessness Reduction Act and Welfare Reform. Impact of housing market and regeneration programme. Financial pressure on budgets.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2018/19	490	582			↑
2017/18	395	398	433	1159	



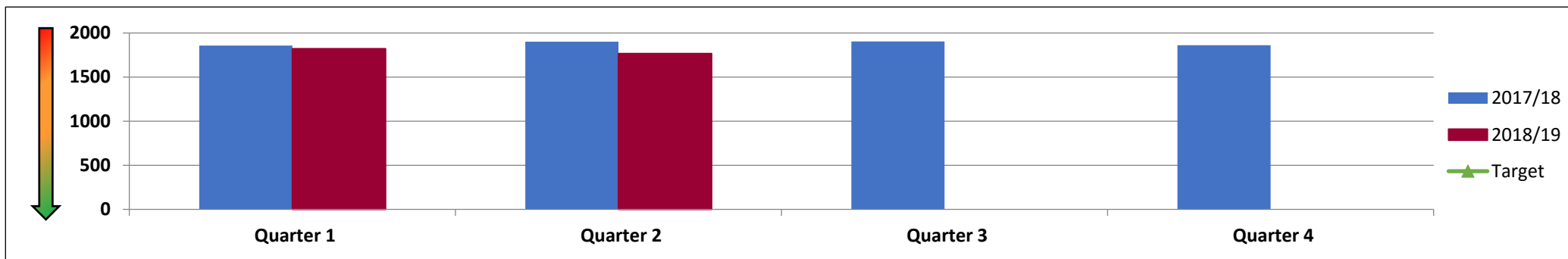
RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	In line with new ways of working and with new legislation via the Homelessness Reduction Act, the ambition is to work and support all households with the ambition of preventing homelessness by providing alternative housing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

EMPLOYMENT, SKILLS AND ASPIRATION

The number of households in Temporary Accommodation over the year

Quarter 2 2018/19

Definition	Number of households in all forms of temporary accommodation, B&B, nightly Let, Council decant, Private Sector Licence (PSL) (in borough and out of borough)			How this indicator works	The number of households occupying all forms of temporary accommodation at the end of each quarter.
What good looks like	Increase in temporary accommodation / PSL supply, however with a reduction in the financial loss to the Council leading to a cost neutral service.			Why this indicator is important	Financial impact on General Fund. Reduction in self-contained accommodation is likely to lead to an increase in the use of B & B and the number of families occupying that type of accommodation for more than 6 weeks.
History with this indicator	PSL accommodation was considered cost neutral. Due to market demands, landlords/agents can now request higher rentals exceeding LHA rates.			Any issues to consider	Increasing demand on homelessness service, impact of Homelessness Reduction Bill and Welfare Reform. Impact of housing market and regeneration programme. Renewal of PSL Contract. Non-conformance of other LA's to the "Pan-London" nightly rate payment arrangements.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2018/19	1,822	1,766			↑
2017/18	1,857	1,901	1,904	1,861	



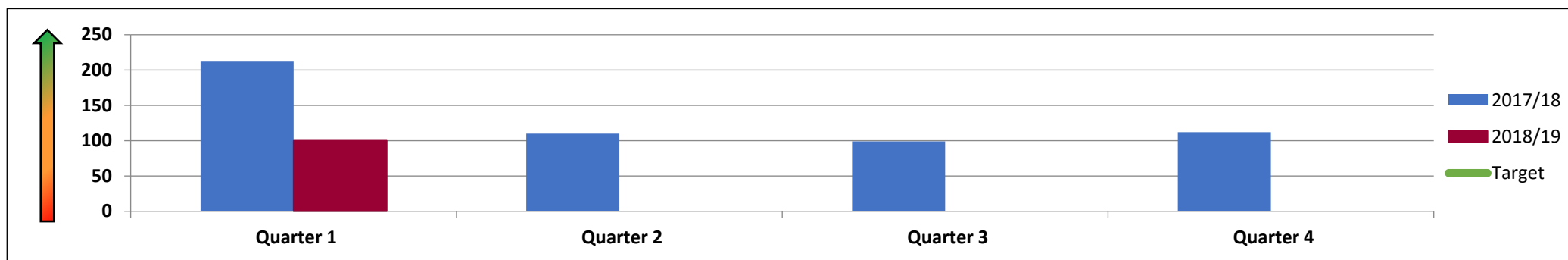
RAG Rating	Performance Overview	Actions to sustain or improve performance
n/a	As the need to get a better appreciation of the overall cost of temporary accommodation is prioritised, work is being done to reduce the overall number of properties being utilised as last 3 quarters would suggest. A more targeted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

