

CORPORATE PLAN

End of Year (EOY) Position 2019/20

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<p>Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections</p>	<ul style="list-style-type: none"> - Dialogue commenced with Barnet Homes to tackle hotspot fly-tipping locations and proposals are being developed to trial improved recycling provision within Barnet Homes estates. This has built on work undertaken to deliver waste minimisation communications for Barnet Homes tenants. A role was successfully recruited to and plans are being developed to support the priorities detailed in the Refuse Reduction Plan and NLWA Waste Prevention Plan. - Work was undertaken to update and improve the Street Scene section of the website and enhance social media activity and service profile with specific communications issued about waste services. This work will continue in line with the councils Customer Transformation Programme. - Additional funding was provided to support the improvement of the street cleansing service, including trials of un-obstructive cleansing. Additional staff were recruited and training of new and existing staff took place on mechanical sweepers to enable deployment of these units. To tidy up town centres, time banded collections were implemented in Mill Hill and Burnt Oak. An assessment of bin provision was also undertaken to optimise the location of bins across the borough. - The new Subscribed Garden Waste Service subscription take-up started during 2019/20 and the service went live in May 2020. Circa. 32,000 customers had signed up to the service by end May 2020. - Progress towards the end of the year was affected by the impact of Covid-19 and the need to divert resource to the council's response to this. Significant efforts were made to keep all critical frontline services operational and residents aware of service updates during this period. 	<p>Satisfactory progress</p>
<p>Keeping the borough moving, including improvements to roads and pavements</p>	<ul style="list-style-type: none"> - A draft long-term Transport Strategy was developed and a public consultation carried out between 14 February and 17 May 2020. The results will inform the final strategy, which will be taken to Environment Committee for approval in the autumn. - Year 5 of the Network Recovery Plan (NRP) was implemented, including 178 highway schemes. In response to Covid-19, some restrictions were imposed for health and safety reasons, which had an impact on completion of all planned works. Discussions are taking place for specific NRP backlog to be progressed in 2020/21. 	<p>Satisfactory progress</p>

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<p>Getting the best out of parks and improving air quality by look after and investing in our greenspaces</p>	<ul style="list-style-type: none"> - Improvement schemes were carried out at Montrose Playing Fields and Silkstream Parks and at a series of smaller parks. Montrose and Silkstream parks make up one of the largest greenspaces in Barnet. As part of £5m investment, a significant upgrade was made to the facilities and landscape of the parks, which were re-opened to the public in March 2020. Colindale Park and Rushgrove Park also form part of the 'Colindale Parks Improvement Plan'. A report presented to Environment Committee in September 2019 included draft masterplan proposals for these locations and requested the approval to co-ordinate a full public consultation. The public consultation took place in 2019/20, the results of which have been reviewed and will be presented back to a future meeting along with the Outline Business Case for delivery. - Public consultation was carried out on the Cophall Sports Hub/Mill Hill Open Spaces, West Hendon Playing Fields, and Barnet Playing Fields/ King George V Playing Fields Masterplans and all were approved by Environment Committee. - The Victoria Park Masterplan was approved and contractors appointed to deliver a new play area; and refurbish three tennis courts/multi-use games area. The Childs Hill Park Masterplan was also approved, in consultation with the Friends of Childs Hill, and an improvement programme (value £210,000) commenced for a new picnic area, upgrade to the play surface and landscaping. - A new leisure centre was opened within Victoria Recreation Ground, which also included a new play area, landscaping improvements and tree planting within the park. - The council won the London Tree and Woodland Award for the Barnet Tree Policy, which outlines best practice management of trees and woodlands, and includes the target planting of 900 trees per year contributing towards improved air quality. In 2019/20, 1126 new trees were planted for green infrastructure, urban heat, in streets and parks and open spaces. 	<p>Good progress</p>
<p>Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet's residents</p>	<ul style="list-style-type: none"> - The draft Local Plan (Reg 18) with 51 policies and 67 site proposals and new Local Development Scheme (LDS) setting out priorities for area based Supplementary Planning Documents (SPDs) at Middlesex University and the Burroughs, and the Edgware Growth Area were approved by P&R Committee. - Barnet Homes continued to make good progress on delivering affordable housing on council land. Budgetary approval was given, as part of the MTFs, for sites linked to additional affordable housing in Barnet. 	<p>Satisfactory progress</p>
<p>Investing in community facilities to support a growing population, such as schools and leisure centres</p>	<ul style="list-style-type: none"> - Work progressed on the Infrastructure Delivery Plan, including plans for community facilities as part of Brent Cross South and Grahame Park/Colindale and West Hendon regeneration schemes. - The design for Claremont School commenced and a Schools Strategic Partnering Board was set up to give guidance on the delivery of schools within the Brent Cross Cricklewood projects. - A new planning application for Grahame Park was submitted. This has an amended phasing plan, with the health centre being demolished in 2025 and children's and community centres later still. 	<p>Good progress</p>

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Responsible delivery of major regeneration schemes

- Construction started on Phase 4 at West Hendon, which will deliver 611 residential units (418 private and 193 affordable) with completion expected in 2023.
- The accelerated decant of Marsh Drive in West Hendon was considered by H&G Committee on 27 January 2020, along with a report to secure authority to vary the Principal Development Agreement (PDA) to allow the development partners to further develop proposals for Phases 5 and 6 and submit them to Planning in mid-2020.
- Demolitions took place at Granville Road and Dollis Valley.
- The Barnet Group (TBG) was commissioned to develop mixed tenure residential development schemes comprising affordable rent, shared ownership and private sale homes across the five Tranche 1 sites. Planning consent for the first of these sites, Hermitage Lane, was secured.
- The contract for Brent Cross West Station was awarded to Volker Fitzpatrick; and the design work started in January 2020.
- The Train Operating Company (TOC) building works were completed. The demolitions at Claremont Industrial Estate, required for Brent Cross South, progressed and Argent Related placed the first significant infrastructure contract in January 2020 to commence infrastructure works by mid-2020. This will enable development to commence on Plot 12 in early 2021.
- The council continued to progress the critical infrastructure workstreams to deliver the highway improvements to the junctions of Claremont Road / Cricklewood Lane and Cricklewood Lane / A5 Edgware Road (known as the Southern Junctions). The first tranche of works commenced in January 2020.
- The new Growth Strategy was approved by H&G Committee in January 2020.

