

	<h2>Performance and Contract Management Committee</h2> <h3>12 September 2017</h3>
<b>Title</b>	<b>Quarter 1 2017/18 Performance Monitoring Report</b>
<b>Report of</b>	Commercial Director
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	Appendix A: Corporate risk register Appendix B: Revenue outturn Appendix C: Capital outturn Appendix D: Reserves Appendix E: Prudential indicators Appendix F: Investments outstanding Appendix G: CSG contract benefit realisation tracking
<b>Officer Contact Details</b>	Lindsey Hyde – Strategic Lead, Programmes and Performance <a href="mailto:lindsey.hyde@barnet.gov.uk">lindsey.hyde@barnet.gov.uk</a> Gillian Clelland – Assistant Director of Finance (CSG) <a href="mailto:gillian.clelland@barnet.gov.uk">gillian.clelland@barnet.gov.uk</a>

## Summary

The report provides an overview of performance for **Quarter 1 (Q1) 2017/18**, including budget position for revenue and capital, progress on key activities, indicators that have not met target and management of high level risks, along with information on staffing, customer experience and resident satisfaction, and any variations in CSG and Re contracts.

## Recommendations

- The Committee is asked to scrutinise the overall performance of the council, in relation to: the Corporate Plan; Theme Committee Commissioning Plans and Contracts; and (if necessary) make recommendations to other relevant committees on the policy and commissioning implications.**

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| <p><b>2. The Committee is asked to note the Q1 2017/18 revenue position, as detailed in paragraph A.12-A.13 and in Appendix B.</b></p>   |
| <p><b>3. The Committee is asked to note the additions and deletions (which include virements) and accelerations and slippages in the capital programme, as detailed in paragraph A.14-A.15 and in Appendix C.</b></p>                      |
| <p><b>4. The Committee is asked to note the savings delivered in Q1 2017/18, as detailed in paragraph A.16.</b></p>  |
| <p><b>5. The Committee is asked to note the agency costs for 2017/18, as detailed in paragraph A.17.</b></p>   |
| <p><b>6. The Committee is asked to note the strategic risks, as detailed in paragraph A.25-A.29, and the corporate risk register which includes high level service/joint risks set out in Parts B and C and in full in Appendix A.</b></p> |

## **PART A: OVERALL PERFORMANCE (CORPORATE PLAN)**

A.1 This report provides an overview of the council's performance and financial position, including progress against the Corporate Plan. The council has five corporate priorities: delivering quality services; responsible growth, regeneration and investment; building resilience in residents and managing demand; transforming local services; and promoting community engagement, facilitating independence and building community capacity.

### **Key successes and challenges in Q1 2017/18**

#### **Resident satisfaction<sup>1</sup>**

A.2 Overall, residents remain broadly satisfied with the way the council runs things (70%), which is on par with spring last year (74%) and higher than the national (65%) and London (63%) averages. There have been significant improvements in satisfaction with universal services such as waste collection (83%), street lighting (80%) and parks, playgrounds and open spaces (74%) (see paragraph A.22) but fewer residents agree that the council provides value for money (45%), which is slightly down on spring last year (50%) and lower than the national (47%) and London (48%) averages.

Satisfaction with Barnet as a place to live has fallen to 82% (from 89% last spring). However, satisfaction remains higher than the national and London averages (both 80%).

#### **Central Services**

A.3 The council is implementing the Customer Transformation Programme and is moving to a digital by default approach, which aims to get the majority of customer contact online. Customer contact via the website has increased by 60% since Q1 last year (from 14,627 to 23,399); whilst telephony and face-to-face contacts have decreased by 13% and 12% respectively. Customer satisfaction has continued to improve, with satisfaction with customer service rising to 90% from 77% in Q1 last year; and website satisfaction rising to 55% from 46% in Q1 last year.

Our response to complaints and Members' enquiries has also improved, with 93% of complaints responded to on time (compared with 89% in Q1 last year); and 99% of Members' enquiries responded to on time (compared with 97% in Q1 last year).

The number of agency staff has fallen by 79 since Q1 last year, which is reflected in a 16% reduction in spend (from £3.9m to £3.3m). Sickness absence has fallen to 7.85 days from 8.35 days in Q1 last year.

A regulatory intervention report has been issued by the Pensions Regulator in relation to the London Borough of Barnet Superannuation Fund. The report related to a fine of £1,000 being issued due to non-completion of the 2016 scheme return (refunded by the service provider). The 2017 scheme return notice is due to be received in September 2017 and will be completed within six weeks of the date of issue of the notice.

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<sup>1</sup> The Residents' Perception Survey (RPS) is a representative survey of Barnet residents aged 18 and over. 502 residents were interviewed by telephone in spring 2017 (between 20 April and 17 May 2017).

## **Adults and Safeguarding**

A.4 The Adults and Communities budget for 2017/18 is currently projecting a small overspend of £0.129m (compared to an overspend of £3.885m in Q1 last year). Areas of strong performance this quarter include admissions to residential care for older adults (58.9 per 100,000 population against a target of 92.5 per 100,000 population) and the proportion of people with learning disabilities who live in their own home or with their family (70% against a target of 63.1%). The implementation of strength-based practice in Adult Social Care (ASC) continues to be embedded and is having a positive impact; for example, the new Care Space hubs are providing social care assessments along with a wide range of information and advice services.

## **Children, Education, Libraries and Safeguarding (CELS)**

A.5 Ofsted undertook a Single Inspection Framework (SIF) between 24 April and 18 May 2017. The overall judgement of the inspection was that Barnet's Children's Service is inadequate. Issues about the quality of Children's social care services in Barnet were identified and presented to Members of CELS Committee in September 2015 and July 2016. As a result, a Social Work Improvement Board was established and a major improvement programme work commenced, with Essex County Council as an Improvement Partner. A draft Improvement Action Plan, focused on practice leadership and core social work skills, was presented to CELS Committee on 18 July 2017<sup>2</sup>. The council's aim is to be re-inspected as a "good" service within the next two years. At Council on 25 July 2017 it was agreed that monitoring of the Improvement Action Plan will be through CELS Committee.

The libraries programme is continuing its delivery and Colindale, North Finchley, Osidge and Golders Green libraries have re-opened and are now offering self-service opening to enable residents to enter and use library services during unstaffed hours.

## **Assets, Regeneration and Growth (ARG)**

A.6 There has been good progress on Brent Cross regeneration. Phase 1BN for the Brent Cross Shopping Centre has been submitted and is due before the Planning Committee in September/October 2017 and a separate application for early works has also been submitted; the re-phasing application to make adjustments to the first development plots in Brent Cross South has been approved by Planning Committee; and consultation on the new Thameslink station concluded this quarter.

Significant progress has been made with Tranche 3 of the development pipeline, including the signing of the loan agreement and development agreement with Opendoor Homes; and the first site has been successfully transferred from the council to Opendoor Homes.

## **Housing**

A.7 The council has provided assistance to the London Boroughs of Kensington and Chelsea and Camden via the Emergency Response team following the tragic Grenfell Tower fire, including support from staff and volunteers to help run the Emergency Control Centre and Rest Centres.

Barnet Homes also responded immediately to reassure Barnet residents of their safety by updating the fire risk assessments for all tower blocks and putting enhanced fire safety measures in place where required. Residents of all tower

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<sup>2</sup> Report available on the website at: <http://barnet.moderngov.co.uk/ie/ListDocuments.aspx?CId=697&MId=8692&Ver=4>

blocks six storeys or above and all blocks with cladding of five storeys or above have received several letters to provide reassurance and inform them of the programme agreed by the Housing Committee to invest an initial £10m in a Barnet Homes delivered fire safety enhancement programme in the 24 managed high rise blocks.

A projected overspend of £1.615m within Housing Needs and Resources is being driven by a sustained demand for temporary accommodation. New mitigations have been put in place. The actions being taken to tackle the use of temporary accommodation are set out in paragraph B.32 (tackling homelessness) of this report below.

## Environment

A.8 In May 2017 Environment Committee made the decision to run Street Scene services in-house. Following a senior management restructure Street Scene has now joined the newly formed Environment Directorate. The new Depot in Oakleigh Road has been completed and Street Scene services have moved in.

There has been high resident satisfaction with universal services, including waste collection (83%), street lighting (80%) and street cleaning (65%).

A projected overspend of £0.590m for Street Scene represents 4.6% of the total budget. The reasons for this and the responses are set out in paragraph B.37 of this report below.

## Corporate Plan indicators

A.9 The Q1 2017/18 position for the basket of indicators in the Corporate Plan has been set out in table 1 below. This shows the majority of indicators (69%) have met target for the first quarter of the year; and most (66%) have improved or stayed the same since last year.

**Table 1: Corporate Plan indicators (CPIs) (Q1 2017/18)**

	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
All CPIs	69% (27)	3% (1)	10% (4)	18% (7)	66% (31)	34% (16)

A.10 Corporate Plan indicators that have not met target for Central Services are provided below (see paragraph A.11). All other Corporate Plan indicators, along with any Commissioning Plan indicators that have not met target, are captured in **Part B: Performance by Theme Committee**. The quarterly results for all indicators are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>

A.11 Two Corporate Plan indicators for Central Services have not met the quarterly target:

- **CG/S19 Percentage of residents who report that it is easy to access council services (RAG rated RED AMBER)** – 60% against a target of 70%. Whilst satisfaction with customer service has continued to improve; resident satisfaction with accessing council services has decreased since spring 2016 (66%). The reasons for this are unknown but could be attributed to some of the libraries being closed for refurbishment at this time.
- **CG/C34 Percentage of residents who agree that Barnet is a family friendly borough place to live (RAG rated RED)** - 78% against a target of 87%. Families

with children are most positive about Barnet being a family friendly place to live (85%); whilst older people are less positive (bringing the overall result down). This is the same result as in autumn 2016, when the question was first asked. The council will continue to prioritise services such as education, parks and open services to ensure Barnet remains a popular place to live for families.

### Corporate Plan Indicators<sup>3</sup>

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
CPI	CG/S22	Council tax collection (not in year)	Bigger is Better	98.5%	Monitor	98.4%	98.5%	Worsening	98.3%	Improving	Outer London 97.0% (2016/17, DCLG)
CPI	CG/S23	Business rate collection (not in year)	Bigger is Better	99.0%	Monitor	99.1%	99.1%	Same	98.1%	Improving	Outer London 98.6% (2016/17, DCLG)
CPI	CG/S14 (RPS - Biannual)	Percentage of residents who are satisfied with the way the council runs things	Bigger is better	74% (Autumn and Spring)	74% (+/- 4.4%pt tolerance)	70% (Spring 2017) (G)	71% (Autumn 2016)	Same	74% (Spring 2016)	Same	London 63% National 65% (February 2017, LGA)
CPI	CG/S19 (RPS - Annual)	Percentage of residents who report that it is easy to access council services	Bigger is better	70% (Spring only)	70% (+/- 4.4%pt tolerance)	60% (Spring 2017) (RA)	Question not asked in Autumn 2016	Question not asked in Autumn 2016	66% (Spring 2016)	Worsening	No benchmark available

<sup>3</sup> The Monitor indicators have been included for information.

### Corporate Plan Indicators<sup>3</sup>

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
CPI	CG/C34 (RPS – Biannual)	Percentage of residents who agree that Barnet is a family friendly borough place to live	Bigger is better	87%	87% (+/- 4.4%pt tolerance)	78% (Spring 2017) (R)	78% (Autumn 2016)	Same	85% (Spring 2016)	Worsening	No benchmark available
CPI	CG/S24	Satisfaction with customer service (excl. web) <sup>4</sup>	Bigger is better	89%	89%	90% (G)	91%	Worsening	89%	Improving	No benchmark available
CPI	CG/S25	Satisfaction with the website <sup>5</sup>	Bigger is better	55%	52%	55% (G)	55%	Same	46%	Improving	No benchmark available

<sup>4</sup> Targets finalised with CSG after Corporate Plan published. Annual target confirmed as 89%, not 88% as provisionally published.

<sup>5</sup> Targets finalised with CSG after Corporate Plan published. Annual target confirmed as 55%, not 54% as provisionally published.

## OVERVIEW OF BUDGET POSITION

A.12 The forecast General Fund revenue outturn (after reserve movements) is £279.373m, which is a projected overspend of £2.107m (0.8%) compared with the revised budget of £277.265m. See table 2 below.

**Table 2: Revenue outturn (Q1 2017/18)**

Service	Original Budget £000	Revised Budget £000	Q1 Projected Outturn £000	Variance from Revised Budget Adv/(fav) £000	Variance from Revised Budget Adv/(fav) %
Adults and Communities	87,141	87,184	87,313	129	0.1
Assurance	5,859	5,859	6,059	200	3.4
Central Expenses	52,723	52,707	51,407	(1,300)	(2.5)
Commissioning Group	33,838	33,811	34,414	603	1.8
CSG	21,161	21,161	21,361	200	0.9
Education and Skills	6,525	6,483	6,483	-	-
Family Services	52,445	52,445	52,444	(1)	-
Housing Needs and Resources (Barnet Homes)	5,560	5,560	7,175	1,615	29.1
Re	(824)	(824)	(752)	72	8.7
Street Scene	12,881	12,881	13,471	590	4.6
<b>Total</b>	<b>277,308</b>	<b>277,265</b>	<b>279,373</b>	<b>2,107</b>	<b>0.8</b>

A.13 The top contributors to the projected overspend are the Commissioning Group, Housing Needs and Resources, and Street Scene.

- The projected overspend for the Commissioning Group is £0.603m which represents 1.8% of the total Delivery Unit budget. The Commissioning Group now includes environment, parking and infrastructure for budget purposes. The principal reasons for the forecast overspend are the out of hours service (GDIT<sup>6</sup>) contract, shortfall on income in Registrar's and one-off staffing costs supporting projects.
- The projected overspend of £1.615m for Housing Needs and Resources represents 29.1% of the total Delivery Unit budget (£5.560m). The forecast overspend is largely due to a shortfall in rental income between what the council has to pay and what the council can claim (temporary accommodation rents can only be charged at 2011 Local Housing Allowance rates).
- The projected overspend of £0.590m for Street Scene represents 4.6% of the total Delivery Unit budget (£12.881m). The overspend is partially due to a need to increase resources due to higher demand for refuse collection services for new

<sup>6</sup> General Dynamics Information Technology.

developments, and partially due to a delay in the implementation of MTFS projects. The Street Scene service is developing initiatives to deal with these issues, and will track progress through future quarterly reports.

A.14 The projected outturn on the council's capital programme is £405.804m, £316.589m of which relates to the General Fund programme and £89.215m to the HRA capital programme. This is a variance of £36.721m against the 2017/18 budget of £442.525m. Table 3 below summarises the actual expenditure, budget and variance by service.

**Table 3: Capital Outturn (Q1 2017/18)**

Service	2017/18 Budget £000	Additions/ (Deletions) £000	(Slippage) / Accelerated Spend £000	Q1 2017/18 Forecast £000	Forecast variance from Approved Budget £000	Forecast variance from Approved Budget %
Adults and Communities	2,035	-	-	2,035	-	0.0
Commissioning Group	51,863	-	-	51,863	-	0.0
Education and Skills	51,489	-	-	51,489	-	0.0
Family Services	19,004	-	(399)	18,605	(399)	(2.1)
Housing Needs and Resources (Barnet Homes)	45,424	-	-	45,424	-	0.0
Parking and Infrastructure	3,886	-	(1,200)	2,686	(1,200)	(30.9)
Re	174,147	8	(34,331)	139,824	(34,323)	(19.7)
Street Scene	4,663	-	-	4,663	-	0.0
<b>General Fund Programme</b>	<b>352,511</b>	<b>8</b>	<b>(35,930)</b>	<b>316,589</b>	<b>(35,922)</b>	<b>(10.2)</b>
HRA (Barnet Homes)	90,014	-	(799)	89,215	(799)	(0.9)
<b>Total Capital Programme</b>	<b>442,525</b>	<b>8</b>	<b>(36,729)</b>	<b>405,804</b>	<b>(36,721)</b>	<b>(8.3)</b>

A.15 The projected capital outturn is £36.721m (8.3%) lower than the latest approved budget, primarily due to slippage. The principal variances from budget and the reasons for these are as follows:

- The forecast capital outturn for Parking and Infrastructure shows slippage from budget of £1.2m. This is due to the additional £2m approved by Policy and Resources (P&R) Committee in June 2017 for highway works being allocated in 2017/18 when only £0.8m is now expected to be spent in 2017/18 and the remainder over the following two financial years.

- The Re capital programme has decreased by £34.323m. This is due largely to slippage on regeneration schemes to 2018/19.
- The HRA forecast shows a decrease of £0.800m, which is due to anticipated delays in projects which are now expected to complete in 2018/19.
- Within Family Services, there is slippage of £0.399m due to a delay of two months in the Youth Zone programme which means that the project will slip into 2018/19.