EMPLOYMENT, SKILLS AND ASPIRATION

The total number of households moved out of temporary accommodation

Quarter 2 2018/19

Definition	Number of households in all forms of temporary accommodation, B&B, nightly Let, Council decant, Private Sector Licence (PSL) (in borough and out of borough)		How this indicator works	Total number of households where housing duty has been discharged at the end of each quarter and the Council no longer Housing responsibility.	
What good looks like	Increase in number of households removed from temporary accommodation into longer term housing solutions, with an overall reduction on the use of temporary accommodation.		Why this indicator is important	Financial impact on General Fund. Cost of providing temporary accommodation continues to increase which has a negative impact on budgets. With the reduction in other “move on” accommodation, the ongoing cost of providing temporary accommodation increases.	
History with this indicator	No previous data reported		Any issues to consider	Increasing demand on homelessness service, impact of Homelessness Reduction Act and Welfare Reform. Impact of housing market and regeneration programme. Renewal of PSL Contract. Non-conformance of other LA’s to the “Pan-London” nightly rate payment arrangements. Lack of alternative Housing exit strategies.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2018/19	100	162			↑
2017/18	212	110	99	112	




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

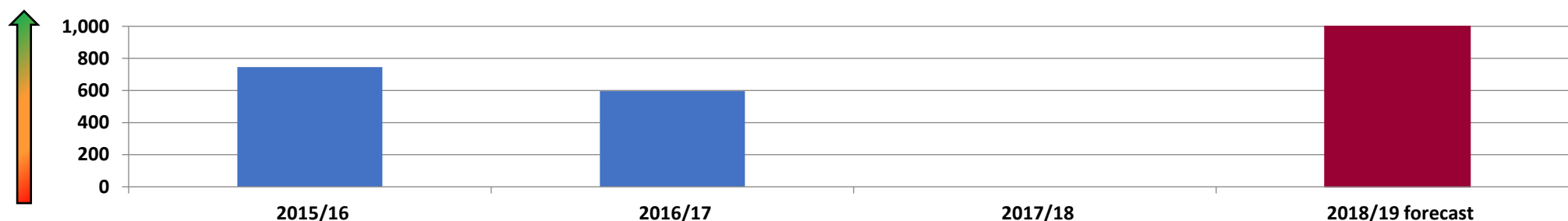
Regeneration and Social Housing – Key Performance Indicators 2018/19

REGENERATION AND SOCIAL HOUSING

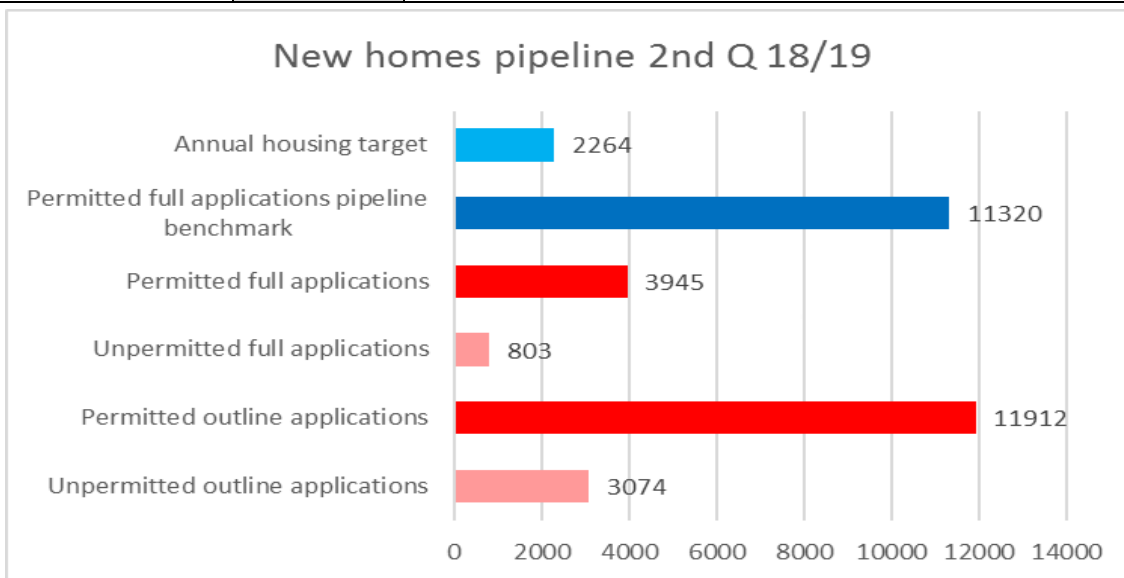
The number of new homes completed (Annual Indicator)