Good progress

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Indicator	Polarity	19/20 Target	EOY 19/20		EOY 18/19	Benchmarking
			Result	DOT	Result	
Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections						
Kilogram of residual HH waste produced per household (q)	Smaller is better	612 kg/HH	Not available	Not available	617.2 kg/HH	No benchmark available
Kilogram of total HH waste produced per household (q)	Smaller is better	970 kg/HH	Not available	New for 19/20	New for 19/20	No benchmark available

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Indicator	Polarity	19/20 Target	EOY 19/20		EOY 18/19	Benchmarking
			Result	DOT	Result	
Targeted communications with landlords and agents to reduce 'throw away' culture (Annual)	Bigger is better	3	3 (G)	New for 19/20	New for 19/20	No benchmark available
Time banded collections rolled out	Bigger is better	5	0 ¹	New for 19/20	New for 19/20	No benchmark available
Keeping the borough moving, including improvements to roads and pavements						
Emergency defects rectification timescales completed on time	Bigger is better	100%	100% (G)	→ S	100%	No benchmark available
Highways Category 1 defects rectification timescales completed on time (48 hours)	Bigger is better	100%	66.6% (R)	↓ W	78.8%	No benchmark available
Highways Category 2 defects rectification completed on time	Bigger is better	100%	61.1% (R)	↓ W	69.2%	No benchmark available
<i>Comments: Highways performance was impacted by significant IT issues. A new interface was developed to try and resolve the technical issues between the Exor and Icon IT systems. Due to ongoing IT issues, a decision was subsequently made to replace the Exor IT system. A new IT System (Confirm) is being implemented and will be launched in July 2020.</i>						
Getting the best out of parks and improving air quality by look after and investing in our greenspaces						
Total value of investment secured (£)	Bigger is better	100k	191k (G)	New for 19/20	New for 19/20	No benchmark available
Total number of trees planted per annum (bi-annual)	Bigger is better	1126 ²	1126 (G)	New for 19/20	New for 19/20	No benchmark available
Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet's residents						

¹ The time banded collections project was suspended whilst the remedial works at Oakleigh Depot were carried out.

² Target Increased in Q3 from 900 to 1126.

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Indicator	Polarity	19/20 Target	EOY 19/20		EOY 18/19	Benchmarking
			Result	DOT	Result	
New homes completed across the borough by all providers (q) ³	Bigger is better	Monitor	1744	↑ I	830 ⁴	No benchmark available
Affordable housing completions across the borough by all providers (q)	Bigger is better	Monitor	463	↑ I	211 ⁵	No benchmark available
Affordable housing delivered on council owned land (c)	Bigger is better	35 ⁶	19 ⁷ (R)	New for 19/20	New for 19/20	No benchmark available
<i>Comments: Affordable housing completions due in March 2020 were impacted by Covid-19 when sites were closed on health and safety grounds.</i>						
Responsible delivery of major regeneration schemes						
Delivery of regeneration projects (q)	Bigger is better	90%	100% (G)	↑ I	90%	No benchmark available

³ This KPI measures all new homes in the borough (including as part of regeneration schemes and private development schemes).

⁴ This is a provisional result (830) as at March 2019. The result is sourced internally and relates to the number of new homes added to council tax records. The final result will be confirmed in 2019/20.

⁵ This is a provisional result (211) as at March 2019. The result is sourced from GLA data releases. The final result will be confirmed in 2019/20.

⁶ The target for the KPI has been amended from 77 to 35 following publication of the Housing Delivery Plan to Housing Committee.

⁷ The Q3 result was incorrectly reported as 24. The EOY result was 19.

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Improving services for children and young people and ensuring the needs of children are considered in everything we do

- In response to the Ofsted ILAC report, the Placements Team has ensured young people in care are aware of how to access advocacy services; Practice Development Workshops have been completed with Social Workers and Team Managers in the Duty and Assessment and Intervention and Planning teams to ensure staff understand expectations in providing information to the MARAC; and Practice Standards and an audit template have been developed to reflect practice expectations for the timely integration of actions arising from the Vulnerable Adolescents at Risk Panel (VARP), Sexual Exploitation and Missing (SEAM) Strategy Meetings, and MARAC into children's plans.
- A new Autism Strategy was drafted in conjunction with practitioners, parents, carers and young people; and the new draft Life Chances Strategy 2020-24 set out a renewed commitment to improving outcomes for children, young people and families.
- The new Woodside Avenue Children's Home received planning approval and work commenced on site.
- Since Live Unlimited launched in February 2018, more than 70 looked after children and care leavers have been supported through the Imagination Trust small grants scheme; and three care leavers have passed their driving tests through the Driving Ahead scheme (in partnership with the AA).
- Over 5,000 members have joined Uitas Youth Zone since it opened in June 2019, of which 21% are eligible for free school meals, and just under 10% have additional needs.
- Following a recommissioning of short breaks, more than 525 families took up short breaks in 2019/20 (compared to 460 in 2018/19).
- Opendoor Homes completed 38 properties as part of its family sized affordable housing schemes.
- Children's membership of libraries remained steady at 25,484; and children's use of libraries increased over the past two years since the library reorganisation.
- The multi-agency 0-19 model has facilitated co-ordinated services for families; and an increase in referrals to all locality areas. Barnet Integrated Clinical Services (BICS) has positively contributed to integrated mental health support within the 0-19 Early Help offer alongside the Resilience Schools programme
- Through a partnership with MAC UK, Growing Against Violence and Art Against Knives work was delivered with young people at risk of exploitation (including in relation to gangs). This work is being built on through a successful bid to the Home Office's Trusted Relationships programme.
- The work of the REACH team has demonstrated a positive impact on reducing missing episodes, offending and family breakdown and supporting young people back to employment, education or training.
- Youth Endowment Funding has been granted to two projects one to establish a Transition Hub for children new to and on the edge of care; and the second to deliver protective and connecting mentoring programme for children aged 10-14 years who have a sibling involved in offending behaviours.
- The Children and Young People Mental Health Transformation Plan was submitted outlining ambitions to transform services in line with the THRIVE principles for system change.