A.16 In 2017/18 the council budgeted to deliver £19.825m of savings. Table 4 below summarises by Theme Committee the value of savings that have been achieved against the savings programme. As at 30 June 2017, £19.209m of savings are expected to be delivered, which represents 96.9% of the target.

**Table 4: Savings (Q1 2017/18)**

Service	2017/18 MTFS Savings Target £000	Savings Achieved / Expected to be Achieved £000	Savings Unachievable £000	Savings Expected to be Achieved %
Adults and Safeguarding	4,867	4,867	-	100.0
ARG	4,976	4,760	216	95.7
CELS	3,656	3,656	-	100.0
Environment	3,965	3,565	400	89.9
Policy and Resources	2,361	2,361	-	100.0
<b>Total</b>	<b>19,825</b>	<b>19,209</b>	<b>616</b>	<b>96.9</b>

A.17 Agency expenditure has reduced by £0.634m (16%) in the last year. Table 5 sets out by service the agency staff costs incurred during Q1 2017/18 compared with Q1 2016/17.

**Table 5: Expenditure on Agency Staff (Q1 2017/18)**

Service	Q1 2016/17 £000	Q1 2017/18 £000	Change %	2017/18 Full Year Forecast * £000
Adults and Communities	743	833	12.1	2,204
Assurance	1	-	-100.0	-
Education and Skills	13	4	-69.2	-
Family Services <sup>[1]</sup>	1,706	1,495	-12.4	5,571
Commissioning Group	952	424	-55.5	843
Parking and Infrastructure	15	7	-53.3	18

<sup>[1]</sup> Expenditure is across the whole service, including libraries, and not just social care staff.

Service	Q1 2016/17 £000	Q1 2017/18 £000	Change %	2017/18 Full Year Forecast * £000
Street Scene	509	542	6.5	1,795
<b>Total</b>	<b>3,939</b>	<b>3,305</b>	<b>-16.1</b>	<b>10,431</b>

\*Does not include transformation projects

A.18 During Q1 2017/18 there has been an average of 1,710 staff in established posts (1,414 Full Time Equivalent (FTE)) within the four in-house services; along with an average of 362 agency staff (see tables 6 and 7 respectively).

The number of agency staff has fallen by 79 across all services since the last quarter and has fallen most significantly in Family Services, with a reduction of 39 staff (see table 6). A range of measures has been put in place to manage agency staff, including moving people onto permanent and fixed-term contracts. This reduction in agency staff has been reflected by an increase in headcount (125 staff) and FTEs (70 staff).

**Table 6: Agency (Q1 2017/18)**

	No. of agency staff*	
	Q4 2016/17	Q1 2017/18
Adults and Communities	78	70
Commissioning Group	35	18
Family Services <sup>7</sup>	156	117
Street Scene	172	156
<b>Overall</b>	<b>441</b>	<b>362</b>

\*Figures not FTE and exclude Education and Skills  
Source: HR Establishment Pack (average over 3 months)

**Table 7a: LBB staff headcount (Q1 2017/18)**

	Headcount*	
	Q4 2016/17	Q1 2017/18
Adults and Communities	281	290
Commissioning Group	186	218
Family Services	642	699
Street Scene	476	504
<b>Overall</b>	<b>1,585</b>	<b>1,710</b>

\*Figures exclude vacancies and Education and Skills  
Source: HR Establishment Pack (average over 3 months)

<sup>7</sup> This refers to the whole service, including libraries, and not just social care staff.

**Table 7b: LBB staff full time equivalent (Q1 2017/18)**

	FTE*	
	Q4 2016/17	Q1 2017/18
Adults and Communities	249	257
Commissioning Group	175	202
Family Services	497	515
Street Scene	423	440
<b>Overall</b>	<b>1,344</b>	<b>1,414</b>

\*Figures exclude Education and Skills

Source: HR Establishment Pack (average over 3 months)

A.19 Sickness absence has fallen to 7.85 days from 8.35 days in Q1 last year, but continues to be higher than the 6 days target. This is broadly in line with the previous quarter (7.83 days). However, sickness absence has increased in all in-house services, with the exception of Family Services, which has seen a reduction to 6.15 days (from 6.92 days in Q4 2016/17). Work continues to reduce sickness absence across the council.

**Table 8: Sickness absence (Q1 2017/18)**

	Average days lost per FTE (rolling 12 months)*				
	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18
Adults and Communities	8.85	8.77	9.55	9.71	9.90
Commissioning Group (incl. CEO)	3.75	4.12	3.79	3.94	4.22
Family Services	7.31	7.64	7.63	6.92	6.15
Street Scene	10.30	9.41	8.72	9.59	10.47
<b>Overall</b>	<b>8.35</b>	<b>8.23</b>	<b>7.88</b>	<b>7.83</b>	<b>7.85</b>

\*Figures exclude Education and Skills

Source: HR Dashboard (average over rolling 12 months)

### Progress on key activities

A.20 The Way We Work and Customer Transformation Programme are key programmes, within Central Services. A progress update on each has been provided below.

- **Implementing The Way We Work** – this programme focuses on preparing the council’s workforce for the office move to Colindale, including ensuring staff have the right tools to be able to work from any location across the borough; and delivering the accommodation and travel arrangements that will enable staff to work effectively. During the quarter, the interior of the new office at Colindale has been redesigned enhancing the capacity to c.1,700 people. A procurement exercise has been carried out to select a furniture provider; and a preferred supplier has been chosen for the electronic document management system (EDMS). An extension to the 125 bus route has been signed off by TfL, with consultation due to start in September 2017, so that it will now be extended from North Finchley (current termination point) to Colindale. Parking options have been investigated and

negotiations taken place with owners to secure parking to meet planning conditions. East Barnet Library has been secured for use as the Family Friendly hub in the east.

- **Continuing to improve customer services** – the council is moving to a digital by default approach, which aims to get the majority of customer contact online. Table 9 shows contact volumes over the past year. Webforms have significantly increased (by 60%); whilst telephony and face-to-face contacts have gone down. However, there has been an increase in the volume of emails received. Despite this increase, 99% of webforms and emails have been responded to within the agreed timeframes (see table 10). Self-service contacts and right first time contacts have also exceeded target (44% and 81% respectively) and both have improved on the previous quarter (see table 10).

**Table 9: Contact Centre volumes (Q1 2017/18)**

	Q1 2016/17	Q1 2017/18	Change
Webforms	14,627	23,399	+60%
Telephony <sup>8</sup>	345,835	301,824	-13%
Face-to-face	23,535	20,663	-12%
Emails	4,746	5,592	+18%

A.21 The customer experience dashboard (table 10) shows that 75% of indicators (12 of 16) have met the quarterly target, of particular note are:

- **Customer satisfaction** – satisfaction with customer service (across all channels excluding web) and satisfaction with the website have remained above target at 90% and 55% respectively. The emphasis on continuous improvement has led to web and face-to-face services consistently being ranked in the Top 10 in GovMetric’s satisfaction league tables.
- **Complaints and Members’ enquiries** – 93% of complaints and 99% of Members’ enquiries have been responded to within the agreed timeframes. This has been despite an increase in volume of complaints within Street Scene, as a result of missed bins and garden waste collections. To remedy these issues, an analysis of work distribution has been completed and two new waste vehicles have been acquired, and an additional bin collection round will be introduced in Q2 2017/18. A full review of all business processes within Street Scene will be conducted by the service as part of their continuous improvement. This is envisaged to be completed in Q4 2017/18 following the Street Scene back office and senior management restructure.
- **Contact centre** - calls answered has remained above target at 96%. This has been achieved despite an additional 7,000 calls this quarter, which have been attributed to the snap General Election. Waiting times for non-appointments (two minutes and 30 seconds) has improved and remains well within the five minutes target.

<sup>8</sup> Figure does not include desk phones.

However, the following areas have been identified for improvement:

- **Cases delivered within agreed timeframes<sup>9</sup>** - this has fallen to 83% (from 87%). Revenues and Benefits have had the biggest influence on this, accounting for over 80% of all cases. In particular, the annual council tax cycle has impacted on performance at the start of the year, with performance below 80%. This has now improved to 92% in June 2017. Also, Street Scene has been well below target at 76%. Staff shortages have resulted in cases not being closed on the system (Lagan) and this has affected the quarterly result. A backlog of cases (mainly missed bin collections) awaiting processing has been reported and should be resolved in Q2 2017/18. This has also impacted on cases for customers needing additional support, with the overall percentage of cases delivered within the agreed timeframe falling to 88% (from 91%).
- **Case closure survey** – ‘very good’ and ‘good’ responses combined has fallen to 62% (from 66%); and has been attributed to some negative feedback concerning planned library closures and missed green bins.
- **Desk phones answered** – at 77%, this has remained significantly below the 95% target. To address this, reminders have been sent to staff; and data quality and reporting are being overhauled. Robust reporting on verified data will validate the improvement measures put in place.

**Table 10: Customer experience dashboard (Q1 2017/18)**

Indicators	Q1 2017/18 Target	Q4 2016/17 Result	Q1 2017/18 Result	DoT
Customers that rate customer service as 'Good' (GovMetric)	89%	91%	90%	↓
Customers that rate the website as 'Good' (GovMetric)	53%	55%	55%	→
Self-service contacts	42%	42%	44%	↑
Right first time contacts	72%	79%	81%	↑
CSG Webforms responded to within SLA (5 days)	95%	100%	99%	↓
CSG Emails responded to within SLA (5 days)	95%	100%	99%	↓
Complaints responded to within SLA	90%	91%	93%	↑
Members Enquiries responded to within SLA (5 days)	98%	99%	99%	→
Members Enquiries cases closed in 5 days	-	79%	79%	→
Contact centre calls answered in total, including IVR <sup>10</sup>	95%	96%	96%	→

<sup>9</sup> A 'case' is defined as 'an action incumbent on the council. This could include tasks such as fixing a boiler or arranging housing for a resident.

<sup>10</sup> Re, CSG and Barnet Homes. Barnet Homes target is 92%.

Indicators	Q1 2017/18 Target	Q4 2016/17 Result	Q1 2017/18 Result	DoT
Cases delivered within SLA <sup>11</sup>	94%	87%	83%	↓
Cases delivered within SLA for customers needing additional support	94%	91%	88%	↓
Case Closure Survey (sum of 'Very good' and 'Good' ratings)	65%	66%	62%	↓
Non-appointment average wait (min) <sup>12</sup>	5 min	2 min 37 sec	2 min 30 sec	↑
Appointment avg wait (min) <sup>13</sup>	5 min	n/a	0 sec	➡
FOIs resolved within SLA	90%	97%	96%	↓
Council desk phones answered in total	95%	77%	77%	➡

## Resident satisfaction

A.22 The Residents' Perception Survey (RPS) is a representative survey of Barnet residents aged 18 and over. 502 residents have been interviewed by telephone between 20 April 2017 and 17 May 2017 (spring 2017)<sup>14</sup> and the results compared with the previous year (spring 2016). The survey measures the council's reputation, satisfaction with services and local area perceptions, as well as a range of demographic and usage indicators. The latest results show that:

- 82% of residents are satisfied with Barnet as a place to live – 2% points higher than the national and London averages (both 80%); and down 7% points from spring 2016 (89%).
- 78% of residents agree that Barnet is a family-friendly place to live – the same as in autumn 2016 (the first time this question was asked).
- 70% of residents are satisfied with the way the council runs things – 5% points higher than the national average (65%); and 7% points higher than the London average (63%) - down 4% points from spring 2016 (74%).
- 45% of residents agree that the council provides value for money – 2% points lower than the national average (47%); and 3% points lower than the London average (48%) - down 5% point from spring 2016 (50%).

<sup>11</sup> Data covers Parking, Assisted Travel, Highways and Planning, and Revenues and Benefits

<sup>12</sup> Average wait time = 729 hours/17,504 visits. The figure excludes 3,143 non-appointment visits to Housing Options. Average wait times for Housing Options has fallen from 11 min 5 sec to 9 min 15 sec (Q4 2016/17 to Q1 2017/18).

<sup>13</sup> 16 pre-booked appointments,

<sup>14</sup> The confidence interval for a sample of 500 is +/-4.4% (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%). This is reflected in the target tolerance and DOT for the indicators in the Corporate Plan and Commissioning Plans. National and London averages are from the LGA public poll on resident satisfaction (February 2017) – a representative random sample of 1,007 British adults (aged 18 or over) interviewed by telephone between 2 and 5 February 2017. The London averages are made up of three waves each financial year to provide adequate regional sample sizes.

- The top three concerns for residents continue to be condition of roads and pavements (35%), crime (32%) and lack of affordable housing (28%); however the ranking of each has been affected by seasonal variation.
- The highest rated universal services are:
  - Waste collection (83%) – 6% points higher than the national average (77%) and 5% points higher than the London average (78%) - up 7% points from spring 2016 (77%)
  - Street lighting (80%) - 10% points higher than the national average (70%) - up 7% points from spring 2016 (73%)
  - Parks, playgrounds and open spaces (74%) – up 8% points from spring 2016 (66%).
- The lowest rated universal services are:
  - Road maintenance (38%) – 4% points lower than national average (42%) and 18% points lower than the London average (56%) - up 11% points from spring 2016 (27%)
  - Pavement maintenance (36%) – 15% points lower than the national average (51%) and 22% points lower than the London average (58%) - up 3% points from spring 2016 (33%)
  - Parking services (31%) - up 3% points from spring 2016 (28%).<sup>15</sup>

## OVERVIEW OF CORPORATE RISKS

A.23 The corporate risk register (Appendix A) includes strategic risks and high level service/joint risks (scoring 15 and above). Risks are managed in line with the council's risk management framework, where the following definitions apply:

- Tolerate – this means **accepting the risk** with the existing controls and mitigations in place
- Treat – this means **actively managing the risk** through the implementation of additional mitigating actions.

A.24 The risk registers are live documents with new risks emerging and risk scores changing at any time. The risks set out in the corporate risk register provide a snapshot in time (as at June 2017).

### Strategic risk register

A.25 The strategic risk register includes 17 risks overall, which are being managed in line with the council's risk management framework. Three are high level risks with a residual risk score<sup>16</sup> of 15 or above. One is a *finance* risk being managed as 'tolerate':

- **STR004 - Future financial pressures and uncertainty (risk score 20, increased from 15)**. This risk relates to the uncertainty and lack of clarity on the impact of changes in the national and regional political landscape. This risk is being managed as tolerate as there is little more that Barnet Council can do to minimise the risk of

<sup>15</sup> A London average is not available.

<sup>16</sup> The residual risk score is an assessment based on how the risk is currently being managed. It considers how well the controls and/or mitigations currently in place are working.

central government changing policy. Existing mitigations centre on regular liaison with central government contacts and lobbying. The likelihood score has increased from 3 to 4, resulting in an increased residual risk score. This is a response to the change of government and non-inclusion of business rate devolution in the Queen's Speech, which has led to increased uncertainty around Government funding.

A.26 The other two are *finance* and *statutory* risks being managed as 'treat':

- **STR003 - Delivery of transformation programmes (risk score 15).** The mitigating actions are intended to ensure that all transformation programmes are delivered to deadline and within budget. The audit programme for 2017/18 includes a number of transformation programmes, including a specific audit in Q2 2017/18 that will focus on benefits realisation and indicate the robustness of the council's approach to managing project benefits. The risk management framework has been refreshed and to support the embedding of this across transformation programmes, risk training has been delivered. The work to further embed this will continue.
- **STR007 - Significant safeguarding incident (risk score 15).** The likelihood of a significant safeguarding incident occurring can never be completely mitigated. However, the likelihood of the risk occurring will be reduced through practice improvement and quality assurance activity within Adults and Communities and Family Services. The Practice Improvement Plan within Family Services is being reviewed in light of the Ofsted inspection.

A.27 Overall the majority of risks on the strategic risk register have the "same" residual risk score as last quarter. However, two risks have an increased residual risk score.

- **STR002 - Capacity for business continuity responsiveness (risk score 12, increased from 8).** In light of recent external incidents (e.g. cyber-attacks and terror attacks), the residual risk likelihood score has increased from 2 to 3, resulting in an increased residual risk score. Business Continuity meetings are being held quarterly, with the last one for the quarter on 31 May 2017. A 'Move to Critical' exercise took place on 2 May 2017, and was discussed at Strategic Commissioning Board on 18 July 2017. A further exercise is planned for November 2017. This will focus on either a potential malware attack or our ability to mobilise a timely and effective response to an emergency incident.
- **STR004 - Future financial pressures and uncertainty (risk score 20, increased from 15).** See paragraph A.25 above.

A.28 Three new risks have been added to the strategic risk register during the quarter. Two are *business continuity* risks and one is a *health and safety* risk. All have been given a residual risk score of 8.

- **STR017 - Exposure to cyber-security attack (risk score 8).** This has been added in light of recent attacks that affected the NHS and Parliament. The risk focuses on our exposure through connecting to untrusted networks, with controls and mitigations ensuring adequate policies and security controls are applied. Additional mitigating actions are being developed.