Quarter 2 2018/19

Definition	The proportion of net new homes built in each financial year.	How this indicator works	Each year the Council updates the London Development Database by the deadline of 31 st August. This is the London-wide database of planning approvals and development completions.
What good looks like	The Council's target for net new homes is in the London Plan. Currently this is 1,236 new homes per year.	Why this indicator is important	It helps to determine whether we are on track to deliver the housing trajectory and therefore the Council's growth agenda and the related proceeds of development, Community Infrastructure Levy, New Homes Bonus and Council Tax.
History with this indicator	2016/17 end of year result – 596 2015/16 end of year result – 746 2014/15 end of year result – 512 2013/14 end of year result – 868	Any issues to consider	The Council has two Housing Zones (Barking Town Centre and Barking Riverside Gateways) which are charged with the benefit of GLA funding to accelerate housing delivery in these areas. There are 13,000 homes with planning permission yet to be built and planning applications currently in the system for another 1,000. The Housing Trajectory for the Local Plan identifies capacity for 27,700 by 2030 and beyond this a total capacity for over 50,000 new homes. The draft London Plan due to be published in November will have a proposed housing target of 2264 net new homes a year. Be First forecasts a reduction of new homes in the Borough in 18/19 due to the timing of unit delivery. The overall trend is that fewer total units will be delivered in the first three years of the Be First Business Plan whilst 21/22 and 22/23 see a significant increase in delivery.
		Annual Result	DOT
2018/19		1064 (forecast)	
Target		1453	
2017/18		Awaiting final data	
2016/17		596	




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

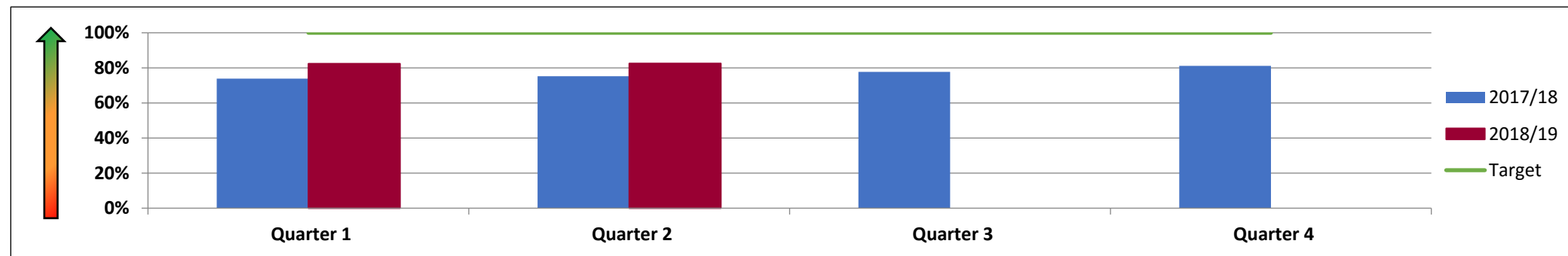


REGENERATION AND SOCIAL HOUSING

The percentage of council homes compliant with Decent Homes

Quarter 2 2018/19

Definition	The Decent Homes Standard is a minimum standard council and housing association homes should meet according to the government. Under the standard, council or housing association homes must: be free from any hazard that poses a serious threat to your health or safety.18 May 2018	How this indicator works	Dwellings which fail to meet this criterion are those which lack three or more of the following: <ul style="list-style-type: none"> • a reasonably modern kitchen (20 years old or less); • a kitchen with adequate space and layout; • a reasonably modern bathroom (30 years old or less); • an appropriately located bathroom and WC; • adequate insulation against external noise (where external noise is a problem); • adequate size and layout of common areas for blocks of flats. A home lacking two or less of the above is still classed as decent therefore it is not necessary to modernise kitchens and bathrooms if a home passes the remaining criteria.		
What good looks like	A continuous improvement of the stock with constant monitoring of the stock Investment/knowledge stock condition.		Why this indicator is important	This indicator is important as it aims at providing minimum safe housing for the community/landlord obligation clean safe and hazard. Decent/comfort	
History with this indicator	2010 the access database got decommissioned and the service was without a system for two years.	Any issues to consider	The percentage figure for this indicator is difficult to produce as it is a moving target. The total stock figure changes as some properties drop of the target or new stock gets added to the ratio		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	82.41%	82.5%			
Target	100%				
2017/18	73.88%	75.26%	77.7%	81.14%	