Satisfactory progress

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	<ul style="list-style-type: none"> - The Clinical Commissioning Group committed to the expansion of the Acute Care Team (delivered by Barnet, Enfield and Haringey Mental Health Trust) with two further clinicians to expand to Royal Free Hospital and enable the service to support GPs and schools in a preventative capacity. - Significant improvements were made on the Healthy Child Programme (HCP), including improved rates of HCP reviews and breastfeeding. - The Healthy Schools Programme expanded support to schools, with PSHE and Home Start continuing to provide good value for money. From November, Brook was commissioned to provide a sexual health and healthy relationship promotion service, which included initiating a C-Card scheme. - The Healthy Weight programme, run by GLL, initiated the Xplore programme focusing on promoting a healthy weight and lifestyle among children of primary school age. - The National Child Measurement Programme data showed that Barnet compared favourably to other boroughs on excess weight in primary school aged children. A recent evaluation of the healthy weight lifestyle service in Barnet highlighted areas for further improvement, including how teenagers are supported to achieve and maintain a healthy weight. These will be worked on with the service provider when normal service resumes. - The Resilient School programme expanded significantly to 57 schools. The programme promotes the link between physical activity and mental health, providing resources to encourage 20 minutes of additional physical activity a day in schools (including the Mayor's Golden km). 74 schools have at least one trained mental health first aider. 90 mental health first aiders have been trained, with a further 12 staff due to complete their training. - Public Health continued to work with stakeholders from a range of organisations to lead cross-sector working to improve child health in areas such as breastfeeding, healthy weight, childhood immunisations, and PSHE. - All providers continued to provide virtual services during Covid-19. 	
<p>Integrating health and social care and providing support for those with mental health problems and complex needs</p>	<ul style="list-style-type: none"> - Adults and Health worked with the GP Federation, NHS Barnet Clinical Commissioning Group (BCCG) and NHS providers on the development of primary care networks (PCNs), which aim to deliver primary and community health care closer to people's homes. Seven PCNs⁸ were implemented in Barnet. Some PCNs took a specialist focus, such as diabetes and frailty, with council staff involved. - Adults and Health developed the social prescribing model with NHS partners, including training and a week-long induction programme for new Social Prescribing Link Workers, which are now embedded in each PCN and working closely with the Prevention and Wellbeing Team and Public Health. - The number of people benefiting from mental health recovery support has increased with the Network (the mental health enablement service), doubling the number of referrals it has managed over the last year. The intensive enablement team has developed awareness 	<p>Satisfactory progress</p>

⁸ Primary Care Networks are groups of GP practices working closely together with other primary and community care staff and health and care organisations to provide integrated services to their local populations.

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	<p>and training programmes for providers of supported accommodation, with the team working with staff in these services to enhance resident safety and reducing their risk of social exclusion.</p> <ul style="list-style-type: none"> - The Barnet Integrated Learning Disability Service (BILDS) continued to support the 'progression' of people with learning disabilities to increased independence through in-depth reviews. The service worked with six care providers to enable commissioned services to be more flexible in responding to people's needs as they became more independent. - Work was undertaken on setting up a Shared Lives Scheme for launch in 2020/21. - Work continued with NHS partners on the development of integrated care models as part of the North London Sustainability and Transformation Partnership's (NCL STP) move to form an integrated care system, made up of five local integrated care partnerships (ICPs). The pace of this work was impacted by Covid-19 but work will resume in 2020/21 as part of the recovery phase of the response. - Close working took place between Adults and Health, BCCG and NHS Provider Trusts to manage the acute and community urgent care pathways, with hospital social work staff and team managers focused on facilitating discharges of long length of stay patients with multiple complex needs. The council continued to work closely with providers on ensuring capacity and quality of care to support hospital discharge. - GP practices implemented a new brief intervention for people with pre-diabetes and referral to the National Diabetes Prevention Programme (NDPP), which should continue to increase referrals from Primary Care. Referrals to NDPP are slightly below target (75%, against target of 80%). Practice Facilitators are being recruited and other interventions explored. - Virtual clinics in all practices were completed for Atrial Fibrillation (AF). Provisional data shows that AF prevalence rates have risen, meaning more people are being detected and given appropriate treatment. Support is being provided to lower performing practices. 	
<p>Supporting our residents who are older, vulnerable or who have disabilities to remain independent and have a good quality of life</p>	<ul style="list-style-type: none"> - Ansell Court, a dementia friendly extra-care scheme with 53 flats, was completed and all flats were allocated and residents moved in over the course of the year. Two additional extra care sites are in development, with one due to commence build in 2020. - The Care Technology service continued to grow, with an additional 1,440 user installations by year-end. - The Prevention and Wellbeing Service (PWS) continued to undertake a community development role and identify opportunities for the VCS and adult social care to work together to enhance prevention and community activities for disabled people. The PWS led a quarterly forum for VCS providers which work with adults in the borough, with around 40 organisations in attendance. The team continued to support the work of other partners and key community contacts including BOOST, Social Prescribing Link Workers, Community Together Network, commissioned and non-commissioned organisations. - The Specialist Dementia Support Service provided tailored activity courses to people with dementia and a bespoke training course to carers of people with dementia. The course was designed to build knowledge and confidence when providing care for loved ones at home. Due to Covid-19, the final session took place online. 	<p>Good progress</p>