- **STR018 - Incident management (risk score 8).** This risk complements STR017 and focuses on our potential failure to respond effectively to an information security incident (e.g. a cyber-security attack). The controls and mitigations include incident management policies; and regular assessment of information assets. Additional mitigating actions are being developed.
- **STR019 - Fire health and safety (risk score 8).** This has been added in light of the Grenfell Tower incident. The risk complements an existing strategic risk, STR012 Potential health and safety incident, whilst focusing more specifically on compliance with policies and procedures relating to fire health and safety; audits and inspections; and fire risk assessments. It also reflects service level risks identified on the joint risk registers with CSG (CSG21 Building compliance) and The Barnet Group (TBG006 Health and safety/compliance incident). The existing programme of compliance work has been supplemented; and will include a review of the council's and housing association's properties. A full report went to Housing Committee on 26 June 2017 and a further report (picking up on commercial buildings with flats above them) went to ARG Committee on 24 July 2017. See paragraph C.17 below for more information.

A.29 Two risks have closed this quarter. One was a *finance* risk and the other a *statutory duty* risk.

- **STR005 – Growth assumptions in the budget (risk score 15).** This risk relates to not meeting growth assumptions in the budget as a result of income targets not being met or transformation programmes not being delivered successfully. Income generation and programme delivery risks are managed and mitigated in other risk registers, therefore there is little that the risk owner can do to reduce the risk beyond those actions. It has been proposed that this risk be closed, as it is captured as part of risk STR004.
- **STR015 - Effective running of the democratic process (risk score 8).** A snap General Election was held on 8 June 2017; and in the run up to this, the Elections Project Board, chaired by the Chief Executive (and Returning Officer), met on a weekly basis to mitigate any risk. The risk manager has suggested that any elections risk is captured in the existing risk STR014 – Implementation of Elections Review.

#### **Additional risk information**

A.30 Information on the high level service risks (scoring 15 or above) for Central Services is provided below (see paragraph A.31). All other high level service/joint risks are captured in **Part B: Performance by Theme Committees** or **Part C: Contract Performance**.

A.31 The Assurance and Commissioning Group risk registers cover Central Services. There are 19 risks on each risk register, which are being managed in line with the council's risk management framework. Neither register has any high level risks (scoring 15 or above); and there has been no movement of residual risk scores on either of them this quarter.

## PART B: PERFORMANCE BY THEME COMMITTEE (COMMISSIONING PLANS)

### Theme Committee performance indicators

- B.1 The Q1 2017/18 position for the basket of indicators in the Theme Committee Commissioning Plans has been set out in table 11 below. This shows the majority of indicators (74%) have met target for the first quarter of the year; and most (63%) have improved or stayed the same since last year.
- B.2 The indicators that have not met target (RAG rated as Amber and Red) have been outlined for each Theme Committee (in the relevant section below), with detailed comments provided for indicators RAG rated as Red<sup>17</sup>.

**Table 11: Theme Committee Indicators (Q1 2017/18)**

Theme Committee	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
Central Services	80% (4)	0% (0)	0% (0)	20% (1)	71% (5)	29% (2)
Adults and Safeguarding	81% (13)	0% (0)	6% (1)	13% (2)	53% (9)	47% (8)
Public Health and Wellbeing	60% (12)	5% (1)	5% (1)	30% (6)	56% (9)	44% (7)
CELS	86% (12)	7% (1)	0% (0)	7% (1)	50% (6)	50% (6)
ARG	100% (4)	0% (0)	0% (0)	0% (0)	43% (3)	57% (4)
Housing	75% (3)	25% (1)	0% (0)	0% (0)	58% (11)	42% (8)
Environment	76% (13)	0% (0)	12% (2)	12% (2)	88% (15)	12% (2)
Community Leadership	50% (2)	0% (0)	25% (1)	25% (1)	57% (4)	43% (3)
<b>All CPIs and SPIs<sup>18</sup></b>	<b>74% (61)</b>	<b>4% (3)</b>	<b>6% (5)</b>	<b>16% (13)</b>	<b>63% (64)</b>	<b>37% (38)</b>

<sup>17</sup> Target not met and less than 65% of targeted improvement achieved.

<sup>18</sup> CPI = Corporate Plan indicator; SPI = Commissioning Plan indicator.

## ADULTS AND SAFEGUARDING COMMITTEE

B.3 The priorities for Adults and Safeguarding Committee are to implement strength-based practice ASC; integrate local health and social care services to prevent crises and help individuals stay well and in their own homes; diversify Barnet's accommodation offer to help more people live independently; transform day care provision to ensure that people remain active and engaged through access to employment and volunteering; and improve the borough's leisure facilities to support and encourage active and healthy lifestyles.

### Budget position

Revenue					
Service	Original Budget £000	Revised Budget £000	Q1 Projected Outturn £000	Variance from Revised Budget Adv/(fav) £000	Variance from Revised Budget Adv/(fav) %
Adults and Communities	87,141	87,184	87,313	129	0.1

B.4 The revenue budget for Adults and Communities is forecast to overspend by £0.129m:

- ASC has experienced significant and increasing demand for services and increasing complexity in those supported since 2014/15. Following intensive work within the service to implement effective financial controls and substantial corporate investment by the council, as well as allocation of funding from the Better Care Fund (BCF)/iBCF to mitigate this increased demand, care costs are currently being forecast to come in on budget. Because social care is a demand led service, careful management will be needed to maintain this level of expenditure and the position may change if demand or complexity increases during the year.
- The Deprivation of Liberty Safeguards (DOLS) service also continued to have significant pressures in 2017/18, as a result of Supreme Court judgements in 2014/15 and a loss of grant funding since 2015/16.

Capital						
Service	2017/18 Budget £000	Additions/ (Deletions) £000	(Slippage) / Accelerated Spend £000	Projected Outturn £000	Variance from Approved Budget Adv/(Fav) £000	Slippage %
Adults and Communities	2,035	-	-	2,035	-	-

B.5 The capital outturn for Adults and Communities is currently expected to be in line with budget.

## Progress on key activities

B.6 Social care services for adults have a key role to play in improving the lives of Barnet's most vulnerable residents. The council works with housing, education and health sector partners to enable people to stay independent, in control of their lives and live for longer in their own homes. A progress update on key activities has been provided below.

- **Implementing strength-based practice** - strengths-based practice has continued to be embedded within ASC, with particular focus on work with adults with learning disabilities. The new mental health enablement pathway went live this quarter and has seen a substantial increase in referrals since April 2017. Mental health community enablement services are developing in order to support some adults with more challenging needs and adapting to respond to these through new services such as anger management courses.

The new Care Space hubs continue to provide social care assessments along with a wide range of information and advice services from the council's voluntary sector partners and its strategic telecare partner.

A local area coordination approach for Barnet has been developed, which will focus on localised community engagement and on working one to one with adults and their families to help them to achieve their wellbeing outcomes, self-manage their needs and help them to stay independent for as long as possible.

Barnet is leading a national event early in Q2 2017/18, which will share the council's work on strength-based practice with other local authorities from across the country.

- **Integrating local health and social care** - the Joint Commissioning Executive Group – whose membership now includes provider organisations as well as commissioners - has approved the development of a Care Strategy and developed a vision for Care Closer to Home in Barnet, aiming to provide more care outside hospital settings and from within the community. Three Care Closer to Home Integrated Networks (CHINs) have been approved by the Clinical Commissioning Group (CCG). The first CHIN will be in Burnt Oak, covering a population of 51,000, and will go live from 1 October 2017.

The Barnet community dementia service is jointly commissioned and covers early intervention, advice, support, diagnosis and treatment. The Barnet Dementia Hub in Hendon, which was launched in May 2017, provides a range of activities – cognitive, physical and social – for people with dementia by trained staff and volunteers. These services are fully integrated with the Barnet Memory Assessment Clinic, commissioned by the CCG.

The NCL Transforming Care Partnership (TCP), which supports people with learning disabilities and autism to move out of long-term hospital settings, has acknowledged that Barnet is performing highly in relation to its objectives. All Barnet TCP patients have now been discharged to supported living (with the exception of a group of eight patients within a specialist residential service who are subject to legal orders that require consent to any planning for a move). There

have been no new admissions to hospitals during 2016/17 and the successful admissions avoidance process is being shared within the TCP.

- **Diversifying Barnet's ASC accommodation offer** - the council continues to mobilise the new range of accommodation and support options, which will ensure that people have flexible, person-centred services that are able to respond to their specific needs and enable them to be supported in the community and develop their independence.

The council will be reopening the framework to attract more specialist mental health providers, ensuring the Accommodation and Support offer is responsive to the varied needs of mental health clients so that they get the right support to enable them to remain in the community and avoid them escalating to more acute services and to support people to become more independent.

- **Transforming day care provision** - on 12 June 2017 the Adults Safeguarding Committee agreed the My Time My Choice commissioning plan for day opportunities and employment support for working age ASC service users, which sets out how the council will create a sustainable approach to supporting working age ASC service users to have greater choice and control of their day; to access sustainable community based activities; to progress towards greater independence and to increase the number of ASC care service users entering and retaining employment.

On 23 May 2017 Barnet went out to tender for a range of new day opportunity and employment support services for Care Act eligible service users. The new services will provide a greater choice of person centred options enabling service users with a range of different needs to develop their resilience and their independence and should support people to live well in the community and reduce the need for more intensive and high cost interventions avoiding people unnecessarily escalating to higher dependency services.

- **Expanding evidence-based prevention and early support** - the council is committed to strengthening its preventative work to support those with either established health and social care needs or escalating needs to maximise their independence and wellbeing and achieve the outcomes they want for their lives.

A new provider has been commissioned for telecare services, expanding the assistive technology offer to reach more people and embed the use of technology as part of mainstream care provision, mobilise innovation for the benefit of residents and support the commitment to prevent, reduce and delay social care needs. This will support people to live independently for longer and provide greater assurance for family members and carers.

The council continues to improve the provision and co-ordination of information and advice to help people to make informed choices about their health and wellbeing. To support this aim, extensive engagement has been carried out with the voluntary and community sector and relationships built with community organisations to address gaps in support through non-commissioned solutions (e.g. dementia friendly swimming, Silver Week, employee led volunteering opportunities).

- **Prioritising the needs of carers** – the council is committed to ensuring that carers are supported, so they can maintain their own health and wellbeing, achieve the outcomes they desire and be sustained in their caring role. In June 2017, the council supported Carers Week in conjunction with the Lead Provider helping to raise awareness of and championing carers, highlighting the challenges that they face and the contribution they make to families and communities and promoting local support available to carers.

Good progress continues to be made on the Carers and Young Carers Strategy Action Plan and the new contract for integrated support services for carers and young carers continues to be delivered and is performing well. The Lead Provider continues to engage with carers and young carers regarding the quality of services, considering gaps in service provision and developing new carers support groups and activities. The council continues to be a member of the Employers for Carers Scheme and will continue to promote the scheme.

- **Implementing the new ASC case management system** - the Mosaic case management system has been launched and is in use across the service. Work is still required to finalise the configuration and embed the system, and a plan to complete this phase of the programme is being developed for review by the programme board early in Q2 2017/18.
- **Improving leisure facilities and physical activity** - the new Sport England Active Lives survey, which provides a national benchmark, shows that 76% of Barnet's population (aged 16+) have taken part in sport and physical activity at least twice in the last 28 days. Barnet will also participate in Sport England's pilot of the Active Lives Children and Young People's survey, which will be carried out during Q2 2017/18.

Since the adoption of the Fit and Active Barnet Framework (March 2017), the first Fit and Active Barnet Partnership event has been held in May 2017 and included representation from a cross-section of organisations and stakeholders.

The procurement of a new leisure management contract has continued on schedule. The new management contract, which will take effect from 1 January 2018, includes the requirement to support the co-ordination and delivery of increased participation and improved health outcomes.

## Performance indicators

### Adults and Safeguarding

B.7 Three Corporate Plan indicators for Adults and Safeguarding Committee have not met the quarterly target (see below). All Commissioning Plan indicators for Adults and Safeguarding Committee have met the quarterly target.

- **AC/S29 Number of instances of information, advice and guidance provided to carers (RAG rated RED)** – 724 against a target of 825. This measure takes into account instances of information, advice and guidance provided by the council's specialist Voluntary and Community Sector partners as well as by social care staff and the council is working with its partners to understand the cause for this fall since last year. Carers' assessments also have been relatively low and work will

continue with staff to increase the number of carers' assessments. A range of services and support for carers remains available through the Carers and Young Carers Strategy Action Plan and these are performing well. The council continues to participate in the Employers for Carers Scheme and supported Carers' Week in June 2017.

- **AC/C12 Number of delayed transfers of care from hospital per 100,000 population (aged 18+) which are attributable to both NHS and ASC (RAG rated RED AMBER)** - 9.9 against a target of 7.4; **AC/C13 Number of delayed transfers of care from hospital, and those which are attributable to ASC, per 100,000 population (RAG rated RED)** – 5.5 against a target of 2.5. Indicators that relate to adults being discharged from hospital are demonstrating the challenges facing the NHS and social care to respond to increased demand and complexity. Following a 'deep dive' review exercise in Q4 2016/17, a programme of work is underway with Barnet Clinical Commissioning Group to reduce delays.

## Public Health

B.8 Three Corporate Plan indicators and five Commissioning Plan indicators for Public Health<sup>19</sup> have not met the quarterly target:

- **PH/S3 Excess weight in 10-11 year olds (RAG rated RED)** - 34.43% against a target of 32%. A number of initiatives are in place to reduce levels of excess weight in 10-11 year olds. This includes a tier 2 weight management programme (Alive & Kicking) for 4-12 year olds and a School Time Obesity Prevention programme delivered in Years 3, 4 and 5. The Healthy Weight Nurse team also work with children and parents/carers identified as above the 98<sup>th</sup> centile for weight. Recently, a new top priority school list based on the National Child Weight Management Programme (NCMP) results has been developed to help target work in particular schools to help reduce obesity levels. Barnet has also been involved with the Great Weight Debate - a London conversation on childhood obesity - and has been encouraging residents to have their say on the issue. A new initiative around trans fats has commenced within secondary schools. This highlights the dangers of trans fats and what to look out for when purchasing foods in popular take away outlets, allowing young people to make better informed choices.
- **PH/S4 Rate of hospital admissions related to alcohol (RAG rated RED AMBER)** – 420.9 against a target of 420. An early intervention approach has been taken to combat harmful drinking in Barnet to reduce rates of alcohol-related illness and injury. This is delivered via the Adult Substance Misuse Service (SMS) Hospital Liaison Pathway; and the Young People's SMS alcohol work. The Adult SMS Hospital Liaison Pathway uses early intervention via screening to engage with harmful and hazardous drinkers. The Barnet Adult SMS funds a Hospital Liaison Nurse who is based at Barnet Hospital and works as part of the Hospital Alcohol Liaison team. Recent developments have included joint engagement work with Barnet's Young People's SMS, involving meeting with the A&E Medical and Nursing Staff and Paediatric team to discuss training of staff and referrals into Adult and Young People's SMS. Other action includes extended intervention within alcohol

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<sup>19</sup> Public Health report a quarter in arrears, so indicators relate to Corporate Plan - 2016/17 addendum.

clinics, signposting to support groups and referral and follow-up of dependent drinkers. The Young People's SMS delivers advice, training and safe drinking messages to young people via the Barnet Schools Network and SMS Education Portal. The Young People's SMS is also developing protocols for young people's alcohol-related hospital admissions (e.g. alerts for 'frequent flyers'), and training local statutory and voluntary organisations (e.g. the Barnet Young Carers and the Children and Adolescent Mental Health Services), in order to reduce young people's alcohol-related hospital attendance and admissions.

- **PH/S5 Smoking Prevalence (RAG rated RED)** - 14.8% against a target of 13%. A smoking cessation co-ordinator has been working with providers to get more providers set up and advisors trained. This has included training for new smoking advisers and updated training for existing providers; training for volunteers from Barnet Healthwatch to deliver brief advice and signpost smokers to a local pharmacy or GP practice. In addition, a Specialist Smoking Cessation consultant has been appointed who is working one day a week to help improve the quality of delivery in pharmacies and GP practices, including rewriting specifications to make them clearer for practitioners; strengthening clinical governance in the specification for community based providers; and looking again at the payments by results to bring them more in line with other boroughs and to increase the incentives for achieving a successful quit.
- **PH/C6 Percentage of people with needs relating to STIs contacting a service who are offered to be seen or assessed with an appointment or as a 'walk-in' within two working days of first contacting the service (RAG rated GREEN AMBER)** - 97.3% against a target of 98%. The sexual health Genito-Urinary Medicine (GUM) service is an open access service with walk in clinic sessions.
- **PH/C1 Successful treatment - non-opiate users (RAG rated RED)** - 29.3% against a target of 33%; **PH/C2 Successful treatment - alcohol users (RAG rated RED)** - 33.5% against a target of 42.0%; **PH/C3 Successful treatment - non-opiate and alcohol users (RAG rated RED)** - 25.0% against a target of 32%; **PH/C4 Re-presentations - opiate users (RAG rated RED)** - 14.3% against a target of 12%. Weekly tracking of completions will continue to take place across both treatment and recovery hubs. "Low dosage" reports will be reviewed to highlight any service users who are progressing to the end of their treatment; and all discharges will be scrutinised, including the follow-up phase before the case is closed.