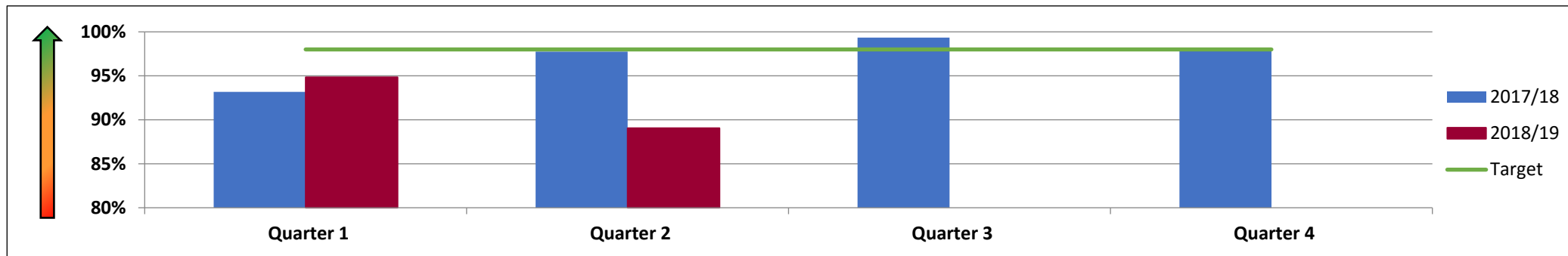
RAG Rating	Performance Overview	Actions to sustain or improve performance
R	This is on target – it is a moving target . It might be difficult to get a green on this target as the total stock figure changes every month.	To improve performance there is a need for continuous investment. This is a KPI that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

REGENERATION AND SOCIAL HOUSING

The percentage of residents satisfied with capital works

Quarter 2 2018/19

Definition	Monitored monthly to see how satisfied residents are with the quality of repairs	How this indicator works	Our residents provide feedback through a telephone interview they undertake with Elevate. These figures are then cumulated to give a monthly average across the contractors		
What good looks like	We aim for 98% customer satisfaction.	Why this indicator is important	This indicator is important as we are trying to provide more and more value for money service we need to ensure that we are still meeting the needs of our residents. Secondly, we are delivering through contractors and subcontractors and we need to ensure that our residents are getting a good service. We monitor the performance of our contractors through customer satisfaction.		
History with this indicator	This figure has been calculated for the past four years.	Any issues to consider	In LBBD there are a pool of contractors that cover the repairs side of the local stock of buildings when averaging the total customer satisfaction figures we tend to boost up the figures of some poor performing contractors. Figures for individual contractors are available and at a service they are reviewed with the contractors.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	94.84%	89.05%			
Target	98%	98%	98%	98%	
2017/18	93.17%	97.75%	99.34%	98.11%	



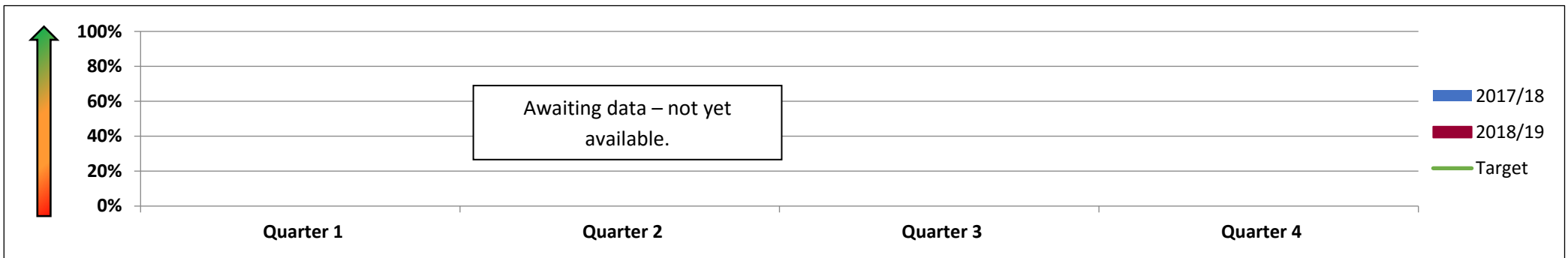
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The target was raised from 90% which was for 2017-2018 to 98% for 2018-2019. This was because the 90% was met easily through the year. However, the figure has dropped below 90% for this quarter.	There are weaker contractors within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

REGENERATION AND SOCIAL HOUSING

Capital spend within year being within 5% of planned budget

Quarter 2 2018/19


Definition	Capital expenditure , or CapEx , are funds used by a company to acquire, upgrade, and maintain physical assets such as property, industrial buildings, or equipment. CapEx is often used to undertake new projects or investments by the organisation. In accounting terms, the money spent will not run through the income statement directly but will appear on the cash flow statement.		How this indicator works	The organisation will set a budget to maintain, upgrade and purchase stock. This budget will be part of the whole capital spend. This indicator enables planning long term projects and forecasting the state of the capital stock. In some cases it is felt that a lot more is required than what the budget allows and in this case the organisation can look at other sources of funding to enable the long term plans of managing their stock.	
What good looks like	When Capital Expenditure stays within 5% of the planned budget. Not going over budget and similarly not underspending.	Why this indicator is important	This indicator is important as it keeps the organisation within planned works where stock can be maintained on a cyclical pattern. This in the long-term stops overspending when stocks decline and helps avoid overspending in repairs and maintenance.		
History with this indicator		Any issues to consider	This indicator can be looked at yearly to see if we have kept within budget. Currently it is not available on a quarterly format. Capital projects have a cycle where the initial planning and tendering takes place hence less spend and towards the middle and end of the year the money is spent. This makes it difficult to use the full capital spend figure on a quarterly or monthly basis.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from previous reporting period
2018/19		Data not yet available			n/a
Target					