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<p>Helping people into work and better paid employment</p>	<ul style="list-style-type: none"> - Employment schemes were put in place on the regeneration estates (Dollis Valley, West Hendon and Grahame Park) and new initiatives continued to be developed with partners. Employment and skills delivery for Plots 10, 11 and 12A of Grahame Park were agreed and a partnership established with Barnet and Southgate College to deliver Adult Education on the West Hendon Estate. - The council continued to engage with private developers on major schemes to secure employment and skills outcomes. Work continued with developers to secure apprenticeship and training opportunities through development, including further preparation for Brent Cross Cricklewood employment and skills delivery. - A project with Cambridge Education to offer 'Access for All' routes for residents Not in Employment, Education or Training (NEET) was launched. This engaged 13 development sites, with eight offering work experience placements to NEET individuals and Care Leavers. - Barnet Homes leads on managing BOOST, which provides community-based help for Barnet residents from bases at Burnt Oak Library and 184 Cricklewood Lane or via outreach at South Friern and Chipping Barnet libraries and a monthly work club at the Probation Service. By the end of the year, BOOST services had achieved 11,479 visitors and supported 246 people into work, 74 of whom were under 25. - The Welfare Reform Task Force also led by Barnet Homes engages with residents and provides support to help them manage the Benefit Cap and transition onto Universal Credit. By the end of the year, 155 clients had moved off the Benefit Cap as a result of finding work; 80 households had moved to more suitable accommodation; 1226 clients had been provided with benefit advice; and Discretionary Housing Payments at a total value of £1.72m had been awarded to 915 people. 	<p>Good progress</p>
<p>Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing</p>	<ul style="list-style-type: none"> - Completion and opening of two brand new leisure facilities - New Barnet Leisure Centre (30 Aug 2019) and Barnet Copthall Leisure Centre (1 Sep 2019). Both facilities offer a diverse mix of facilities and programming and collectively achieved over 431,000 attendances between September 2019 and March 2020. The total number of visits to all Barnet leisure facilities (up to 21 March 2020) was 1,165,408. - More than 27,000 residents signed up for a Fit and Active Barnet (FAB) Card, including c.50% junior members (5-16 years). This represented a 29% increase from last year. - The council's leisure management contract with GLL (Better) continued to deliver a range of programmes to support the achievement of Public Health outcomes including weight management (children and adults); support for those with cancer; diabetes and falls prevention; dementia cafe etc. 651 participants were engaged in targeted initiatives. The council continued to co-ordinate and deliver the Disability Sports Network, diversifying the membership through further stakeholder engagement. - The Sugar Smart Barnet campaign was launched, focusing on early years and schools. The aim was to reduce sugar intake by promoting healthy choices and enabling people to make informed decisions about their sugar intake. - The final two (of 6) healthy heritage walks and their accompanying audio were published in Barnet First. The Healthy Heritage Walks webpage was the most visited webpage on the Health & Wellbeing section of the website in March 2020. - £25,000 Area Committee funding was secured to install Active Trails across parks and open spaces within Chipping Barnet. 	<p>Good progress</p>

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	<ul style="list-style-type: none"> - The Barnet Health Walks Programme (7 weekly walks) was implemented, with two additional walks now offered from leisure facilities - Two new weekly parkrun events were established in Friary Park and Sunnyside Park. - The annual London Youth Games were co-ordinated, with over 400 young people representing Barnet in competition against other London Boroughs. - 1,800 young people were engaged in the SHAPE physical activity Programme (14-19 years) led by the council. - In collaboration with the Young Barnet Foundation, the VCS was helped to secure funding from Sport England for 37 satellite clubs and 35 sportive programmes. - £90k investment was secured from the TfL LIP to support Active Travel projects in partnership with GLL and Middlesex University. 	
<p>Ensuring we have good schools and enough school places so all children have access to a great education</p>	<ul style="list-style-type: none"> - The percentage of Primary, Secondary and Nursery schools rated Good or better is 96.8%. 100% of Secondary schools are rated Good or better by Ofsted. The percentage of children attending a Good or Outstanding primary, secondary or Nursery school in Barnet is 96.6%. - Barnet's Progress 8 in 2019 ranked the 2nd best Local Authority in the country (out of 151 LAs) in 2019. These results gauge the progress made by students during their time at secondary school. The average 'Attainment 8' score in Barnet is 56.9 points, compared to the national average of 46.7 points, and an increase of 0.9 points in Barnet from the results in 2018. Our Attainment 8 was the 2nd best in the country (up from 5th in 2018). - Final validated DfE data shows the attainment of disadvantaged pupils at KS2 for 2019 is in the top 10% of LAs for maths (8th), GPS (13th), reading (13th) and in the top 10% for Reading, Writing and Mathematics combined (ranked 9th out of 151 LAs). - Educational attainment at KS2 (RWM) in 2019 for children and young people with SEN Support is in the top 10% of LAs nationally and for children and young people with an EHCP is in the top 15% of LAs. Progress at KS2 for SEN Support pupils is in the top 10% of LAs for reading and maths. Progress at KS2 for children with an EHCP is in the top 10% of LAs for maths, and in the top 20% for reading. - At Key Stage 2, Barnet is 7th in the country for the number of pupils reaching the expected standards in Reading, Writing and Maths combined. Maths results were particularly strong (4th best LA in the country). - Two new dedicated 'zones' for young people, SENCo Zone and Young People Zone, have been established on the local offer. Data analytics show that the SENCo Zone is particularly well used. - There were sufficient school places in primary and secondary schools for all Barnet children and young people who needed one. Extra secondary places at the newly-opened Ark Pioneer Academy and the expanded St. James Catholic High School enabled growing secondary demand to be met. 	<p>Good progress</p>

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Indicator	Polarity	19/20 Target	EOY 19/20		EOY 18/19	Benchmarking
			Result	DOT	Result	
Improving services for children and young people and ensuring the needs of children are considered in everything we do						
Number of schools participating in Resilient Schools programme (c)	Bigger is better	40	57 (G)	New for 19/20	New for 19/20	No benchmark available
Number of schools completed Mental Health First Aid training (q)	Bigger is better	122 ⁹	101 (R)	New for 19/20	New for 19/20	No benchmark available
Emotional wellbeing of looked after children aged 5-16 that is of no concern (Annual)	Bigger is better	70%	76.4% (G)	New for 19/20	New for 19/20	London 66.6%
Proportion of children in care with up to date immunisations (Annual)	Bigger is better	95%	87.5% (A)	New for 19/20	New for 19/20	No benchmark available
Waiting times for Autistic Spectrum Disorder assessments (q)	Bigger is better	<18 weeks wait	32 weeks wait (R)	New for 19/20	New for 19/20	No benchmark available
<i>Comments: (1) The final youth Mental Health First Aid training sessions were suspended due to Covid-19. The service is re-evaluating how to deliver these sessions going forward and ongoing support to schools and families. (2) Demand/capacity issues affected waiting times for ASD assessment. Barnet CCG has been working with providers to resolve with extra funding provided.</i>						
Integrating health and social care and providing support for those with mental health problems and complex needs						
Permanent admissions to residential and nursing care homes, per 100,000 population age 65+ (c)	Smaller is better	511 ¹⁰	528.3 (A)	Not comparable	334.4 ¹¹	CIPFA Neighbours 389.2 London 430 England 580 (NASCIS, 2018/19)

⁹ The target represents all state schools in Barnet.

¹⁰ The annual target has been adjusted to 511 (from 490) to reflect the change to using ONS population estimates. This brings the council in line with the standard methodology used by the NHS for this KPI.

¹¹ 18/19 EOY result changed from 381.4 to 334.4.