## Adults and Safeguarding Indicators

### Corporate Plan Indicators<sup>20</sup>

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
CPI	AC/S29	Number of instances of information, advice and guidance provided to carers	Bigger is Better	3300	825	724 (R)	642	Improving	758	Worsening	No benchmark available
CPI	AC/S25	Percentage of Social Care Direct customers who are satisfied or very satisfied with the service they have received post resolution	Bigger is Better	85%	85%	96% (G)	100%	Worsening	100%	Worsening	No benchmark available
CPI	AC/C17	Percentage of contacts that result in a care package	Smaller is Better	Monitor	Monitor	18.2%	21.0%	Improving	15.0%	Worsening	No benchmark available

<sup>20</sup> The Monitor indicators have been included for information.

## Corporate Plan Indicators<sup>20</sup>

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
CPI	AC/S3 (ASCOF 1G)	Percentage of adults with learning disabilities who live-in their own home or with their family	Bigger is Better	65%	63.1%	70.0% (G)	71.6%	Worsening	64.2%	Improving	CIPFA 68.8% London 70.1% (2015/16, ASCOF)
CPI	AC/S4 (ASCOF 1E)	Percentage of adults with learning disabilities in paid employment	Bigger is Better	10.8%	9.9%	9.9% (G)	10.9%	Worsening	9.3%	Improving	CIPFA 9.9% London 7.5% (2015/16, ASCOF)
CPI	AC/S5 (ASCOF 1F)	Percentage of adults with mental health needs in paid employment	Bigger is Better	7.5%	6.5%	7.6% (G)	7.6%	Same	7.2%	Improving	CIPFA 6.5% London 5.0% (2015/16, ASCOF)
CPI	AC/S6 (ASCOF 1H)	Percentage of adults with mental health needs who live independently, with or without support	Bigger is Better	83.0%	81.5%	83.1% (G)	84.2%	Worsening	81.6%	Improving	CIPFA 74.4% London 73.5% (2015/16, ASCOF)

## Corporate Plan Indicators<sup>20</sup>

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
CPI	AC/S9 ASCOF 2A (2)	Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	Smaller is Better	500	92.5	58.9 (G)	119.9	Improving	80.0	Improving	CIPFA 445.2 London 516.5 (2015/16, ASCOF)
CPI	AC/C12	Number of delayed transfers of care from hospital per 100,000 population (aged 18+) which are attributable to both NHS and Adult Social Care	Smaller is Better	7.3	7.4	9.9 (RA)	9.9	Same	7.5	Worsening	CIPFA 8.8 London 7.8 (2015/16, ASCOF)

## Corporate Plan Indicators<sup>20</sup>

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
CPI	AC/C13	Number of delayed transfers of care from hospital, and those which are attributable to adult social care, per 100,000 population	Smaller is Better	2.5	2.5	5.5 (R)	5.1	Worsening	3.3	Worsening	CIPFA 3.6 London 3.3 (2015/16, ASCOF)
CPI	AC/C14	Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64	Smaller is Better	15.0	4.0	0.0 (G)	1.3	Improving	1.3	Improving	No benchmark available
CPI	AC/C16	Number of referrals to hospital social work teams	Smaller is Better	Monitor	Monitor	225	697	Improving	181	Worsening	No benchmark available

## Corporate Plan Indicators<sup>20</sup>

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
CPI	AC/C21	Working age adults who have moved out of residential care into stable accommodation	Monitor	Monitor	Monitor	5.53	New for 2017/18	New for 2017/18	New for 2017/18	New for 2017/18	No benchmark available

## Commissioning Plan Indicators (not met target)<sup>21</sup>

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
SPI	NEW - TBC	Proportion of referrals that result in an assessment	Monitor	Monitor	Monitor	31.2%	New for 2017/18	New for 2017/18	New for 2017/18	New for 2017/18	No benchmark available

<sup>21</sup> The Monitor indicators have been included for information.

### Commissioning Plan Indicators (not met target)<sup>21</sup>

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
SPI	AC/S27	Percentage of customer contacts into Social Care Direct resolved at first point of contact	Bigger is Better	Monitor	Monitor	63.7%	54.0%	Improving	61.0%	Improving	No benchmark available

### Public Health Indicators<sup>22</sup>

#### Corporate Plan Indicators

Ref		Indicator	Polarity	2016/17 Annual Target	Q4 2016/17 Target	Q4 2016/17 Result	Q3 2016/17 Result	DOT Short-Term (From Q3 2016/17)	Q4 2015/16 Result	DOT Long-Term (From Q4 2015/16)	Benchmarking
CPI	PH/S2	Excess weight in 4-5 year olds (overweight or obese)	Smaller is Better	21.0%	21.0%	19.2% (G)	19.2%	Same	19.9%	Improving	England 22.1% London 22.0% (June 2017, PHOF)

<sup>22</sup> Reported a quarter in arrears, so data is for Q4 2016/17.

Ref		Indicator	Polarity	2016/17 Annual Target	Q4 2016/17 Target	Q4 2016/17 Result	Q3 2016/17 Result	DOT Short-Term (From Q3 2016/17)	Q4 2015/16 Result	DOT Long-Term (From Q4 2015/16)	Benchmarking
CPI	PH/S3	Excess weight in 10-11 year olds (overweight or obese)	Smaller is Better	32.0%	32.0%	34.4% (R)	34.4%	Same	32.6%	Worsening	England 34.2% London 38.1% (June 2017, PHOF)
CPI	PH/S4	Rate of hospital admissions related to alcohol	Smaller is Better	400	400	421 (RA)	425	Improving	425	Improving	No benchmark available
CPI	PH/S5	Smoking Prevalence	Smaller is Better	13.0%	13.0%	14.8% (R)	14.6%	Worsening	13.2%	Worsening	England 15.5% London 15.2% (June 2017, PHOF)
CPI	PH/S7	Physical activity participation	Bigger is Better	59.0%	59.0%	59.5% (G)	59.5%	Same	58.5%	Improving	England 57.0% London 57.8% (June 2017, PHOF)

### Commissioning Plan Indicators (not met target)

Ref		Indicator	Polarity	2016/17 Annual Target	Q4 2016/17 Target	Q4 2016/17 Result	Q3 2016/17 Result	DOT Short-Term (From Q3 2016/17)	Q4 2015/16 Result	DOT Long-Term (From Q4 2015/16)	Benchmarking
SPI	PH/C6	Percentage of people with needs relating to STIs contacting a service who are offered to be seen or assessed with an appt or as a 'walk-in' within two working days of first contacting the service	Bigger is Better	98.0%	98.0%	97.3% (GA)	99.8%	Worsening	99.7%	Worsening	No benchmark available
SPI	PH/C1 1	Successful treatment - non-opiate users	Bigger is Better	33.0%	33.0%	29.3% (R)	35.6%	Worsening	31.5%	Worsening	National 40.2% (June 2017, National Adult Quarterly Activity Partnership Report)

Ref		Indicator	Polarity	2016/17 Annual Target	Q4 2016/17 Target	Q4 2016/17 Result	Q3 2016/17 Result	DOT Short-Term (From Q3 2016/17)	Q4 2015/16 Result	DOT Long-Term (From Q4 2015/16)	Benchmarking
SPI	PH/C1 2	Successful treatment - alcohol users	Bigger is Better	42.0%	42.0%	33.5% (R)	41.0%	Worsening	37.8%	Worsening	National 40.1% (June 2017, National Adult Quarterly Activity Partnership Report)
SPI	PH/C1 3	Successful treatment - non-opiate and alcohol users	Bigger is Better	32.0%	32.0%	25.0% (R)	33.3%	Worsening	24.0%	Improving	National 37.5% (June 2017; National Adult Quarterly Activity Partnership Report)
SPI	PH/C1 4	Re-representations - opiate users	Smaller is Better	12.0%	12.0%	14.3% (R)	13.8%	Worsening	28.6%	Improving	National 17.8% (June 2017, National Adult Quarterly Activity Partnership Report)

## Risk management

B.9 The Adults and Communities risk register includes 20 risks overall, which are being managed in line with the council's risk management framework. Five are high level risks with a residual risk score of 15 or above. Of these, four are *compliance* risks and one is a *business continuity* risk. All are being managed as 'treat'.

- **AC001 - Increased overspend to meet statutory duties (risk score 15, reduced from 20).** This is being addressed by an in year recovery plan which includes tighter spending controls, and more senior management involvement on care spend. The new social care monies allocated by Central Government have been allocated to priority areas of spend and preventative services and the distribution supported by Adults and Safeguarding Committee in June 2017. The Adults and Communities budget has been reprofiled to reflect projected demand more closely. Overall the risk is showing as reducing.
- **AC002 - Failure of care provider (risk score 16).** The service has a number of actions in place to ensure that providers do not fail including a programme of quality assurance measures. Recruitment of additional staff is underway for both community and accommodation based sectors working on practice sharing and strategic improvement. The service is also reviewing options for a contract management and monitoring system to improve analysis of trends and support early intervention, and piloting a joint approach to monitoring the market across London as developed by London Association of Directors of Adult Social Services (ADASS) commissioning leads.
- **AC003 - Unacceptable level of quality services provided by care providers (risk score 16).** This is being addressed through a programme of quality assurance, practice improvement and provider support.
- **AC004 - Surge in demand from NHS (risk score 15).** This is being addressed by Adult and Communities senior managers attending monthly meetings between Barnet Council, the Clinical Commissioning Group and NHS Provider Trusts to discuss and manage pressures in the system.
- **AC011 - Breach of mental capacity act or code of practice (risk score 16, increased from 15).** Work has been carried out with the Deprivation of Liberty Safeguards (DoLS) team to review procedures and practice in light of the potential for a new legal framework and ADASS guidance around 'triggers'. The Quality Board has met to agree a programme of audit and assurance work during 2017/18 and an internal audit of case management and recording has taken place.

B.10 Overall the majority of Adults and Communities risks have the "same" residual risk score as last quarter. However, three risks have an "increased" residual risk score and one risk has a "reduced" residual risk score. Three new risks have been added to the risk register during the quarter. Other than AC01 and AC011 above, none of these are high level risks (residual risk score of 15 or over).

B.11 The Public Health risk register includes four risks overall, which are being managed in line with the council's risk management framework. None have a residual risk

score of 15 or above; and one has a “reduced” residual risk score. No new risks have been added to the risk register during the quarter.

## CHILDREN, EDUCATION, LIBRARIES AND SAFEGUARDING (CELS) COMMITTEE

B.12 The priorities for the CELS Committee are to work with partners to make Barnet the most family-friendly borough in London by 2020; ensure effective and robust safeguarding arrangements for vulnerable children and young people; ensure education that is among the best in the country; and deliver a 21<sup>st</sup> Century library service.

### Budget position

Revenue					
Service	Original Budget £000	Revised Budget £000	Q1 Projected Outturn £000	Variance from Revised Budget Adv/(fav) £000	Variance from Revised Budget Adv/(fav) %
Family Services	52,445	52,445	52,444	(1)	-
Education and Skills	6,525	6,483	6,483	-	-

B.13 As at Q1 2017/18, the forecast revenue outturn for both Family Services and Education and Skills is in line with budget.

Capital						
Service	2017/18 Budget £000	Additions/ (Deletions) £000	(Slippage) / Accelerat ed Spend £000	Projected Outturn £000	Variance from Approved Budget Adv/(Fav) £000	Slippage %
Family Services	19,004	-	(399)	18,605	(399)	(2.1)
Education and Skills <sup>23</sup>	51,849	-	-	51,849	-	-

B.14 Within Family Services, there slippage of £0.399m due to a delay of two months in the Youth Zone programme which means that the project will slip into 2018/19. The capital outturn for Education and Skills is currently expected to be in line with budget.

### Progress on key activities

B.15 The effective safeguarding of vulnerable children and young people remains at the heart of what the council does; and this commitment will not change as local services evolve. The Commissioning Plan outlines the council's vision to make Barnet the most family-friendly borough in London by 2020 and to embed a

<sup>23</sup> Including schemes managed by schools.

resilience-based model of practice to identify issues early and support families to build their resilience. A progress update on key activities has been provided below.

## Family Services

- **Delivering the family-friendly Barnet vision** - Ofsted undertook a Single Inspection Framework (SIF) between 24 April and 18 May 2017. The overall judgement of the inspection was that Barnet's Children's Service is inadequate. Issues about the quality of Children's social care services in Barnet were identified and presented to Members of CELS Committee in September 2015 and July 2016. As a result, a Social Work Improvement Board was established and a major improvement programme work commenced, with Essex County Council as an Improvement Partner.

A draft Improvement Action Plan was presented to CELS Committee on 18 July 2017<sup>24</sup>. This builds on the improvement programme already established, but focuses more rigorously on practice leadership, core social work skills and understanding of the lived experiences for children and young people. Family Services will continue to work with Essex County Council, as collegiate partners, in delivering the programme.

The council's aim is to be re-inspected as a "good" service within the next two years. At Council on 25 July 2017 it was agreed that monitoring of the Improvement Action Plan will be through CELS Committee.

Where the Ofsted inspection focused on the *quality* of social work practice, the indicators reported for Family Services in Q1 2017/18 are more *process* driven and include data on take-up of services, placements and costs of provision. Only one Family Services indicator has not met target this quarter (see paragraph B.16 below).

- **Tackling gang activity** – all vacancies within the REACH<sup>25</sup> team have been filled and the team will be fully operational within Q2 2017/18. The multi-agency approach to assessment and care planning has shown some early signs of improved assessment, including risk assessment, quality and care planning; with children, young people and their families benefiting from a co-ordinated wrap-around response to meet their complex needs. The partnership has developed quickly, with the REACH steering group now established and partnership agreements have been drafted, so all partners are clear about their contributions and how they work together. Research in Practice has been confirmed as the evaluation partner for the first year of the team. The evaluation work will start in July 2017.

## Education and Skills

- **Ensuring the attainment and progress of children in Barnet schools remains in the top 10% nationally** - during the quarter, inspection reports for nine Barnet schools have been published by Ofsted. All have been judged to be 'good' or 'outstanding'. At the end of the quarter the percentage of Barnet primary schools

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<sup>24</sup> Report available on the website at: <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=8692&Ver=4>

<sup>25</sup> Resilient, Engaged, Achieving Children Hub.

rated as 'good' or 'outstanding' was 94% (above the London (93%) and national (90%) averages) and for secondary schools the figure was 95% (again, above the London (89%) and national (78%) averages). All of Barnet's Special Schools have been rated as 'good' or 'outstanding'.

National examinations and assessments have taken place across the primary and secondary phases and preliminary results will be available from the Department for Education (DfE) over the summer and autumn 2017.

The schools admissions service has continued to process late applications for children to start in Reception or Year 7 in September 2017 and to date, it is anticipated that there will be sufficient school places to ensure that late applicants will be placed in school in September 2017. The DfE has announced that the Saracens High School Trust has been successful in its bid to open a primary school on the Peel Centre site in Colindale, which will follow the opening of the Saracens High school for secondary aged pupils opening in September 2018.

- **Delivering a 21<sup>st</sup> Century library service** - Colindale, North Finchley, Osidge and Golders Green libraries re-opened following a period of refurbishment and re-modelling. At each of these sites, self-service opening is now being offered through technology that enables residents to enter and use library services during unstaffed hours. As each library has re-opened, staff have been on hand to help residents to register to use self-service opening and to become familiar with the technology. Well over 7,000 residents have now registered to use the service. Four partnership libraries launched in April as planned: Kisharon are operating Child's Hill Library, NW7 HUB are operating Mill Hill Library and Inclusion Barnet are operating South Friern and East Barnet Libraries.
- The council has been notified by the Minister for Arts, Heritage and Tourism that the Department for Digital, Culture, Media and Sport (DCMS) is treating concerns raised in December 2016 by Barnet residents regarding the changes to Barnet's library service as a formal complaint under Section 10 (1) (a) of the Public Libraries and Museum Act 1964. It is important to note that the decision by the DCMS to treat the correspondence as a formal complaint is not an assessment of whether the council is failing in its duties relating the provision of public library services. The Council is fully co-operating with the DCMS in providing relevant documents and information. The next stage is for the DCMS to consider whether it is necessary for a public inquiry to be held. No timescale is known for when this decision will be made. In the interim the Council is continuing to implement its library strategy.