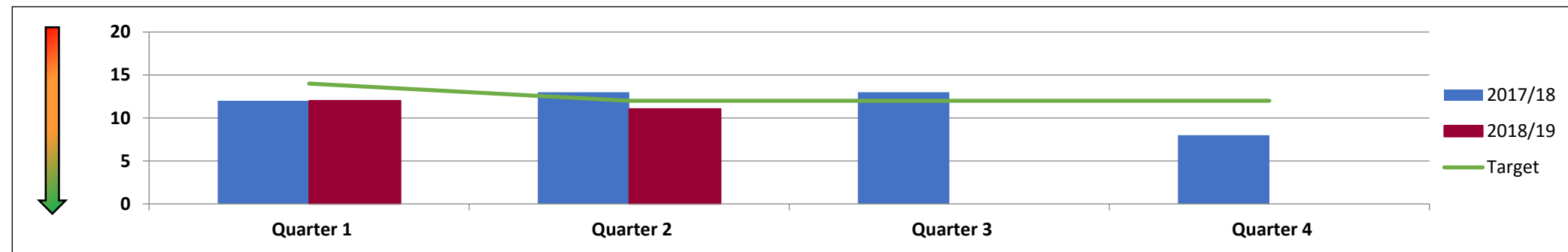


Finance, Performance and Core Services – Key Performance Indicators 2018/19

FINANCE, PERFORMANCE AND CORE SERVICES

The average number of days taken to process Housing Benefit / Council Tax Benefit Change Events Quarter 2 2018/19

Definition	The average time taken in calendar days to process all change events in Housing Benefit and Council Tax Benefit		How this indicator works	The indicator measures the speed of processing	
What good looks like	To reduce the number of days it takes to process HB/CT change events		Why this indicator is important	Residents will not be required to wait a long time before any changes in their finances	
History with this indicator	2017/18 End of year result – 8 days 2016/17 End of year result – 9 days 2015/16 End of year result – 14 days 2014/15 End of year result – 9 day		Any issues to consider	There are no seasonal variances, but however government changes relating to welfare reform, along with Department for Work and Pensions (DWP) automated communications pertaining to changes in household income impact heavily on volumes and therefore performance.	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	12 days	11.05 days			
Target	14 days	12 days	12 days	12 days	
2017/18	12 days	13 days	13 days	8 days	




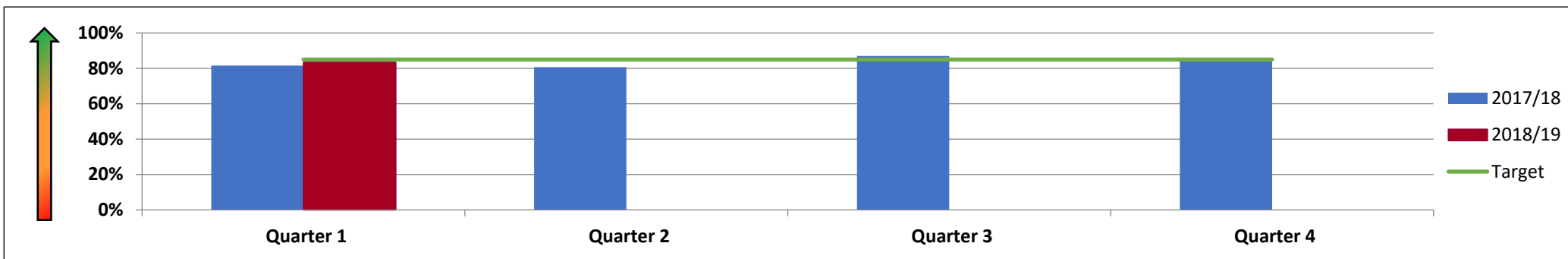
RAG Rating	Performance Overview	Actions to sustain or improve performance
G	<p>Verify Earnings and Pensions remains fully implemented and utilised.</p> <p>Atlas automation fully utilised.</p> <p>Suspension Reports are being tightly controlled so all claims that hit month (as per legislation) are actioned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