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Indicator	Polarity	19/20 Target	EOY 19/20		EOY 18/19	Benchmarking
			Result	DOT	Result	
Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64 (c)	Smaller is better	13.0 ¹²	11.8 (G)	Not comparable	9.5 ¹³	CIPFA Neighbours 8.9 London 9.6 England 13.9 (NASIS, 2018/19)
New admissions to residential care for working age adults, per 100,000 population, MH only (q)	Smaller is better	7.5	Not available	New for 19/20	New for 19/20	No benchmark available
Adults with mental health needs who live independently, with or without support ¹⁴ (s)	Bigger is better	83% ¹⁵	68.3% (R)	↓ W	71.9% ¹⁶	CIPFA Neighbours 71.5% London 62% England 58% (ASCOF, 2018/19)
Adults with learning disabilities who live in their own home or with their family (s)	Bigger is better	74%	83.3% (G)	↑ I	77.5% ¹⁷	CIPFA Neighbours 73.7% London 75.1% England 77.4% (ASCOF, 2018/19)
Delayed transfers of care from hospital per day per 100,000 population (aged 18+) which are attributable to NHS and adult social care ¹⁸ (s)	Smaller is better	7.19 ¹⁹	9.14 ²⁰ (R)	Not comparable ²¹	7.2 ²²	CIPFA Neighbours 6.1 London 6.3 England 10.3 (ASCOF, 2018/19)

¹² The annual target has been adjusted to 13.0 (from 12.0) to reflect the change to using ONS population estimates. This brings the council in line with the standard methodology used by the NHS for this KPI.

¹³ 18/19 EOY result changed from 9.1 to 9.5.

¹⁴ 'Living independently with or without support' refers to accommodation arrangements where the occupier has security of tenure or appropriate stability of residence in their usual accommodation in the medium-to-long-term, or is part of a household whose head holds such security of tenure/residence. These accommodation arrangements are recorded as settled accommodation in the Mental Health Services Data Set (MHSDS) and is reported from national submission from health partners. Social care does not hold these datasets and relies on partner submission.

¹⁵ Data provided by Barnet, Enfield, Haringey Mental Health Trust. NHS England have been working with all Mental Health Trusts to improve the quality of this data. As this work continues this may lead to variations in reported performance and the target may be revised accordingly.

¹⁶ 18/19 EOY results changed from 80.9% to 71.9%.

¹⁷ 18/19 EOY result changed from 78% to 77.5%.

¹⁸ The results for the DTOC KPIs are a snapshot of performance in the most recent month for which data is available at the point of report production (February 2019) – they do not show data over the preceding year.

¹⁹ The DTOC targets are set by NHS England at a national level. The annual target has been adjusted to 7.19 (from 6.87) to reflect the change to using ONS population estimates. This brings the council in line with the standard methodology used by the NHS for this KPI.

²⁰ Result is for February 2020. There is a two-month time lag for published DTOC figures and because of this Barnet has an established methodology of using the middle month of the quarter as a snapshot for the quarter.

²¹ EOY 19/20 result is not comparable with EOY 18/19 result due to change in population estimates used for the calculation. 18/19 results were based on SNPP population estimates. 19/20 results are now based on ONS population estimates

²² 18/19 EOY result changed from 9.45 to 7.2.

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Indicator	Polarity	19/20 Target	EOY 19/20		EOY 18/19	Benchmarking
			Result	DOT	Result	
Delayed transfers of care from hospital per day per 100,000 population which are attributable to adult social care only ²³ (s)	Smaller is better	2.07 ²⁴	2.49 ²⁵ (R)	Not comparable ²⁶	1.7 ²⁷	CIPFA Neighbours 1.9 London 2.0 England 3.1 (ASCOF, 2018/19)
People who feel in control of their own lives ²⁸ (Annual)	Bigger is better	75.8% ²⁹ (within conf. interval)	72.4% (G)	↑ I	72.2% ³⁰	CIPFA Neighbours 72.8 London 71.4 England 77.6 (ASCOF, 2018/19)
People signposted to information, advice and guidance (c)	Bigger is better	Monitor	3991	New for 19/20	New for 19/20	No benchmark available
Referrals to voluntary sector organisations at first contact (c)	Bigger is better	Monitor	2215	New for 19/20	New for 19/20	No benchmark available
Attendance at first group of National Diabetes Prevention Programme ³¹	Bigger is better	85%	75% (R)	New for 19/20	New for 19/20	No benchmark available
Proportion of patients diagnosed with atrial fibrillation that are treated (anticoagulated) in a timely manner (Annual)	Bigger is better	85%	Not available ³²	New for 19/20	New for 19/20	London 81.3% England 84.0% (2017/18 data)

²³ The results for the DTOC KPIs are a snapshot of performance in the most recent month for which data is available at the point of report production.

²⁴ The DTOC targets are set by NHS England at a national level. The annual target has been adjusted to 2.07 (from 2.03) to reflect the change to using ONS population estimates. This brings the council in line with the standard methodology used by the NHS for this KPI.

²⁵ Result is for February 2020. There is a two-month time lag for published DTOC figures and because of this Barnet has an established methodology of using the middle month of the quarter as a snapshot for the quarter.

²⁶ EOY 19/20 result is not comparable with EOY 18/19 result due to change in population estimates used for the calculation. 18/19 results were based on SNPP population estimates. 19/20 results are now based on ONS population estimates

²⁷ 18/19 EOY results changed from 2.01 to 1.7.

²⁸ This survey indicator has a confidence interval of +/-4.2%pts.

²⁹ All indicators based on the Adults Social Care user survey are set using a 'confidence interval' that takes account of the margin of error which may result from surveying a small sample of the population.

³⁰ 18/19 EOY result changed from 75.8% to 72.2%.

³¹ This is a new KPI identified as part of the revised Health and Wellbeing Delivery Board, which was approved by Health and Wellbeing Board on the 3 October 2019. The previously reported indicator 'Number of people referred to National Diabetes Prevention Programme' has been closed.

³² Data due in November 2020.