### **Performance indicators**

B.16 One Corporate Plan indicator and one Commissioning Plan indicator for CELS Committee have not met the quarterly target:

### **Education and Skills**

- **CES/S1 Percentage of primary schools rated as 'good' or better (RAG rated GREEN AMBER)** - 94.3% against a target of 95.5%. 82 out of 87 schools have been rated as 'good' or 'outstanding', a performance that is above the London (93%) and national (90%) averages. The council provides a differentiated level of monitoring, support and challenge to all schools to be 'good' or 'outstanding'.

## Family Services

- **FS/C18 Percentage of children in care with three or more placements during the last 12 months (RAG rated RED)** – 12.4% against a target of 10%. This equates to 43 children; analysis of this cohort of children is being undertaken to understand the factors relating to placement moves etc. The service will continue to monitor this data at its monthly Business Management Meeting and put in place mitigating actions where necessary.

## Corporate Plan Indicators<sup>26</sup>

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
CPI	FS/C42	Percentage of children newly placed in London Borough of Barnet foster care	Bigger is Better	Monitor	Monitor	33.3%	New for 2017/18	New for 2017/18	New for 2017/18	New for 2017/18	No benchmark available
CPI	FS/C43	Ratio of children subject to: CAF: CiN: CP:LAC (per 10,000) <sup>27</sup>	Bigger is Better	Monitor	Monitor	95.7:51.5:38.1:15.7	New for 2017/18	New for 2017/18	New for 2017/18	New for 2017/18	No benchmark available
CPI	FS/S7	Percentage of free entitlement early years places taken up by parents/ carers that are eligible for a place	Bigger is Better	70.0%	Monitor	50.4%	59.6%	Worsening	Not available	Not available	Statistical Neighbours 64.2% London 57% England 68% (2015/16, LAIT)

<sup>26</sup> The Monitor indicators have been included for information.

<sup>27</sup> CAF = Common Assessment Framework; CiN = Children in Need; CP = Child Protection; LAC = Looked After Children

## Corporate Plan Indicators<sup>26</sup>

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
CPI	FS/S15	Percentage of care leavers age 18 – 21 in education, employment or training <sup>28</sup>	Bigger is Better	51%	51%	63.1% (G)	59.8%	Improving	62.6%	Improving	Statistical Neighbours 51.4% London 54% England 49% (2015/16, LAIT)
CPI	CES/S1	Percentage of primary schools rated as 'good' or better	Bigger is Better	95.5%	95.5%	94.3% (GA)	93.0%	Improving	93.2%	Improving	London 93.4% England 89.7% (April 2017, Watchsted)
CPI	CES/S3	Percentage of secondary schools rated as rated as 'good' or better	Bigger is Better	95.8%	95.8%	95.7% (G)	92.0%	Improving	88.0%	Improving	London 89% England 78% (April 2017, Watchsted)

<sup>28</sup> A care leaver is defined as a person aged 25 or under, who has been looked after by a local authority for at least 13 weeks since the age of 14; and who was looked after by the local authority at school-leaving age or after that date.

**Commissioning Plan indicators (not met target)<sup>29</sup>**

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
SPI	FS/C17	Number of Children Missing from Care (during reporting period)	Smaller is Better	Monitor	Monitor	35	29	Worsening	29	Worsening	No benchmark available
SPI	FS/C44	Number of times serious incident response protocol triggered (youth violence)	Smaller is Better	Monitor	Monitor	0	New for 2017/18	New for 2017/18	New for 2017/18	New for 2017/18	No benchmark available
SPI	FS/C18	Percentage of children in care with three or more placements during the last 12 months	Smaller is Better	10%	10.0%	12.4% (R)	10.6%	Worsening	10.3%	Worsening	Statistical Neighbours 11.33% London 11% England 10% (2014/15, LAIT)

<sup>29</sup> The Monitor indicators have been included for information.

## Commissioning Plan indicators (not met target)<sup>29</sup>

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
SPI	FS/S5	Number of children adopted	Bigger is Better	13	Monitor	2	8	Worsening	3	Worsening	No benchmark available
SPI	FS/C19	Number of Children in Care further than 20 miles from Borough	Monitor	Monitor	Monitor	70	79	Monitor	59	Monitor	No benchmark available
SPI	FS/C46	Actual placement days	Monitor	Monitor	Monitor	11730	New for 2017/18	New for 2017/18	New for 2017/18	New for 2017/18	No benchmark available
SPI	FS/C47	Average gross cost per placement	Monitor	Monitor	Monitor	£294.54	New for 2017/18	New for 2017/18	New for 2017/18	New for 2017/18	No benchmark available
SPI	FS/C48	Income for joint placements	Monitor	Monitor	Monitor	£1,889,612.47	New for 2017/18	New for 2017/18	New for 2017/18	New for 2017/18	No benchmark available

## Risk management

B.17 Risks in relation to CELS are managed by both Family Services and Cambridge Education.

B.18 The Family Services risk register includes 21 risks overall, which are being managed in line with the council's risk management framework. Two are high level risks with a residual risk score of 15 or above. Of these, one is a *statutory duty* risk and one is a *health and safety* risk. One risk is being managed as 'tolerate, whilst the other is being management as 'treat'.

- **FS001 - Significant child safeguarding incident (risk score 16).** The likelihood of a significant safeguarding incident occurring can never be completely mitigated. However, actions are in place to mitigate the likelihood of the risk occurring, including embedding the resilience model of practice and implementing the Practice Improvement Plan. The Practice Improvement Plan has been reviewed to ensure it focuses on Ofsted recommendations.
- **FS004 - Serious gang-related incident (risk score 16).** The gangs operational protocol and screening tool helps control this risk, as do a number of governance groups including a gangs operational group and a gangs, missing and child exploitation strategic group. The REACH team has been working with our most vulnerable young people, alongside youth work teams. Research in Practice has been appointed to evaluate the impact of the REACH team, which will inform future delivery in this area.

B.19 One *statutory duty* risk has closed this quarter.

- **FS022 - Negative Ofsted Inspection (risk score 15).** This risk focused on the impact of a negative Ofsted inspection result. Following the "inadequate" judgement for Children's Services, a new risk about action plan delivery not being speedy enough/not having the required impact will be added to the risk register in Q2 2017/18.

B.20 Overall the majority of Family Services risks have the "same" residual risk score as last quarter. Two risks have a "reduced" residual risk score and one risk has an "increased" residual risk score. None of these are high level risk (scoring 15 or above). Two new risks have been added to the risk register during the quarter. Again, neither of these are high level risks.

B.21 The Education and Skills risk register includes 22 risks overall, which are being managed in line with the council's risk management framework. None have a residual risk score of 15 or above. Two have a "reduced" residual risk score from last quarter. No new risks have been added to the risk register.

## **ASSETS, REGENERATION AND GROWTH (ARG) COMMITTEE**

B.22 The priorities for ARG Committee are to facilitate the building of more than 20,000 new homes by 2025, as part of several major regeneration programmes, including at Brent Cross, and through brownfield redevelopment; continue to help residents access employment; invest in key town centres and make Barnet the best place in London to be a small business.

### **Progress on key activities**

B.23 A progress update on key activities has been provided below. Further information on the regeneration programme is set out in paragraph C.17.

- **Regenerating Brent Cross Cricklewood**

**Brent Cross North** - Phase 1BN Planning Application for the Brent Cross shopping centre has been submitted. This has been widely covered in the local media and is a significant step in unlocking the wider scheme. The determination period now begins and the Local Planning Authority (LPA) recommendation is expected to be presented to Planning Committee in September 2017. A separate application for Phase 1B (North) early works has also been submitted.

**Brent Cross South** - the re-phasing application to make adjustments to the first development plots within Brent Cross South was approved by Planning Committee on 22 June 2017. This will facilitate the delivery of the first southern phase of the Brent Cross Cricklewood regeneration, which will include the re-provision of homes for the residents of Whitefield Estate. The First Phase Proposal and Business Case were considered by ARG Committee on 24 July 2017.

**Brent Cross Thameslink** - consultation on the new Thameslink station concluded this quarter. The public and stakeholders have been invited to give their views on the design of the station, the rail freight facility and the waste transfer station. The re-phasing application to bring forward the station elements of the programme has been submitted and will be reviewed by the Local Planning Authority.

Further discussion has been held with Network Rail, North London Waste Authority and DB Cargo to reach an agreement for their objections to the Compulsory Purchase Order (CPO3) to be removed. The Inspectors Report for CPO1 and CPO2 has been received by the Planning Inspectorate; with a decision on both CPOs expected by mid-September 2017.

- **Regenerating Colindale** - a visioning workshop for Colindale took place in June 2017 to explore what further work can be done to tie all the regeneration projects together to make one great place and, as a result, new projects are being explored and existing projects are being reviewed.

The planning application for the concourse area on the Grahame Park Estate has been submitted to the Local Planning Authority. A separate planning application has been submitted for improvements to Montrose and Silkstream parks; and work has progressed on preparing the tender package and costs. Discussions have continued with TfL regarding an over station development proposal that would provide the public realm improvements required for Colindale Avenue; and a

feasibility study has been proposed by the Transport team for the Colindale Avenue roundabout to look at both place-making and movement.

Informal consultation has been carried out with key stakeholders on the controlled parking zone required as part of the council office development. This will help formulate the final plan that will go through a formal consultation process.

- **Delivering the Development Pipeline** – works have continued on the new 53-bedroom extra care housing development at Moreton Close. Hoarding was installed on site in June 2017, which incorporates the council's new Delivering for Barnet branding.

There has been significant progress with Tranche 3. The loan agreement and development agreement with Opendoor Homes was signed in May 2017 and the first site transferred from the council to Opendoor Homes on 30 June 2017. Planning approval has been granted for 34 units at Sheaveshill Court and eight units at Norfolk Close and applications for schemes at Adamson Court, The Croft, Underhill Court and Brunswick Park Road have been submitted and were determined in July 2017, with the exceptions of The Croft (due to be determined in October 2017) and Underhill Court (due to be determined in September 2017). This leaves just five schemes to be submitted to the Planning team and determined before the end of the year. All schemes where a contractor has not been identified will go through a two-stage tender process to ensure that competitive pricing is achieved while alongside ensuring a benefit of contractor contribution to buildability.

Tranche 1 of the development pipeline seeks to deliver 289 new homes of mixed tenure. Planning consent had been obtained for the bulk of the new homes in June 2015 with Moxon Street following in November 2016. A pre-contract services agreement with Wates concluded in September 2016 when the council opted not to proceed with Wates as the construction contractor. A report will be presented to ARG Committee detailing options for all five sites in November 2017.

The principles of the Strategic Opportunities Fund and a land deal with Metropolitan Housing for the delivery of new additional housing and Extra Care units at Tenterden Grove was agreed by ARG Committee in April 2017. The committee approved the business case for phase 2 of the Barnet Homes' Acquisitions programme.

- **Helping people into work** - the Apprenticeship Levy launched in May 2017. Businesses and public sector organisation have been working to ensure they are set up on the system and can start using their training funds. The council has been working with partners as part of the Entrepreneurial Barnet Board to put in place plans for increasing the number of apprenticeships in the borough. HR has been setting up the council's apprenticeship programme for 2017/18. In Q1 2017/18, the council took on three new apprentices. The council continues to work with partners to promote employment and skills. In the first quarter, Burnt Oak Opportunity Support Team (BOOST) Childs Hill launched. The team have engaged with 50 people in this team and have seen their first three job outcomes come through. The Skills Escalator aims to help people who are in work to find a better job. The team have been contacting residents and have drawn up action plans for 44 people in this period.

- **Investing in key town centres and making Barnet the best place in London to be a small business** - construction work has continued at Burnt Oak to deliver improvements in line with the Town Centre Strategy. Re has selected a partner – Fluid - to work with residents and traders in Golders Green to develop a strategy for this area in the next period. Re have launched a business offer covering their full range of services for businesses. Leaflets have been circulated to a range of local businesses as part of other engagement activities.

### **Performance indicators**

B.24 All Corporate Plan indicators and Commissioning Plan indicators for ARG Committee have met the quarterly target.

## Corporate Plan Indicators<sup>30</sup>

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
CPI	KPI001 (A&A)	Compliance with planning application statutory timescales	Bigger is Better	75%	75%	86.1% (G)	79.9%	Improving	87.1%	Worsening	No benchmark available
CPI	REGEN KPI01	New Homes Completed <sup>31</sup>	Bigger is Better	2,313	Monitor	241	New for 2017/18	New for 2017/18	New for 2017/18	New for 2017/18	No benchmark available
CPI	CG/C25	Income from the estate	Bigger is Better	£3.37m	£0.94	£1.10m (G)	£3.72m	Worsening	£2.03m (Apr – Jun 2016)	Worsening	No benchmark available
CPI	CG/S27	Percentage of council spend (excluding direct debits) with local businesses	Bigger is Better	Monitor	Monitor	42%	24%	Improving	49%	Worsening	No benchmark available

<sup>30</sup> The Monitor indicators have been included for information.

<sup>31</sup> This measures all new homes in the borough, including as part of regeneration schemes and private development schemes.

### Corporate Plan Indicators<sup>30</sup>

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
CPI	CG/S1	Unemployment (of people on out of work benefits)	Smaller is Better	Monitor	Monitor	5.0% (Apr 16 - Mar 17)	4.9% (Jan - Dec 2016)	Worsening	5.6% (Apr 15 – Mar 16)	Improving	London 5.7% National 4.7% (Apr 16 - Mar 17, Nomisweb)

### Commissioning Plan indicators (not met target)<sup>32</sup>

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
SPI	CG/C35	Homes started on site through the development pipeline programme	Bigger is Better	Monitor	Monitor	0	New for 2017/18	New for 2017/18	New for 2017/18	New for 2017/18	No benchmark available
SPI	CG/C26	Barnet council apprenticeships	Bigger is Better	44	Monitor	3	15	Worsening	4	Worsening	No benchmark available

<sup>32</sup> The Monitor indicators have been included for information.

## Risk management

- B.25 Risks in relation to ARG are managed by both the Commissioning Group and Re. The Commissioning Group risks are reported in paragraph A.31 above.
- B.26 The Re joint risk register includes 29 risks overall, which are being managed in line with the council's risk management framework. Three are high level risks with a residual risk score of 15 or above. All three are *finance* risks and are being managed as 'treat'.
- **RE001 - Development pipeline (risk score 16).** The risk focuses on being unable to commission the construction of properties within the development pipeline at the target cost. The risk is being mitigated by actions to review of the procurement process for construction projects.
  - **PB13 - Development Tranche 1 (risk score 16).** The risk focuses on viability issues with Tranche 1 that could lead to wider growth targets for the joint venture not being achieved. The business plan is currently being reviewed and was presented to ARG Committee in July 2017.
  - **PB14 - Development Tranche 4 (risk score 16).** This risk focuses on a failure to take Tranche 4 sites forward to Planning in 2017 to achieve the growth targets in the business plan. The Development Pipeline Board has ring-fenced 13 sites for viability and affordability assessments to be undertaken. The outcome of Tranche 1 will determine next steps for Tranche 4.
- B.27 Overall the majority of Re risks have the "same" residual risk score as last quarter. Six risks have a "reduced" residual risk score; and one risk has an "increased" residual risk score. Four new risks have been added to the risk register during the quarter. None of these are high level risks with a residual risk score of 15 or above.

## HOUSING COMMITTEE

B.28 The priorities for Housing Committee will be to increase the supply of housing and build more affordable homes through the development pipeline; tackle homelessness through prevention, use of temporary accommodation and housing in the private rented sector; drive up the quality of the private rented sector; and provide suitable housing to support vulnerable people.

### Budget position

Revenue					
Service	Original Budget £000	Revised Budget £000	Q1 Projected Outturn £000	Variance from Revised Budget Adv/(fav) £000	Variance from Revised Budget Adv/(fav) %
Housing Needs and Resources (Barnet Homes)	5,560	5,560	7,175	1,615	29.1

B.29 The projected overspend of £1.615m for Housing Needs and Resources represents 29.1% of the total Delivery Unit budget (£5.560m). The forecast overspend is largely due to a shortfall in rental income as a result of temporary accommodation rents being fixed at January 2011 Local Housing Allowance rates, in addition to income loss from hostels, temporary accommodation preventions, one-off private sector leasing prepayments and an increase in the bad debt provision.

Capital						
Service	2017/18 Budget £000	Additions/ (Deletions) £000	(Slippage) / Accelerated Spend £000	Projected Outturn £000	Variance from Approved Budget Adv/(Fav) £000	Slippage %
Housing Needs & Resources (Barnet Homes)	45,424	-	-	45,424	-	-
HRA (Barnet Homes)	90,014	-	(800)	89,215	(800)	(0.9)

B.30 The capital outturn for Housing Needs and Resources is currently expected to be in line with budget.

B.31 The HRA capital forecast shows a decrease of £0.800m, which is due to anticipated delays in projects which are now expected to complete in 2018/19.