FINANCE, PERFORMANCE AND CORE SERVICES

The percentage of customers satisfied with the service they have received

Quarter 2 2018/19


Definition	The % of customers who say that they were satisfied with the service they received from the Contact Centre.	How this indicator works	A sample of calls to the Contact Centre is taken in which customers are asked to rate their experience.		
What good looks like	85%	Why this indicator is important	Ensuring that our customers are satisfied is a critical determinate in providing surety that we are providing a high standard of service. Having a high level of satisfaction also helps the Council manage demand and thereby keep costs down.		
History with this indicator	New target	Any issues to consider	None at this time.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	83.34%	85%			
Target	85%	85%	85%	85%	
2017/18	81.6%	80.66%	87%	84%	

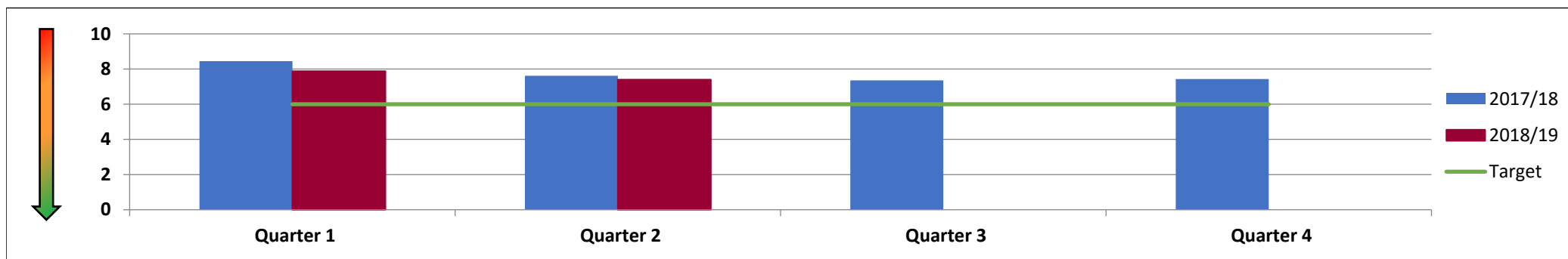


RAG Rating	Performance Overview	Actions to sustain or improve performance
G	Performance has improved during Quarter 2 with 85% of customers stating they were satisfied with the service they received.	We are further refining the method statement for collecting satisfaction feedback.
Benchmarking	LA neighbours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

FINANCE, PERFORMANCE AND CORE SERVICES
Quarter 2 2018/19
The average number of days lost due to sickness absence

Definition	The average number of days sickness across the Council, (excluding staff employed directly by schools). This is calculated over a 12-month rolling year and includes leavers.	How this indicator works	Sickness absence data is monitored closely by the Workforce Board and by Directors. An HR Project Group meets weekly to review sickness absence data, trends, interventions and “hot spot” services have been identified. Managers have access to sickness absence dashboards.
What good looks like	Average for London Boroughs has recently been revised and reported as is 8.2 days (up from 7.8).	Why this indicator is important	This indicator is important because of the cost to the council, loss of productivity and the well-being and economic health of our employees. The focus is also on prevention and early intervention.
History with this indicator	2016/17 end of year result: 8.43 days 2015/16 end of year result: 9.75 days 2014/15 end of year result: 7.51 days	Any issues to consider	Sickness has decreased since the previous quarter. Monthly tracking continues to show a reduction in absence. We are still not achieving the revised target of 6 days. A breakdown of sickness absence in services is set out below.