Our residents live happy, healthy, independent lives with the most vulnerable protected

Indicator	Polarity	19/20 Target	EOY 19/20		EOY 18/19	Benchmarking
			Result	DOT	Result	
All social prescribers appointed by Primary Care Networks (Annual) ³³	Bigger is better	8	8 (G)	New for 19/20	New for 19/20	No benchmark available
Number of people referred by Social Prescribers/ Prevention and Wellbeing co-ordinators ³⁴	Bigger is better	Monitor	609	New for 19/20	New for 19/20	No benchmark available
<p><i>Comments: (1) Adults with mental health needs who live independently is a national indicator that includes the cohort of all adults supported by NHS mental health services under the care programme approach, which is significantly broader than those receiving ASC. These accommodation arrangements are recorded as settled accommodation in the Mental Health Services Data Set and the data reported comes from the national submission made by health partners. As people progress with their recovery, move into stable accommodation and then stop receiving support with their mental health, they are no longer included in the dataset. The measure is intended to improve outcomes for adults with mental health problems by demonstrating the proportion in stable and appropriate accommodation and staying well. (2) DTOC targets were not met for February 2020. ASC performance has been negatively impacted by a change in the national reporting guidance, where Central London Community Healthcare NHS Trust started reporting non-acute delays from Adams Ward (in Finchley Memorial Hospital) from September 2019 onwards. These patients follow 'Pathway 3 - Discharge to Access', which means that clients are moved from a hospital bed to a community ward where the clients are assessed. Any days in this ward are counted towards the overall DTOC performance for Barnet.</i></p>						
Supporting our residents who are older, vulnerable or who have disabilities to remain independent and have a good quality of life						
Number of Extra Care beds in Ansell Court which are filled (c)	Bigger is better	53	53 (G)	New for 19/20	New for 19/20	No benchmark available
Proportion of people receiving reablement who go on to require a long-term service (SALT)	Smaller is better	Monitor	13.5%	New for 19/20	New for 19/20	No benchmark available
Clients receiving preventative reablement services enabling them to live in the community for longer	Bigger is better	Monitor ³⁵	408	New for 19/20	New for 19/20	No benchmark available
Utilisation of 'Good Thinking' platform (Annual)	Bigger is better	10000	11451 (G)	New for 19/20	New for 19/20	No benchmark available
Proportion of infants breastfed at 6-8 weeks (developmental target) (q)	Bigger is better	60%	41.9% (R)	New for 19/20	New for 19/20	England 42.7% (2017/18 data)

³³ This is a new KPI identified as part of the revised Health and Wellbeing Delivery Board which was approved by Health and Wellbeing Board on the 3 October 2019.

³⁴ This is a new KPI identified as part of the revised Health and Wellbeing Delivery Board which was approved by Health and Wellbeing Board on the 3 October 2019.

³⁵ The 19/20 data will be used to establish a baseline.

Our residents live happy, healthy, independent lives with the most vulnerable protected

Indicator	Polarity	19/20 Target	EOY 19/20		EOY 18/19	Benchmarking
			Result	DOT	Result	
Proportion of physically active adults that meet Chief Medical Officer guidelines (e.g. 150 minutes of moderate activity a week) (Annual) ³⁶	Bigger is better	65%	59.4% (2018/19)	New for 19/20	New for 19/20	London 66.4% England 66.3%
Childhood excess weight (overweight and obesity) prevalence for Reception pupils. (Annual)	Smaller is better	19%	19.2% (2018/19)	New for 19/20	New for 19/20	London 21.8%
Childhood excess weight (overweight and obesity) prevalence for Year 6 pupils. (Annual)	Smaller is better	30%	34.3% (2018/19)	New for 19/20	New for 19/20	London 37.7%
Number of schools participating in Mayors Golden Km ³⁷	Bigger is better	Monitor ³⁸	38	New for 19/20	New for 19/20	No benchmark available
Number of schools contacted about MGK and Daily Mile (c) ³⁹	Bigger is better	Monitor ⁴⁰	98	New for 19/20	New for 19/20	No benchmark available

Comments: The breastfeeding rate was impacted by poor recording of data and attendance at reviews. Breastfeeding rates were significantly higher amongst those who attended a review. There has been ongoing work with the health visiting teams and primary care to improve uptake of the 6-8 weeks health visitor review, which is in addition to the 6-8 weeks GP review; and attendance was improving towards the end of the year.

Helping people into work and better paid employment

Unemployment (of people on out of work benefits) (r)	Smaller is Better	Monitor	4.5% ⁴¹	↑	4.7% ⁴²	London 4.6% National 3.9% (Jan 19 – Dec 19, NOMIS)
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Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing

³⁶ This PH KPI differs to that reported under A&S. It captures the two main sources of physical activity data taken from the Health Survey for England (HSE) and the Active Lives Survey (ALS) to give an overall combined score.

³⁷ From September 2019 this data will be routinely collected as part of the Resilient Schools Programme. A baseline figure will be provided in Q3 19/20 to inform the physical activity strategy due in 2020. The target will be confirmed once the baseline is established e.g. number of schools participating in 20 mins extra physical activity.

³⁸ The KPI will be monitored in 2019/20 to collate a baseline with the intention of implementing a target from 2020/21.

³⁹ This is a new KPI identified as part of the revised Health and Wellbeing Delivery Board which was approved by Health and Wellbeing Board on the 3 October 2019.

⁴⁰ The KPI will be monitored in 2019/20 to collate a baseline with the intention of implementing a target from 2020/21.

⁴¹ Rolling 12 months to Dec 2019.

⁴² Rolling 12 months to Dec 2018.

Our residents live happy, healthy, independent lives with the most vulnerable protected

Indicator	Polarity	19/20 Target	EOY 19/20		EOY 18/19	Benchmarking
			Result	DOT	Result	
Adults (16+) taking part in moderate activity at least 150 minutes per week (Bi-annual) ⁴³	Bigger is better	60%	64% (G)	New for 19/20	New for 19/20	Rank 19 (out of 32 London Boroughs) (Sport England, 2019)
FAB card holders following FAB2 campaign (c)	Bigger is better	22000	27017 (G)	New for 19/20	New for 19/20	No benchmark available
Participants engaged in targeted programmes (q)	Bigger is better	690	651 (A)	New for 19/20	New for 19/20	No benchmark available

*Additional KPIs are reported to Children, Education and Safeguarding Committee via the Children's Services Analysis Tool (ChAT). The most recently reported ChAT (February 2020) is appended – **see Appendix B**. This shows:

Improving services for children and young people and ensuring the needs of children are considered in everything we do

- The rate of Children Looked After (CLA) remained below the England and Statistical Neighbour average at 18 CLA per 10,000 children. The number of children coming into care remained relatively stable with approximately 320 children being in care at any one time.
- Timeliness of visits to children in care remained high with 85% of children visited on time.
- The percentage of UASC is significantly higher than Statistical Neighbours and England average at 23%, although numbers of UASC remained in line with target allocation of this cohort of young people (66 versus a target of 68); the majority of UASC are male (91%).
- Placement stability for CLA continued to be high with 70% of children remaining in the same placement or more, which is higher than Statistical Neighbours and in line with the England average.
- The percentage of children who had three or more placements moves in the previous 12-months was lower than the previous year, 6.8% versus 8.8% at the same period in 2018/19.
- The majority of children remained in care until the age of 18 (83%), with most remaining with foster carers.
- Accommodation suitability remained high and significantly above Statistical Neighbour and England averages; the majority of Care Leavers had more semi-independent or independent living, and a high number remained with their foster carers.
- Although the data for care leavers in employment, education and training looked low at 56%, this was higher than Statistical Neighbour and England averages; the service continued to work on this indicator to ensure opportunities for young people were identified and supported.