## Progress on key activities

B.32 With Barnet now having the largest population of any borough in London and continuing to grow, the Commissioning Plan outlines the council's housing priorities (as in B.27 above). A progress update on the key activities has been provided below.

- **Grenfell fire** - in response to the tragic fire at Grenfell Tower in Kensington, Barnet Homes responded immediately in order to reassure residents of their safety by updating the fire risk assessments for all tower blocks and putting enhanced fire safety measures in place where required. Residents of all tower blocks six storeys or above and all blocks with cladding of five storeys or above have received several letters to provide reassurance and inform them of the programme agreed by the Housing Committee to invest an initial £10m in a Barnet Homes delivered fire safety enhancement programme in the 24 managed high rise blocks.
- **Tackling homelessness** - new mitigations put in place, focusing on early intervention, prevention, family mediation and use of Temporary Accommodation (TA), have delivered positive results. Notwithstanding demand and new placements, overall numbers in TA have reduced to 2,692 and increased targets for both Private Rented Sector acquisitions and homelessness preventions have been met. The second phase of the acquisitions programme to purchase up to 50 units out of London, which will deliver increased affordable supply, have been approved by ARG Committee and P&R Committee.
- **Driving up the quality of the private rented sector** – during the quarter, 37 mandatory HMO licences have been issued bringing the total up to 275. 64% of these are compliant with their major conditions. 78 additional HMO licences have been issued bringing the total up to 186. 643 landlords have been accredited through the London Landlord Accreditation Scheme. 40 empty properties have been brought back into residential use through a combination of advice and/or enforcement action.
- **Providing suitable housing to support vulnerable people** – the new build extra care scheme at Moreton Close remains on schedule for completion in 2018. As no new wheelchair units have been scheduled for 2017/18, Barnet Homes have been undertaking an enhanced adaptations scheme to adapt properties for vulnerable clients.

## Performance indicators

B.33 All Corporate Plan indicators for Housing Committee have met the quarterly target. However, one Commissioning Plan indicator for Housing Committee has not met the quarterly target:

- **BH/S4 Current arrears as a percentage of debit (RAG rated GREEN AMBER)** – 3.23% against a target of 3.12%. This equates to £67k of a £58m annual debit. Performance in June 2017 had been impacted by IT system issues belonging to both CSG and Barnet Homes, including Payenet system failure that impacted on collection; internet payment issues; Housing Benefit payments failing to load onto the housing management system; and difficulties in using Paypoint facilities in local vendors due to limitations on maximum payments and requests for charges for

using these services. The service is looking to mitigate this by switching customers over to direct debit payments wherever possible. A number of actions have been put into place to resolve these matters, including the development of a new IT risk log and a cross-organisational working group designed to identify and successfully resolve any future IT system issues. Performance is expected to be back within target by Q2 2017/18.

## Corporate Plan Indicators<sup>33</sup>

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
CPI	CG/S6 (RPS - Biannual)	Percentage of residents who list affordable housing as a concern	Smaller is Better	Monitor (Autumn and Spring )	Monitor	28% (Spring 2017)	34% (Autumn 2016)	Improving	41% (Spring 2016)	Improving	No benchmark available
CPI	REGEN KPI05	Delivery of affordable housing completions	Bigger is Better	112	Monitor	68	474	Worsening	3	Improving	No benchmark available
CPI	BH/S2	Number of homelessness preventions	Bigger is Better	1,050	225	249 (G)	972	Worsening	232	Improving	Rank 2 <sup>nd</sup> quartile (2016/17, DCLG)
CPI	BH/C4	Numbers of households in Temporary Accommodation	Smaller is Better	2,600	2,750	2,692 (G)	2,757	Improving	2,934	Improving	Rank 28 (out of 33 London Boroughs) (Q4 2016/17, DCLG)
CPI	BH/KPI 9	Families with Children in Temporary Accommodation <sup>34</sup>	Smaller is Better	Monitor	Monitor	65.1%	New for 2017/18	New for 2017/18	New for 2017/18	New for 2017/18	No benchmark available

<sup>33</sup> The Monitor indicators have been included for information.

<sup>34</sup> New indicator – target set as Monitor for 2017/18 whilst baseline identified.

### Corporate Plan Indicators<sup>33</sup>

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
CPI	EH021	Compliance with licensing requirements for Houses in Multiple Occupation	Bigger is Better	60%	60.0%	64.0% (G)	73.1%	Worsening	74.9%	Worsening	No benchmark available

### Commissioning Plan indicators (not met target)<sup>35</sup>

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
SPI	BH/S3	Length of stay in Emergency Temporary Accommodation (ETA)	Smaller is Better	Monitor	Monitor	56.1	67.8	Improving	65.0	Improving	No benchmark available

<sup>35</sup> The Monitor indicators have been included for information.

**Commissioning Plan indicators (not met target)<sup>35</sup>**

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
SPI	BH/KPI 2	Percentage of those households in ETA pending enquiries or found to be intentionally homeless	Smaller is Better	Monitor	Monitor	32.9%	28.9%	Worsening	28.9%	Worsening	Rank 25 (out of 33 London Boroughs (Q4 2016/17, DCLG))
SPI	BH/S4	Current arrears as a percentage of debit	Smaller is Better	2.90%	3.12%	3.23% (GA)	3.04%	Worsening	3.31%	Improving	Rank 2 (Q4 2016/17, Housemark)
SPI	CG/S21	Delivery of 10% affordable homes as wheelchair or accessible units	Bigger is Better	Monitor	Monitor	0 units	0 units	Same	2 units	Worsening	No benchmark available
SPI	EH04A	Number of empty properties brought back into residential use	Bigger is Better	100	Monitor	40	120	Worsening	21	Improving	No benchmark available

**Commissioning Plan indicators (not met target)<sup>35</sup>**

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
SPI	EH04B	Number of private tenanted properties with Category 1 Hazards reduced to Category 2 Hazards	Bigger is Better	165	Monitor	44	396	Worsening	54	Worsening	No benchmark available

## **Risk management**

B.34 The Barnet Group joint risk register includes eight risks overall, which are being managed in line with the council's risk management framework. None of these are high level risks with a residual risk score of 15 or above. Overall the majority of risks have the "same" residual risk score as last quarter, with one risk "reducing" and one risk "increasing". No new risks have been added to the risk register during the quarter.

## ENVIRONMENT COMMITTEE

B.35 The priorities for Environment Committee are parks and open spaces; recycling and waste collection; using street cleaning and more enforcement; parking and highways management.

### Budget position

Revenue					
Service	Original Budget £000	Revised Budget £000	Q1 Projected Outturn £000	Variance from Revised Budget Adv/(fav) £000	Variance from Revised Budget Adv/(fav) %
Parking and Infrastructure	9,155	9,259	9,412	153	1.65
Street Scene	12,881	12,881	13,471	590	4.6

B.36 Parking and infrastructure is forecast to overspend by £0.153m (1.65%).

B.37 The projected overspend of £0.590m for Street Scene represents 4.6% of the total Delivery Unit budget (£12.881m). The overspend is partially due to a need to increase resources due to higher demand for refuse collection services for new developments, and partially due to a delay in the implementation of MTFS projects. The Street Scene service is developing initiatives to deal with these issues, and will track progress through future quarterly reports.

Capital						
Service	2017/18 Budget £000	Additions/ (Deletions ) £000	(Slippage) / Accelerat ed Spend £000	Projected Outturn £000	Variance from Approved Budget Adv/(Fav) £000	Slippage %
Parking and Infrastructure	3,886	-	(1,200)	2686	(1,200)	(30.9)
Street Scene	4,663	-	-	4,663	-	-

B.38 The forecast capital outturn for Parking and Infrastructure shows slippage from budget of £1.2m. This is due to an additional £2m approved by P&R Committee in June 2017 for highway works being allocated in 2017/18 when only £0.8m is actually expected to be spent in 2017/18 and the remainder over the following two financial years.

### Progress on key activities

B.39 Barnet is a green and leafy borough and this is one of the reasons people want to live here. The council is modernising environmental services to help keep the environment green, clean and safe; whilst delivering highways improvement and

investing in parks and open spaces. A progress update on key activities has been provided below.

- **Modernising our environmental services** - in May 2017, the Environment Committee made the decision to run Street Scene services in house. Following the senior management restructure Street Scene has now joined the newly formed Environment Directorate. A Street Scene director was appointed in June 2017 and an 18-month Business Plan is being developed to deliver modernised resilient services. Operational staff have been trialling new cleansing machinery and are assessing which will be the best to use in Barnet, while continuing to carry out a deep cleanse of the borough. Commercial Waste services are reviewing how they will offer expanded recycling collections for customers, with the introduction of time banded collections in local high streets. Work preparing the move to the new Depot at Oakleigh Road has been ongoing, and by the end of Q2 2016/17 Street Scene services will have a modern facility from which it will manage services. Further improvements for Green Spaces satellite depots are also in progress.
- **Delivering highways improvements** – Year 3 of the £50m Network Recovery Programme (NRP) has commenced with an additional £1.5m investment in a road patching programme, which will supplement the investment that had already been approved. The programme began on 2 May 2017 and 165 patch repairs, across 28 roads, had been completed at the time of writing.

The carriageway resurfacing programme is due to start in September 2017, with the majority of micro asphalt schemes having already been completed. The substantial footway relay programme has already completed five streets, with a further 11 sites underway.

Highways activity to monitor works on the public highway and minimise disruptions to the flow of traffic has included the processing of 8,045 permit applications/variations and 212 fixed penalty notices. £36,400 has been invoiced in charges for overrunning works, reflecting the council's commitment to address occasions of poor practice by utility companies operating on the road network.

- **Investing in parks and open spaces** – the Playing Pitch Strategy has been approved. Various projects have progressed, including the development of the design for the refurbishment of Silkstream Valley Park; commencement of the Copthall and Mill Hill Open Spaces master planning process; and transfer of the Greenspaces Governance functions into the Commissioning Group.
- **Delivering regulatory services** – see paragraph C.17 for an update on services delivered by the Re contract.

### **Performance indicators**

B.40 Two Corporate Plan indicators and two Commissioning Plan indicators for Environment Committee have not met the quarterly target:

- **KPI 2.1-2.3 (NM) Highways defects made safe within agreed timescales (RAG rated RED AMBER)** – 98.38% against a target of 100%. This is a composite indicator made up of three indicators, of which two have not met target this quarter

(KPI 2.2 and KPI 2.3). See paragraph C.21 below. This composite indicator has been reported as a “fail” since Q2 2016/17 due to an ongoing issue with the contractor’s ability to update the system. The data provided by the contractor this quarter covers the majority of the reactive defects instructed by Re. For those works reported, there has been 100% compliance. The elements not reported primarily relate to instances when the highway was “made safe” e.g. a temporary repair that required a further visit to undertake a permanent repair. There have been a smaller percentage of instances where relief has been given for non-completion of works outside timescales e.g. where works could not be completed because of flooding, road closures, parked cars etc. Re has been updating the system to allow multiple site visits to the same issue to be reported and tracked, which will be tested and go live in August 2017.

- **SS/S3 Percentage of household waste sent for reuse, recycling and composting (RAG rated RED)** - 32.70% against a target of 40.17% for Q4 2016/17. The annual result for household waste recycled, composted or reused for 2016/17 is 37.39%. This is a 0.56% increase on 2015/16 (36.83%). Further changes to the service offer, including policy changes, would be required to deliver a step change in performance towards the target to recycle compost or reuse 50% of waste by 2020.
- **SS/C1 Waste tonnage – residual per household (RAG rated RED AMBER)** – 150.23kg per household against a target of 139.51kg per household. Residual waste has decreased by 7.31kg per household in the past year. However, the tonnage of residual waste being disposed of by households continues at a high level. Current residual waste bin capacity at houses remains high, with standard capacity being 240 litres per week, and a number of properties having in excess of this capacity. A report on proposed Household Recycling and Waste policies will be considered at Environment Committee in November 2017, with the aim of increasing recycling and reducing residual waste.
- **SS/C2 Waste tonnage – recycling per household (RAG rated RED)** - 72.99kg per household was recycled against a target of 93.65kg per household for Q4 2016/17. There is less material available to be recycled due to the lightweighting of packaging such as glass, plastics and cans by manufacturers, and a decline in the use of paper as consumers use more digital media. In addition, the recycling performance for this quarter has been affected by a new mechanism for the apportionment of tonnages of recycling from the Reuse and Recycling Centre introduced in Q4 2016/17 by North London Waste Authority (NLWA). The tonnage of waste collected at the site, including that which is recycled, is now partly apportioned to other neighbouring boroughs, via a formula based on the proportion of site visitors coming from those boroughs. As more of the waste received at the site is recycled than disposed of, there is an overall loss in the contribution the site makes to Barnet’s recycling performance when comparing it to previous years.

Corporate Plan Indicators											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
CPI	SS/S1 (RPS - Biannual)	Percentage of residents who are satisfied with parks and open spaces	Bigger is Better	73% (Autumn and Spring)	73% (+/- 4.4%pt tolerance)	74% (Spring 2017) (G)	72% (Autumn 2016)	Same	66% (Spring 2016)	Improving	No benchmark available
CPI	SS/S6 (RPS - Biannual)	Percentage of residents who are satisfied with street cleaning	Bigger is Better	60% (Autumn and Spring)	60% (+/- 4.4%pt tolerance)	65% (Spring 2017) (G)	51% (Autumn 2016)	Improving	59% (Spring 2016)	Improving	London 76% National 70% (February 2017, LGA)
CPI	KPI 2.1-2.3 (NM)	Highways defects made safe within agreed timescales	Bigger is Better	100%	100.0%	98.38% (RA)	Fail (data not available)	Not available	99.86%	Worsening	No benchmark available
CPI	CG/S11 (RPS - Biannual)	Percentage of residents who are satisfied with road maintenance	Bigger is Better	35% (Autumn and Spring)	35% (+/- 4.4%pt tolerance)	38% (Spring 2017) (G)	33% (Autumn 2016)	Improving	27% (Spring 2016)	Improving	London 56% National 42% (February 2017, LGA)

Corporate Plan Indicators											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
CPI	CG/S12 (RPS - Biannua l)	Percentage of residents who are satisfied with pavement maintenance	Bigger is Better	35% (Autumn and Spring)	35% (+/- 4.4%pt tolerance)	36% (Spring 2017) (G)	34% (Autumn 2016)	Same	33% (Spring 2016)	Same	London 58% London 51% (February 2017, LGA)
CPI	PI/S3 (RPS - Biannua l)	Percentage of residents who are satisfied with parking services	Bigger is Better	30% (Autumn and Spring)	30% (+/- 4.4%pt tolerance)	31% (Spring 2017) (G)	24% (Autumn 2016)	Improving	28% (Spring 2016)	Same	No benchmark available
CPI	SS/S3	Percentage of household waste sent for reuse, recycling and composting	Bigger is Better	42%	40.17% (Q4 2016/17 )	32.70% (Q4 2016/17 ) (R)	36.73% (Q3 2016/17 )	Worsening	33.23% (Q4 2015/16)	Improving	Rank 11 (out of 28 London Boroughs) (Q4 2016/17, Wasteflow
CPI	SS/S4 (RPS - Biannua l)	Percentage of residents who are satisfied with waste collection services	Bigger is Better	82% (Autumn and Spring)	82% (+/- 4.4%pt tolerance)	83% (Spring 2017) (G)	76% (Autumn 2016)	Improving	77% (Spring 2016)	Improving	London 78% National 77% (February 2017, LGA)

Commissioning Plan indicators (not met target)											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
SPI	SS/C1	Waste tonnage – residual per household	Smaller is Better	602kg per HH	139.51kg (Q4 16/17 Target)	150.23kg HH (Q4 2016/17) (RA)	154.06kg per HH (Q3 2016/17)	Improving	157.54kg (Q4 2015/16)	Improving	Rank 21 (out of the 28 London Boroughs) (Q4 2016/17, Wasteflow)
SPI	SS/C2	Waste tonnage – recycling per household	Bigger is Better	402kg per HH	93.65kg (Q4 16/17 Target)	72.99kg HH (Q4 2016/17) (R)	89.42kg per HH (Q3 2016/17)	Worsening	78.40kg per HH (Q4 2015/16)	Worsening	No benchmark available

## **Risk management**

- B.41 Risks in relation to Environment are managed by both Parking and Infrastructure and Street Scene.
- B.42 The Parking and Infrastructure risk register includes 14 risks, which are being managed in line with the council's risk management framework. There are no high level risks (residual risk score of 15 or above); and there has been no movement of residual risk scores this quarter.
- B.43 The Street Scene risk register includes 13 risks, which are being managed in line with the council's risk management framework. There are no high level risks (residual risk score of 15 or above). Overall the majority of risks have the "same" residual risk score as last quarter, with four risks "reducing" and two risks "increasing".

## COMMUNITY LEADERSHIP COMMITTEE

B.44 The priorities for Community Leadership Committee are to co-ordinate a partnership approach for addressing persistent anti-social behaviour, crime, domestic violence (DV) and violence against women and girls (VAWG); emergency planning, preparedness and response; and supporting community activity, including grant funding and use of assets.