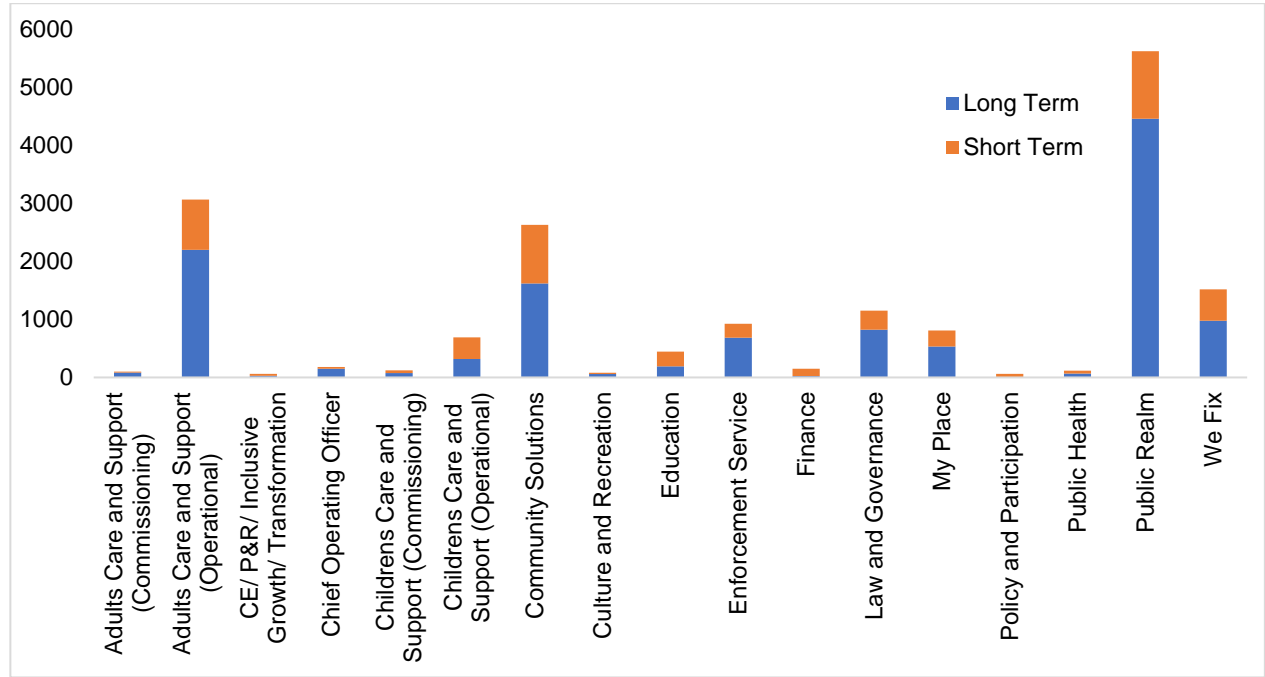
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18
2018/19	7.88	7.40			
Target	6.0	6.0	6.0	6.0	
2017/18	8.45	7.62	7.36	7.43	



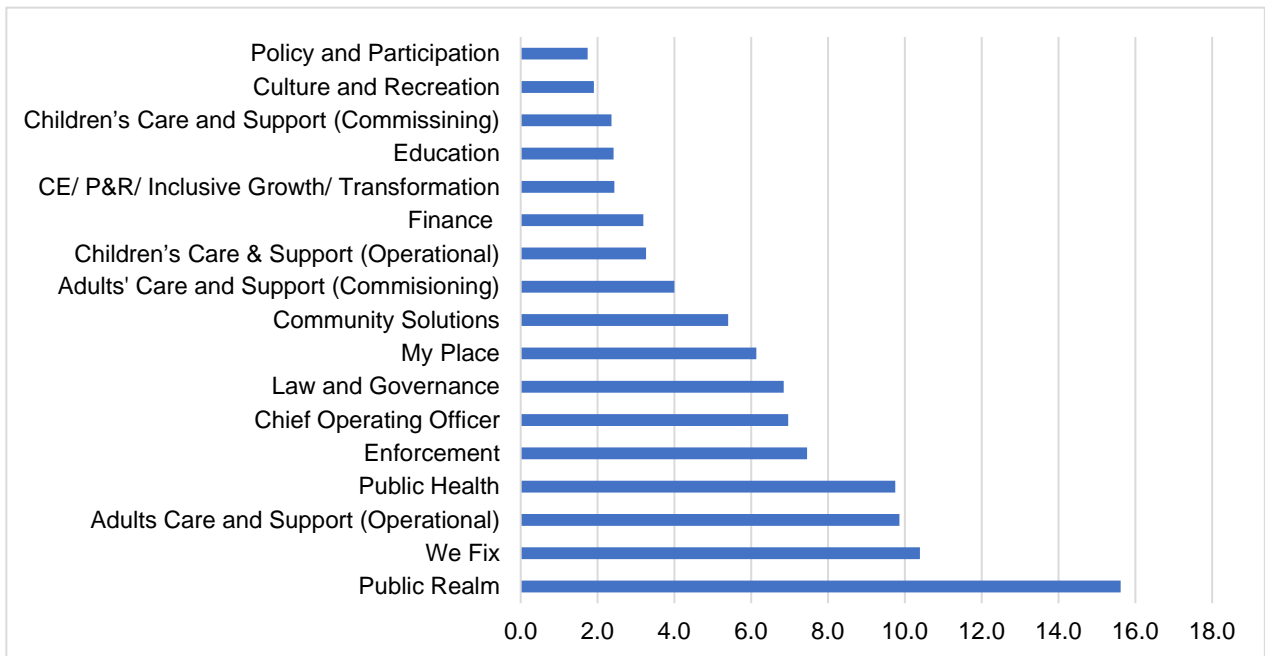
RAG Rating	Performance Overview	Actions to sustain or improve performance
A	The council's sickness figures have improved since Q1 2018/19 and are on a downward trend.	Targeted interventions are in place in areas where there continue to be high levels of absence and initial observations are that this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