⁴³ KPI is reported from the Sport England Active Lives Adult Survey, which is undertaken twice a year. This uses the Chief Medical Officer guidelines as a measurement. This measurement is slightly different to the KPI reported under the HWBB.

Improving services for children and young people and ensuring the needs of children are considered in everything we do

- Contacts coming into the MASH continued to increase following a decline in December 2019 which was expected with the holiday season, 34% of these were referred to either children's social care or early help services.
- The re-referral rate fell to 16%, which was significantly lower than Statistical Neighbour and England averages.
- The majority of children were seen during an assessment, 96%, with most assessments being completed within 45-working days (79%); there continued to be strong management oversight where assessments were not completed on time.
- ICPC timeliness (within 15 days of s47 start date) was in line with Statistical Neighbour and England averages (86%).
- The rate of both open Children in Need Plans (CIN) and Children on a Child Protection Plan (CPP) remained significantly lower than Statistical Neighbours and England averages, 184 per 10,000 and 20 per 10,000 respectively.
- Children were visited in a timely manner with most children on a child protection plan (86%) seen in the previous four-weeks, 72% were seen within 10-working days.
- The majority of children who were reported missing were offered and provided a return home interview (80%).
- The health data for children looked after continued to improve, with 89% of open CLA having had an up-to-date health assessment.
- The percentage of dental checks for the same cohort was lower than Statistical Neighbours and the England average, 58% for the previous six-months.

Safe and strong communities where people get along well

Keeping Barnet safe	<ul style="list-style-type: none"> - The Barnet Safer Communities Partnership has helped keep Barnet safe by delivering a co-ordinated multi-agency response for victims of repeat anti-social behaviour (ASB). This work has been coordinated through the Community Safety MARAC, where over 65 complex repeat ASB cases have been problem solved during 2019/20 (outperforming the EOY target of 30). - In addition, Barnet has continued to support and utilise the OWL (Online Watch Link) app, so that more residents can receive crime prevention advice and updates from their local Neighbourhood Policing Teams. The EOY target was met with over 20,000 residents using OWL to receive crime prevention updates. 	Good progress
Tackling anti-social behaviour and environmental crime	<ul style="list-style-type: none"> - The Barnet Safer Communities Partnership has been working with the Police and other partner agencies to deliver a co-ordinated response to tackle anti-social behaviour and environmental crime. This has included utilising Public Space Protection Orders to tackle ASB linked to street drinking and other ASB issues. There are five PSPOs live (exceeding the EOY target of 3). The evidence indicates that the PSPOs are effective in reducing the types of ASB that they have been targeting and there has been a reduction in alcohol related calls to the London ambulance service in the street drinking PSPO areas. - In addition, there are 13 multi-agency action plans in place to address high impact ASB and environmental crime areas (exceeding the EOY target of 6). - The volume of ASB calls to Police increased, reflecting a similar trend across London (over 65,000 more ASB calls to Police in London during 2019/20 compared to the previous year). Increased capacity within the '101' call handling system, which reduced the average waiting time for '101' calls to picked up, has been a major contributory factor to the increase in recorded calls. 	Good progress
Celebrating our diverse and strong communities and taking a zero-tolerance approach to hate crime	<ul style="list-style-type: none"> - The Barnet Zero Tolerance to Hate Crime project is part of the Barnet Safer Communities Partnership's commitment to working together to improve access to justice for victims of hate crime and to make it easier for people to report Hate Crime and get the support that they need. Barnet's reported incidence of racist and religious Hate Crime remains below the London average (there were 781 Racist and Religious crimes reported in Barnet in the last 12 months). However, Hate Crime continues to be underreported both locally and nationally. - 270 residents and staff in Barnet signed up to become Hate Crime Reporting Champions (exceeding the EOY target of 50). In addition, 99 partnership staff received Hate Crime reporting training (1 short of the EOY target of 100). - The project also had a target to increase the number of Reporting Centres from 9 to 10 during 2019/20. Staff have been preparing an additional 6 centres to join the scheme, but these have been delayed due to Covid-19. 	Good progress
Ensuring we are a family-friendly borough	<ul style="list-style-type: none"> - In the British Youth Council 'Make Your Mark' consultation, Barnet received 12,399 votes, with 'Put an end to Knife Crime' voted as the top devolved issue and the UK issue being 'Protect the Environment'. - As part the UNICEF Child Friendly Communities partnership, the council worked with the 'Real Play Coalition' to deliver three workshops with 150 children, families and young people to seek views about how to make Barnet more play friendly. - The Youth Assembly was relaunched with elections for Youth Ambassadors to chair Youth Assembly running alongside the UK Youth Parliament elections in March. There were 7,368 votes and two UKYPs and Youth Ambassadors were elected. 	Good progress