### Progress on key activities

B.45 The council's vision for the community is to ensure crime levels remain low and people feel safe to live and work in Barnet; communities are stronger and more cohesive; whilst being prepared for an emergency and responding quickly should a situation arise. A progress update on the key activities has been provided below.

- **Community safety** - Barnet is one of London's safest boroughs with a low crime rate. 68 crimes per 1000 residents were reported in 2016/17, which was the 8<sup>th</sup> lowest rate of total crime per person out of the 32 London boroughs. The rate of violent crime was even lower. Barnet had the 3<sup>rd</sup> lowest rate of violent crime, with 5.9 Violence with Injury offences per 1000 population. The overall rate of crime in Barnet per 1000 population is 23% lower than the London average.

In addition to having a low rate of crime, Barnet had 590 fewer burglaries in 2016/17 than in the preceding year (equating to a reduction of 26%, the largest reduction in London) and a 159 fewer robberies (equating to a reduction of 15%, again the largest reduction out of all London boroughs).

During the quarter, a successful joint test purchase operation has been undertaken by Trading Standards and the Police. The exercise took place in Golders Green and West Hendon as part of initiatives to respond to increasing knife crime across London. Two traders have been identified for selling age restricted items, namely a knife to an under 18 and received cautions from the Police. Further operations are planned for the coming months.

The first Community Protection Notices (CPNs) have been served in relation to anti-social behaviour towards neighbours; and a second successful prosecution has been brought by the Community Protection team to the Crown Court for unlicensed street trading with more in the pipeline.

- **Supporting those with multiple and complex needs** - on 21 July 2017 the Safer Communities Partnership Board signed off the new Barnet Violence against Women and Girls Strategy. The new strategy emphasises the importance of work to engage with those victims of domestic abuse facing additional barriers that might prevent them from seeking help – this includes those with complex multiple needs such as mental health and substance misuse. In order to take this work forward the Domestic Abuse and Violence against Women and Girls Board has set up a sub group which will carry out an analysis of the interrelationship between multiple complex needs: domestic violence, mental health, and substance misuse. Based on the findings of the analysis the sub group will a) develop recommendations to improve service co-ordination and referral pathways across Domestic Abuse, mental health, substance misuse services; and b) provide an evidence base to guide future commissioning of services relating to these needs.

- **Co-ordinating a package of measures to support community activity** – work has begun on evaluating the Community Participation Strategy six workstreams, via the Community Participation and Engagement Network, and exploring the support required to build a sustainable and resilient Voluntary and Community Sector and empowered residents who take responsibility for their areas as per the strategy's objectives. The findings from the evaluation, as well as the recommendations for a next phase of the Community Participation Strategy will be shared with the Community Leadership Committee in November 2017. The Network has also been consulting on the development of the final measures in the Community Participation Strategy - a volunteer policy/management toolkit and a community participation webpage - whilst promoting partnership working and information sharing across the council. During the quarter, Volunteers Week (1-7 June) has helped to raise awareness of volunteer opportunities as part of the Employee Supported Volunteering Scheme.
- **Emergency planning, preparedness and response** – 176 staff have received training in April 2017 by the local Counter Terrorism team on what to do should they be caught up in a terrorist incident. This has been followed by a 'Move to Critical' exercise for business continuity leads in May 2017 and a review of business continuity plans. A further exercise is planned for November 2017 and will focus on a potential malware or ransom ware attack and response.

In May, the Emergency Planning team, along with partners from the emergency services and Environment Agency, have represented the Borough Resilience Forum at the Barnet Festival of Faiths in Burnt Oak to showcase joint planning and response and encourage residents to build resilient communities by preparing for emergencies. The team continues to take part in live and table top exercises in neighbouring boroughs to inform the updating of plans and joint responses, and represent both North Central and London boroughs in attending London planning workshops and meetings including the multi-agency London Risk Advisory Group, Drain London, Mass Fatalities Planning Group and the London Faith Sector Panel.

The Barnet Emergency Response team have supported local live exercises and, when required, have mobilised timely and effective responses to a series of emergency incidents within the borough in support of the Police and Fire Brigade. Following the tragic Grenfell Tower incident on 14 June 2017, the Borough has been assisting the London Borough of Kensington and Chelsea and the London Borough of Camden with mutual aid to support the running of their Emergency Control Centre, Rest Centres, Local Authority Liaison function and have provided volunteers, Housing Assessment and Social Work staff to the Grenfell Assistance Centre, which still continues.

An update on the council's emergency planning arrangements and the work of the Borough Resilience Forum will be provided to Community Leadership Committee in November 2017.

### **Performance indicators**

B.46 One Corporate Plan indicator and one Commissioning Plan indicator for Community Leadership Committee have not met the quarterly target:

- **CG/S16 Percentage of residents who are satisfied with Barnet as a place to live (RAG rated RED)** – 82% against a target of 90%. There has been a fall in residents' satisfaction with Barnet as a place to live (from 89% in spring 2016 to 82% in spring 2017). Although this has remained on par with national and London averages (both at 80%).
- **CG/C6 Percentage of residents who feel that there is not a problem/ not a very big problem with people not treating each other with respect and consideration (RAG rated RED AMBER)** - 60% against a target of 81%. There has been a significant fall in residents' perception of being treated with respect and consideration. This result has been potentially influenced by national events such as the Murder of Jo Cox MP; EU referendum campaign; Brexit; and recent terror attacks.

## Corporate Plan Indicators<sup>36</sup>

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
CPI	CG/C33	Overall crime rate in Barnet – Total Notifiable Offences(per 1000 population)	Smaller is Better	Sustain reduction	Monitor	66.9	New for 2017/18	New for 2017/18	New for 2017/18	New for 2017/18	No benchmark available
CPI	CG/S9 (RPS - Annual)	Percentage of residents that volunteer at least once a month	Bigger is Better	29% (Spring Only)	29% (+/- 4.4%pt tolerance)	30% (Spring 2017) (G)	23% (Autumn 2016)	Improving	23% (Spring 2016)	Improving	No benchmark available
CPI	CG/S10 (RPS - Annual)	Percentage of residents who agree that people pull together to help improve their area	Bigger is Better	54% (Spring Only)	54% (+/- 4.4%pt tolerance)	51% (Spring 2017) (G)	Question not asked in Autumn 2016	Question not asked in Autumn 2016	50% (Spring 2016)	Same	No benchmark available

<sup>36</sup> The Monitor indicators have been included for information.

### Corporate Plan Indicators<sup>36</sup>

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
CPI	CG/S16 (RPS - Biannual)	Percentage of residents who are satisfied with Barnet as a place to live	Bigger is Better	90% (Autumn and Spring)	90% (+/- 4.4%pt tolerance)	82% (Spring 2017) (R)	85% (Autumn 2016)	Same	89% (Spring 2016)	Worsening	London 80% National 80% (February 2017, LGA)

### Commissioning Plan Indicators (not met target)<sup>37</sup>

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
SPI	CG/C2	Number of repeat cases of Domestic Violence to MARAC	Smaller is Better	Monitor	Monitor	8.3	12.8	Improving	13	Improving	National 25% (April 2015 - March 2016, Safelife)

<sup>37</sup> The Monitor indicators have been included for information.

**Commissioning Plan Indicators (not met target)<sup>37</sup>**

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
SPI	CG/C3	Sanction Detection Rate of 'Domestic Abuse - Violence with Injury' Offences	Bigger is Better	Monitor	Monitor	30.4%	32.4%	Worsening	36.0%	Worsening	Met Police 34.5 (12 months to June 2017)
SPI	CG/C4	Proven re-offending rate (Ministry of Justice)	Smaller is Better	Monitor	Monitor	19.6%	20.2%	Improving	23.1%	Improving	London 24% (July 2014- June 2015, Ministry of Justice)

Commissioning Plan Indicators (not met target)<sup>37</sup>

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
SPI	CG/C6 (RPS - Annual)	Percentage of residents who feel that there is not a problem/ not a very big problem with people not treating each other with respect and consideration	Bigger is Better	81% (Spring Only)	81% (+/- 4.4%pt tolerance)	60% (RA)	Question not asked in Autumn 2016	Question not asked in Autumn 2016	81% (Spring 2016)	Worsening	No benchmark available

**Risk management**

B.47 Risks in relation to Community Leadership are managed by the Commissioning Group. The Commissioning Group risks are reported in paragraph A.31 above.

## PART C: CONTRACT PERFORMANCE

C.1 This section provides an overview of contract performance, focusing on information to demonstrate compliance and value for money. This is in addition to information already captured as part of Theme Committee Commissioning Plans.

### THE BARNET GROUP

C.2 The Barnet Group is a Local Authority Trading Company (LATC) created in 2012 and has three subsidiary organisations:

- Barnet Homes is an Arms' Length Management Organisation, which manages the council's housing stock and is responsible for the maintenance of residential stock; housing management; and homelessness assessments and procurement of property. It has a subsidiary organisation, TBG Open Door, which is a registered provider with the Homes and Communities Agency
- Your Choice Barnet (YCB) is another LATC, which delivers specialist care and support services to adults with a range of physical and learning disabilities
- TBG Flex is a company for the recruitment and employment of staff.

A progress update on Barnet Homes, TBG Open Door and YCB has been provided below<sup>38</sup>.

Service	Update on service area
<b>Barnet Homes</b>	<p>Barnet Homes has completed the best practice implementation of its housing management system QL on time and on budget, putting in place a number of improvements from its original installation in 2013.</p> <p>Significant efforts have gone into the response to the fire at Grenfell which affected a number of teams across Barnet Homes.</p> <p>Performance across Barnet Homes remains strong with only one area of performance slightly outside of its target - <b>BH/S4 Current arrears as a percentage of debit</b> (see paragraph B.33 above). Contact centre, homelessness and development all had strong performance.</p> <p>Satisfaction with the new caretaking service is not on target and work is being undertaken to ensure this improves.</p> <p>It has been confirmed that the Homelessness Reduction Act will commence from April 2018 and work is already underway to ensure the service reflects the changes arising from the Act.</p>
<b>TBG Open Door</b>	<p>The Opendoors development programme has continued to gain momentum. Over half of the 320 homes have now been procured and is on target to be delivered within the business plan parameters.</p> <p>Work has commenced on two sites and work continues on the other sites to achieve planning and complete the procurement so that works can commence as soon as possible.</p>
<b>Your Choice</b>	Your Choice has continued to implement its new service model as agreed

<sup>38</sup> There is no update on TBG Flex. As an internal employment company, it does not have any performance or activity measures.

Service	Update on service area
<b>Barnet</b>	with the council in 2016 and performance in this area remains ahead of target.  Issues with the speed of recruitment and referrals has affected the viability of the new Enablement service and reduced income on some of the established services; however action is being taken to improve this position.

C.3 Corporate Plan and Commissioning Plan indicators and risks for The Barnet Group have been captured as part of the Housing Committee section (see paragraphs B.33-B.34). One Commissioning Plan indicator has not met the quarterly target - **BH/S4 Current arrears as a percentage of debit** - and has been reported in paragraph B.33.

	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
The Barnet Group	94% (15)	6% (1)	0% (0)	0% (0)	76% (13)	24% (4)

C.4 The Barnet Group also reports on a number of operational indicators (KPIs). All KPIs have met the quarterly target.

## **CAMBRIDGE EDUCATION**

- C.5 In April 2016, Barnet entered into a new seven year strategic partnership with Cambridge Education to provide the council's education services. The partnership was established in consultation with Barnet schools to maintain Barnet's excellent education offer; the council's relationship with Barnet schools; and achieve the budget savings target for the service up to 2020.
- C.6 Cambridge Education's budget, key activities, indicators and risks have been captured as part of the CELS Committee section (see paragraphs B.12-B.21). One Corporate Plan indicator has not met the quarterly target - **CES/S1 Percentage of primary schools rated as 'good' or better** - and has been reported in paragraph B.16.
- C.7 A particular focus of improvement since the start of the contract has been support for pupils with Special Educational Needs and Disabilities (SEND). There are two Commissioning Plan indicators in relation to SEND and Cambridge Education has met the targets in relation to both of these during the quarter:
- **CES/S32 Percentage of final Education, Health and Care Plans (EHCP) issued within 20 weeks including exceptions;** and **CES/S33 Percentage of final EHCPs issued within 20 weeks excluding exceptions** – both achieved 100% against a target of 100%.

In addition, transfers of SEN Statements to EHCPs have been on target (in accordance with the council's transition plan). There remains a challenge to ensure that all new plans continue to be completed within 20 weeks and that all remaining SEN statements are transferred to EHCPs by the end of the financial year (230 due by 31 August 2017 and a further 392 by 31 March 2018). A new KPI has also been agreed in relation to the quality of EHCPs, with quarterly reporting beginning in October 2017.

- C.8 The contract with Cambridge Education also includes a number of operational indicators (KPIs). A report on the KPIs in the first year of the contract (April 2016 to March 2017) was provided to PCM Committee on 4 July 2017. Cambridge Education has met all operational KPI targets this quarter.

Preliminary results for national examinations and assessments will be available from the Department for Education (DfE) later in the year.

## CUSTOMER AND SUPPORT GROUP (CSG)

C.9 The CSG is delivered by Capita and includes the following services: Corporate Programmes, Customer Services, Estates, Finance, Human Resources, Information Systems, Procurement, Revenues and Benefits, and Safety, Health and Wellbeing. A progress update on each service area has been provided below.

Service	Update on service area
<b>Corporate Programmes</b>	<p>Work has focused on initiating a project to upgrade all staff to Microsoft Office 365 to allow them to work more flexibly and collaboratively; supporting the go-live of full self-service across a further three libraries; continuing the design stages for primary, secondary and special educational needs school places; supporting the OJEU procurement process for a new leisure provider; and supporting management of Strategic Construction Partnership contract including value for money principles.</p>
<b>Customer Services</b>	<p>Web satisfaction (55%) has improved by 9% on Q1 last year. In May 2017, the web satisfaction score achieved 57%, the highest since the contract started, and led to 3<sup>rd</sup> place in the GovMetric league table.</p>
<b>Estates</b>	<p>All Priority 1 remedial works have been approved and the remainder of the budget will be approved once additional funding has been confirmed. An approved and funded works programme, based on a prioritised programme developed by CSG Estates for the council's maintained assets, has been agreed and is underway.</p> <p>The Oakleigh Road Depot has been completed and is in the process of becoming operational. The Facilities Management team have produced staff welcome packs and a detailed site induction for staff moving to the new site.</p> <p>A paper is being drafted on fire risk assessments, fire plans, external visual inspection and compartment survey of Barnet House.</p>
<b>Finance</b>	<p>The accounts have been presented for audit on 31 May 2017. The external audit was planned to take place during June and July 2017. The external auditor's findings will be presented to Pension Fund Committee and Audit Committee in respect of the relevant accounts.</p> <p>A new staff structure has been put in place, with most posts filled and others being recruited into. The Business Partner posts have been difficult to fill and an additional advert has been placed to attract suitable candidates.</p> <p>An upgrade of the finance system, Integra, has been carried out and went live on 3 July 2017.</p> <p>A regulatory intervention report has been issued by the Pensions Regulator in relation to the London Borough of Barnet Superannuation Fund. The report related to a fine of £1,000 being issued due to non-completion of the 2016 scheme return. The 2017 scheme return notice is due to be received in September 2017 and will be completed within six</p>

Service	Update on service area
	weeks of the date of issue of the notice.
<b>Human Resources (HR)</b>	Work has commenced on supporting the roll out of The Way We Work pilots and the recruitment and retention of social care staff through innovative employment packages, with a number of offers made to candidates for key positions in Adults and Communities. HR continue to support the agency spending reduction and expect to commence work on implementing the council's new recruitment system as well as inputting into the HR aspects of the Ofsted improvement action plan.
<b>Information Systems</b>	<p>ICT services have been unaffected by the recent malware and cyber-attacks that affected other public sector organisations. This has been the result of a robust patching regime. The team has also worked extended hours to ensure any residual risk has been minimised by securely managing emails from high risk sources.</p> <p>A new ICT service management system, Service Now, has been implemented and went live on the 1 June 2017. This will provide increased insight to the team, enabling ICT to deliver a better customer experience (including self-service) and resolve issues in a more structured and planned manner, using trends analysis to pinpoint re-occurring issues. The Blackberry server has been upgraded to allow newer Android based phones to be supported and a larger choice of devices in the future.</p>
<b>Procurement</b>	Work has progressed in line with the Procurement Forward Plan. Significant procurements supported in the quarter include the re-tender of leisure services, and of Master planning services. Other work, including soft market testing, has taken place across a range of areas such as Parking and Family Services to support the future delivery of services. The Procurement team has continued to work with the West London Alliance in developing a Dynamic Purchasing System for fostering.
<b>Revenue and Benefits</b>	<p>There has been an anticipated increase in Discretionary Housing Payment (DHP), as result of the latest changes to the Benefit Cap. One of the mitigating factors to the Cap is the award of DHP. The DHP funding for 2017/8 is £1.7m and spend is being closely monitored. It is expected that this initial demand for DHP will tail off.</p> <p>Council tax collection (29.59%) has been slightly down (by 0.08%) on last year; whilst NNDR collection (31.91%) has improved by 3.17% compared with last year. The new direct debit form on the website continues to see high usage, with more work planned to encourage customers to switch to this method of payment and online billing as part of the Customer Transformation Programme.</p>
<b>Safety, Health and Wellbeing (SHaW)</b>	<p>The SHaW team has supported the move to the new Depot and will be running a campaign to raise awareness of SHaW amongst operational staff and ensure any issues are reported correctly.</p> <p>A bulletin has been sent out to all schools in May 2017 providing</p>

Service	Update on service area
	guidance on educational visits and site security, including information on lockdown procedures, following the recent security threats. This has led to a significant increase in emails and telephone calls from schools for further advice on planned visits.