Service Breakdown of sickness absence


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

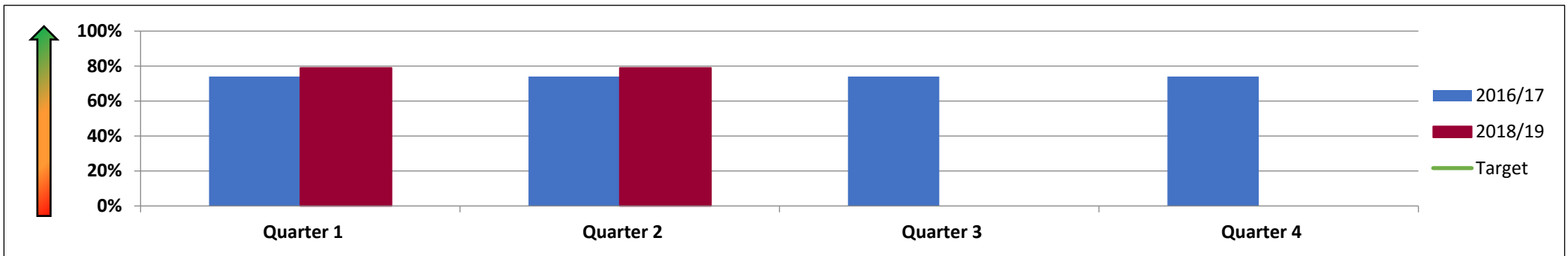


Service Block	Average Days Lost per EE
Adults' Care and Support (Commissioning)	4.0
Adults Care and Support (Operational)	9.9
CE/ P&R/ Inclusive Growth/ Transformation	2.4
Chief Operating Officer	7.0
Children's Care & Support (Operational)	3.3
Children's Care and Support (Commissioning)	2.4
Community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




Employee Engagement Index Score

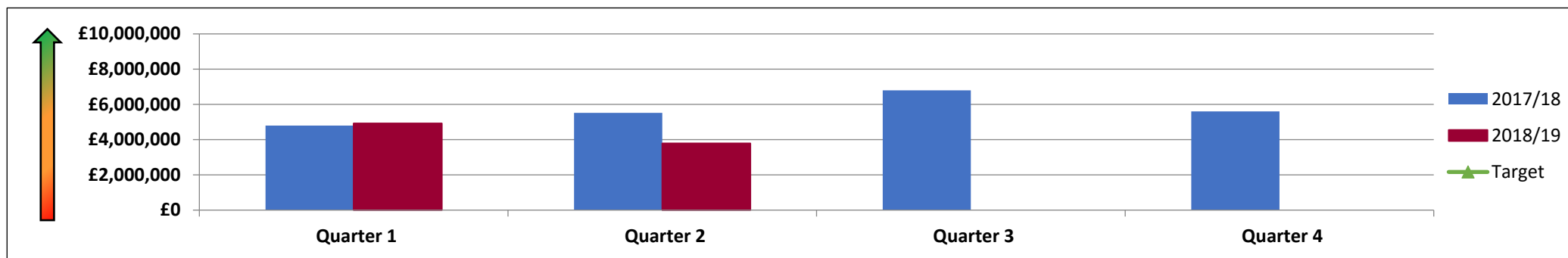
Definition	The employee engagement index calculated from the scoring of the employee engagement questions of the Temperature Check survey.	How this indicator works	The indicator uses the average score of all questions answered within the Temperature Check survey.		
What good looks like	The employee engagement index has increased by 5% since the last survey.	Why this indicator is important	This indicator helps to measure the engagement of the council's workforce and enables any underlying issues to be investigated and addressed.		
History with this indicator	Employee engagement Index Score 2016/17: 74%	Any issues to consider	None to be noted.		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	DOT from 2016/17
2018/19	79%	79%			
Target	Target to be set				
2016/17	74%				



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

FINANCE, GROWTH AND INVESTMENT
The current revenue budget account position (over or underspend)
Quarter 2 2018/19

Definition	The position the Council is in compared to the balanced budget it has set to run its services.		How this indicator works	Monitors the over or under spend of the revenue budget account.		
What good looks like	In line with projections, with no over spend.		Why this indicator is important	It is a legal requirement to set a balanced budget.		
History with this indicator	2017/18 end of year result: £5m overspend 2016/17 end of year result: £4.853m overspend 2015/16 end of year result: £2.9m overspend 2014/15 end of year result: £0.07m overspend		Any issues to consider	None at this time.		
	Quarter 1	August 2017	Quarter 3	Quarter 4	DOT from Qtr 2 2017/18	
2018/19	£4,924,000 forecast	£3,789,000 forecast				
2017/18	£4,800,000 forecast	£5,517,000 forecast	£6,800,000 forecast	£5,000,000		



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