Safe and strong communities where people get along well

	<ul style="list-style-type: none"> - A UNICEF staff survey was promoted to find out what staff and partners' understanding of children's rights was. The results are being analysed by UNICEF. - New safeguarding partnership arrangements were published, which place a shared and equal duty on the local authority, the Police and Clinical Commissioning Group to safeguard and promote the welfare of children. Red Quadrant was appointed to undertake independent scrutiny of the arrangements. As part of the new safeguarding partnership arrangements, Professional & Young People's Forums (PYPF) were delivered on mental health, knife crime and harmful practices. - The Young People's Perception Survey conducted face-to-face interviews with 500 young people. The results will be presented at the next CES Committee. - A mental health campaign strategy is being developed to raise awareness of mental health issues and signposting to access support services. Stress, anxiety and depression were identified as the priority mental health challenges for children and young people in the borough. 	
Focusing on the strengths of the community and what they can do to help themselves and each other	<ul style="list-style-type: none"> - Delivery against VCS performance indicators has been satisfactory throughout the year, and the council's engagement with the community has seen real improvement. Covid-19 has given rise to a huge amount of community participation with residents coming together to help each other in ways the borough has never previously seen. At the heart of this is the Community Response programme, led by the Barnet Together partnership. This has seen the VCS lead organisations take the initiative to drive and co-ordinate their sector to meet the needs of vulnerable residents. In order not to disrupt this work, it was agreed to extend until March 2021 the VCS development contracts that were due to elapse in the autumn. 	Good progress
Supporting local businesses to thrive	<ul style="list-style-type: none"> - Local businesses have been supported through the construction contracts that form part of the regeneration schemes, with increased inclusion of Local Supply Chain obligations in Planning Agreements for Grahame Park, Silkstream (Sainsbury's), Finchley Gate and TfL sites across the borough and ongoing planning for supply chain engagement on Brent Cross Cricklewood. - Ongoing support has been provided to the established Town Teams (Chipping Barnet, Edgware, Cricklewood) and work started on the Chipping Barnet Community Plan, which will develop a comprehensive vision for the area. A procurement was launched for a design team to deliver a detailed design and community engagement for Finchley Square (Finchley Central). The Chipping Barnet pavement build-out was completed. There was continued development of North Finchley Town Centre revitalisation, with a focus on identifying the funding strategy. - Work progressed to identify workspace for small and micro businesses, including potential workspace at the NIMR site in Mill Hill. - A strengthened commitment to workspace was identified in the new Growth Strategy. - The Pop Up Business School was delivered in November 2019, with circa 90 people attending the two weeks event. 	Good progress

Safe and strong communities where people get along well

Indicator	Polarity	19/20 Target	EOY 19/20		EOY 18/19	Benchmarking
			Result	DOT	Result	
Keeping Barnet safe						
Complex repeat ASB cases to be problem solved through Community Safety MARAC (q)	Bigger is better	30	30 (G)	New for 19/20	New for 19/20	No benchmark available
Residents signed up to OWL (s)	Bigger is better	>20000	24351 (G)	New for 19/20	New for 19/20	No benchmark available
Overall crime rate in Barnet (total notifiable offences) (r)	Smaller is better	Monitor	71.7 ⁴⁴	↑	74.12 ⁴⁵	London 92.1 (Apr 19 – Mar 20, Met Police)
Overall rate of burglary in Barnet (r)	Smaller is better	Monitor	9.64 ⁴⁶	New for 19/20	New for 19/20	London 8.70 (Apr 19 – Mar 20, Met Police)
Tackling anti-social behaviour and environmental crime						
PSPOs implemented (s)	Bigger is better	3 ⁴⁷	5 (G)	New for 19/20	New for 19/20	No benchmark available
Volume of ASB calls to police (r)	Smaller is better	7855 ⁴⁸	11362 ⁴⁹ (R)	New for 19/20	New for 19/20	No benchmark available
Multi-agency action plans in place to address high impact ASB and environmental crime areas (s)	Bigger is better	6 ⁵⁰	13 (G)	New for 19/20	New for 19/20	No benchmark available
Community engagement and communication campaigns delivered per year (Annual)	Bigger is better	2	2 (G)	New for 19/20	New for 19/20	No benchmark available

⁴⁴ Rolling 12 months to March 2020 (1 April 2019 to 31 March 2020).

⁴⁵ Rolling 12 months to February 2019.

⁴⁶ Rolling 12 months to March 2020 (1 April 2019 to 31 March 2020).

⁴⁷ The target is three PSPOs implemented at any point in time.

⁴⁸ A 5% reduction vs. 2017/18 baseline of 8,268 calls.

⁴⁹ Rolling 12 months to March 2020 (April 2019 to 31 March 2020).

⁵⁰ The target is to have at least six active plans in place at any point in time.

Safe and strong communities where people get along well

Indicator	Polarity	19/20 Target	EOY 19/20		EOY 18/19	Benchmarking
			Result	DOT	Result	
Celebrating our diverse and strong communities and taking a zero-tolerance approach to hate crime						
Racist and religious hate crime reported (r)	Not applicable	Monitor	781 ⁵¹	Not applicable	729 ⁵²	No benchmark available
Hate Crime Reporting Centres in Barnet (s)	Bigger is better	10 ⁵³	10 (G)	New for 19/20	New for 19/20	No benchmark available
Residents signed up as Hate Crime Awareness Champions (c)	Bigger is better	50	271 ⁵⁴ (G)	New for 19/20	New for 19/20	No benchmark available
Training sessions delivered across the partnership (c)	Bigger is better	10	10 (G)	New for 19/20	New for 19/20	No benchmark available
Number of staff to receive training across the partnership (c)	Bigger is better	100	99 (A)	New for 19/20	New for 19/20	No benchmark available
Number of Hate Crime Awareness Workshops delivered (c)	Bigger is better	5	9 (G)	New for 19/20	New for 19/20	No benchmark available
Number of CTN meetings held per year (q)	Bigger is better	4	2 (R)	New for 19/20	New for 19/20	No benchmark available
<i>Comments: The CTN did not take place in Q3 or Q4 due to pre-election regulations for the General Election and Covid-19.</i>						
Focusing on the strengths of the community and what they can do to help themselves and each other						
Number of hours of 121 surgeries (q)	Bigger is better	36	26 (R)	New for 19/20	New for 19/20	No benchmark available

⁵¹ Rolling 12 months to March 2020 (1 April 2019 to 31 March 2020).

⁵² Rolling 12 months to February 2019.

⁵³ The target is for minimum of 10 Hate Crime Reporting Centres to be in operation at any one time.

⁵⁴ During National Hate Crime Awareness week in October 2019, more than 200 residents and partnership staff signed up to become Hate Crime Reporting Champions, bringing the total this year to 271.

Safe and strong communities where people get along well

Indicator	Polarity	19/20 Target	EOY 19/20		EOY 18/19	Benchmarking
			Result	DOT	Result	
Number of Funders Fairs (bi-annual)	Bigger is better	2	2 (G)	New for 19/20	New for 19/20	No benchmark available
Number of new residents registering to be a volunteer (c)	Bigger is better	750	4362 (G)	New for 19/20	New for 19/20	No benchmark available

Comments: A series of 121 surgeries were scheduled to take place in Q4 but these were not held due to Covid-19.