## Budget position

Revenue					
Service	Original Budget £000	Revised Budget £000	Q1 Projected Outturn £000	Variance from Revised Budget Adv/(fav) £000	Variance from Revised Budget Adv/(fav) %
CSG	21,161	21,161	21,361	200	0.9

C.10 The projected overspend of £0.200m for CSG represents 0.9% of the total Delivery Unit budget (£21.161m). Income is forecast to be below budget due to a shortfall in schools traded income<sup>39</sup> and in print / photocopying recharges, offset by higher than budgeted recovery of court costs.

## Performance indicators

C.11 Two Corporate Plan indicators for CSG - satisfaction with customer service and satisfaction with the website - have been captured as part of Central Services (see paragraph A.11). Both indicators have met the quarterly target.

	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
CSG	86% (25)	3% (1)	7% (2)	3% (1)	65% (13)	35% (7)

C.12 The contract with CSG also includes a number of operational indicators (KPIs). Four KPIs have not met the quarterly target:

- **CSG/C35 Staff are friendly and polite (RAG rated GREEN AMBER)** – 75% against a target of 80%. Residents' satisfaction with staff has decreased since spring 2016 (83%). This is primarily due to an increase in the "don't know" option, rather than a negative response to the question. Residents who feel they are kept informed about what the council is doing and those that agree that 'it is easy to access council services' were more likely to agree that staff are friendly and polite.
- **CSG/S1 Residents find it is easy to access council services (RAG rated RED AMBER)** – 60% against a target of 67%; **CSG/C36 Staff respond quickly when asked for help (RAG rated RED AMBER)** – 45% against a target of 55%. Residents' satisfaction with accessing council services and staff responding quickly

<sup>39</sup> This refers to traded services that CSG have with schools (e.g. providing finance support, HR support, payroll, etc.). The income meets the guarantee but is less than the budget.

when asked for help have decreased since spring 2016 (66% and 52% respectively).

- **CSG/C14 Payroll Accuracy - Payroll Error Rates (RAG rated RED)** – 0.12% against a target of 0.1%. Errors were the result of a human error where a tab on the expenses timesheet had not been uploaded. Going forward, additional quality checking will be carried out on this process.

Contract Indicators (not met target)											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
KPI	Super KPI35a CSG/C3 5	Resident Satisfaction - staff are friendly and polite	Bigger is Better	80%	80% (+/- 4.4%pt tolerance)	75% (GA)	Question not asked in Autumn 2016	Question not asked in Autumn 2016	83% (Spring 2016)	Worsening	No benchmark available
KPI	Super KPI35b CSG/S1	Resident Satisfaction - It is easy to access council services	Bigger is Better	80%	67% <sup>40</sup> (+/- 4.4%pt tolerance)	60% (RA)	Question not asked in Autumn 2016	Question not asked in Autumn 2016	66% (Spring 2016)	Worsening	No benchmark available
KPI	Super KPI35c CSG/C3 6	Resident Satisfaction - Responds quickly when asked for help	Bigger is Better	55%	55% (+/- 4.4%pt tolerance)	45% (RA)	Question not asked in Autumn 2016	Question not asked in Autumn 2016	52% (Spring 2016)	Worsening	No benchmark available
KPI	HR17a CSG/C1 4	Payroll Accuracy - Payroll Error Rates	Smaller is Better	0.1%	0.1%	0.12% (R)	0.05%	Worsening	0.0%	Worsening	No benchmark available

<sup>40</sup> CSG target differs slightly from Corporate Plan target, as this was set at the start of the contract in 2013/14.

## Risk management

C.13 The CSG risk register includes 39 risks overall which are being managed in line with the council's risk management framework. Four are high level risks with a residual risk score of 15 or above. One is a *business continuity* risk, one is an *information governance* risk, one is a *compliance* risk and one is *finance* risk. All are being managed as 'treat'. The latter two are new risks added during the quarter.

- **CSG13 - IT service adequacy (risk score 16).** This risk focuses on the inability of the infrastructure to handle multiple service applications due to the portfolio of systems not being managed properly. The risk is being mitigated by ensuring necessary certification and third party assurance in place; and capacity checks on the wireless network take place to increase speed and resilience. The implementation of Service Now will help to further mitigate the risk.
- **CSG26 - Inadequate awareness of LBB staff (risk score 15).** This risk focuses on inadequate security controls and governance training for LBB staff that could lead to a loss of sensitive personal information or breach of data protection. The risk is being mitigated through training and communications, along with ensuring PSN compliance is in place and security standards are applied to all projects.
- **CSG35 – Staffing resource (risk score 16).** The risk focuses on the high turnover of staff and the potential failure to follow council policies and procedures if inductions are not properly conducted in CSG Estates. The risk is being mitigated by ensuring an induction programme is put in place for new starters.
- **CSG38 - Failure to develop income quick wins (risk score 15).** The risk focuses on the failure to develop income quick wins to meet the budget income target. The risk is being mitigated by reviewing case priorities and identifying resources to lead on the quick win initiative programme, which will work in conjunction with the investment model.

C.14 As well as the two new high level risks (scoring 15 or above), a further nine new risks have been added to the risk register during the quarter. None of these are high level risks with a residual risk score of 15 or above.

C.15 Overall the majority of CSG risks have the "same" residual risk score as last quarter. Four risks have a "reduced" residual risk score; and one risk has an "increased" residual risk score. None of these are high level risks with a residual risk score of 15 or above.

## Contract variations

C.16 There have been two variations to the CSG contract in the last quarter. These relate to Customer Services and refer to Hendon Town Hall and Libraries and Children's calls (see table 12 below).

**Table 12: Contract variations (Q1 2017/18)**

Ref	Title	Description	Change Raised by	Status as at 30 Jun 2017	Financial Impact (over the life of the contract)	Service Impacted
<b>No financial impact</b>						
CR118	Managed Budgets	Managed Budgets : Amendment to budget management activities and responsibilities stated in the CSG Contract	Service Provider	Approved	£0.00	Finance
CR116	IT Refresh CR	Placeholder this may change into several different CRs depending on work packages	Service Provider	Approved	£0.00	Information Systems
CR123	Disaster Recovery – Change of DR Banding (Phase 1)	To change the banding of applications hosted in the Capita Data Centre from Platinum/ Gold to Tier 1 and Silver/Bronze to Tier 2	Service Provider	Approved	£0.00	Information Systems
<b>With financial impact</b>						
CR121	DWP SFIS (Single Fraud Investigation Service)	Move SFIS from CAFT to CSG Revs & Bens	Service Provider	Approved	£112,291.67	Revenues and Benefits
CR124	Crisis Fund <sup>41</sup>	Administration of the Crisis through CSG	Authority	Approved	£449,166.67	Revenues and Benefits
CR126	Burnt Oak	Late night	Authority	Approved	-£12,074.81	Customer

<sup>41</sup> The Barnet Crisis Fund can help people who need extra help in an emergency or help to support or maintain themselves in the community following a stay in hospital or being released from prison. It can also help residents who are working but on a low income and people who have a pending Council Tax support or Housing benefit claim. More information can be found at <https://www.barnet.gov.uk/citizen-home/council-tax-and-benefits/grants-and-funding/barnet-crisis-fund.html>

Ref	Title	Description	Change Raised by	Status as at 30 Jun 2017	Financial Impact (over the life of the contract)	Service Impacted
	Library Opening Hours Change	opening hours at Burnt Oak Library are removed due to lack of customer footfall.				Services

## REGIONAL ENTERPRISE (RE)

C.17 Re is the joint venture with Capita to deliver a full range of property, development and regulatory services. A progress update on each service area has been provided below, along with an update on the Re review.

Service	Update on service area
<b>Re review</b>	<p>A review of the contract has been taking place to ensure that it remains fit for purpose. The review will identify the benefits realised through the contract; and any changes that should be made to improve the management of the contract and ensure activities add value to the contractual arrangements. An evidence-based and collaborative approach has been taken to the review. The public were invited to submit their views on Re services for consideration by the Member Working Group at a public session on 26 June 2017. Interviews have been held with commissioners to identify their views on service provision and key issues for focus as part of the review. Views and experiences are being considered by the Member Working Group in consultation with Re. The final report will be submitted to PCM Committee by the end of 2017.</p>
<b>Planning (Development Control)</b>	<p>Statistics published by the Department for Communities and Local Government (DCLG) have shown Barnet to be the second busiest Planning team in London (7<sup>th</sup> in England) when measured by the number of decisions in this quarter. Performance has remained high, with 95% of major applications; 87% of minor applications; and 90% of other applications processed on time.</p> <p>There has been an increase in planning enforcement activity, with 79 enforcement notices authorised this year; along with 183 investigations concluded in June 2017. Re has supported the first wave of planning enforcement direct action at three sites in the borough, involving the clearance of waste, vegetation and stored materials. These sites had been unsightly for some time and despite notices being served, no works had been carried out by the land owners.</p> <p>There have been significant improvements in respect of the information being provided to Members. There has been a training session on prosecutions, which will be re-run later in the year, with monthly updates to Members generally and quarterly reports to Area Committees. Further improvements in Member communications will be driven through the use of Member Liaison Officers that have now been appointed.</p>
<b>Building Control</b>	<p>Support has been provided to the London Borough of Kensington and Chelsea (LBKC) in the aftermath of the Grenfell Tower fire. The team also assisted in the local response to checks on high rise buildings. Lists have been compiled of all buildings above six storeys in the borough; along with any buildings where a planning or building control application had been submitted for 'cladding'. Letters have been issued to freeholders, property managers and housing associations with</p>

Service	Update on service area
	<p>advice to refer to the DCLG guidelines for testing Aluminium Composite Material (AMC) cladding and to review their risk assessments. Contact has also been made with known owners of buildings that have AMC cladding as part of an initial notice. The team has also fielded a high level of calls with the manager and senior surveyors providing advice to the public. Barnet's Building Control team continues to be on standby by the Local Authority Building Control (LABC) to provide dangerous structure support to the LBKC.</p>
<b>Strategic Planning</b>	<p>The final report of an audit into Community Infrastructure Levy (CIL)/Section 106 collection processes has been published. This reported no significant issues and the main recommendation was to put into place a process for signing off CIL discount/relief.</p> <p>This quarter, CIL receipts have totalled £3.604m and TfL CIL collection has totalled £2.138m. This money will be spent on community infrastructure in Barnet. In addition, £3.161m has been collected in Section 106 payments. The majority of this money will be for offsite affordable housing from the 57-65 Bishops Avenue development.</p>
<b>Regeneration</b>	<p>The Growth and Regeneration Programme Annual Report has been approved by Asset, Regeneration and Growth Committee on 24 April 2017.</p> <ul style="list-style-type: none"> <li>• Dollis Valley - progress has been made on the acquisition of the 45 remaining leasehold properties. The expectation is that most leasehold properties will be acquired by the council and to date Heads of Terms have been agreed with 20 leaseholders for sales of their properties to the council; and a further six resident leaseholders who want to acquire a home under the shared equity scheme. There has been a good turnout of residents to the Dollis Valley design exhibition event that took place between the 19 and 23 June 2017.</li> <li>• Grahame Park - the regeneration programme has received a boost with the confirmation of Greater London Authority (GLA) funding for the next phase of development. In addition to the earlier £56m Estate Regeneration Fund (ERF) loan, the GLA has confirmed £12m of recycled grant fund and £12.4m new grant to be deployed in the delivery of the concourse (on Grahame Park) programme. The planning application has been submitted and validated, and consultation events have taken place. The Noel block and lounge is vacated and ready for demolition.</li> <li>• West Hendon - the Phase 4 Reserved Matters Application (RMA) has been approved at Planning Committee on 26 April 2017. This will deliver over 600 new homes, including 193 affordable, a new play area for children and major Highway Works comprising of the removal of Perryfield Way gyratory, widening of Station Road to allow two-way traffic and junction improvements at Cool Oak Lane.</li> </ul>

Service	Update on service area
	<p>The Reserved Matters Application for a new dedicated pedestrian and cycle bridge at Cool Oak Lane, West Hendon, was also approved.</p> <ul style="list-style-type: none"> <li>• Granville Road - the recent fire safety assessment of the tower blocks in the wake of the Grenfell Tower fire and emergency cladding works resulted in delays to sending out letters about the Compulsory Purchase Order (CPO) process and related activities to Granville Road residents. A full CPO process has to be undertaken because a single Leaseholder has declined a voluntary sale. Consequently, this could result in a delay to the project.</li> <li>• Brent Cross (see paragraph B.23 above).</li> <li>• Mill Hill - sale of land successfully completed this quarter is expected to result in the comprehensive redevelopment of a brownfill site. The development, if approved, will deliver 2,240 new homes, retail and employment opportunities within the borough.</li> </ul>
<p><b>Environmental Health/Trading Standards</b></p>	<p>A successful joint test purchase operation has been undertaken by Trading Standards and the Police. The exercise took place in Golders Green and West Hendon as part of initiatives to respond to increasing knife crime across London. Two traders have been identified for selling age restricted items, namely a knife to an under 18 and received cautions from the Police. Further operations are planned for the coming months.</p> <p>The first Community Protection Notices (CPNs) have been served in relation to anti-social behaviour towards neighbours; and a second successful prosecution has been brought by the Community Protection team to the Crown Court for unlicensed street trading with more in the pipeline.</p> <p>Private Sector Housing has won an appeal at the First Tier Tribunal (Property Chamber) against conditions attached to a licence for a house in multiple occupation. The appeal related to the refusal to allow a room of just over five square metres to be occupied by a tenant (well below the council's adopted standards and the government's proposed standard of 6.5 square metres). In a separate case, Emergency Prohibition Orders have been served due to very poor accommodation with no kitchen. The landlord had removed the circuit plug for the electrics and heating and hot water. The tenants were referred to Barnet Homes for assistance.</p> <p>A survey of over 1,480 long term empty properties has been completed, which will inform the revised empty property work programme and ensure properties in the worst condition are dealt with first.</p>
<p><b>Cemetery and Crematorium</b></p>	<p>Staff have been recognised for their high standards of customer service and positive feedback from service users at the Barnet Our Star awards</p>

Service	Update on service area
	<p>where the team won the Customer Choice Award.</p> <p>Following recruitment difficulties in filling Grave Digger vacancies, emergency temporary cover had to be secured to avoid a disruption to the service provided. A permanent solution has now been found with a third party grave digging company providing the service to the Cemetery. This should increase the capacity for more burials a day and increased flexibility in responding to burial requests.</p>
<b>Highways Network Management</b>	See paragraph B.39 above.

### Budget position

Revenue					
Service	Original Budget £000	Revised Budget £000	Q1 Projected Outturn £000	Variance from Revised Budget Adv/(fav) £000	Variance from Revised Budget Adv/(fav) %
Re	(824)	(824)	(752)	72	8.7

C.18 As at Q1 2016/17, Re is currently forecasting an overspend of £0.072m which relates to residual costs to be met by the council and additional works on public conveniences.

Capital						
Service	2017/18 Budget £000	Additions/ (Deletions) £000	(Slippage) / Accelerated Spend £000	Projected Outturn £000	Variance from Approved Budget Adv/(Fav) £000	Slippage %
Re	174,147	8	(34,331)	139,824	(34,323)	(19.7)

C.19 The Re capital programme has decreased by £34.323m. This is due largely to slippage on regeneration schemes to 2018/19.

### Performance indicators

C.20 Corporate Plan and Commissioning Plan indicators for Re have been captured as part of the ARG, Housing and Environment Committee sections (see paragraphs B.33, B.40 and B.46). One Commissioning Plan indicator has not met the quarterly target - **KPI 2.1-2.3 (NM) Highways defects made safe within agreed timescales (RAG rated RED AMBER)** - and has been reported in paragraph B.40.

	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
Re	92% (46)	0% (0)	4% (2)	4% (2)	65% (31)	35% (17)

C.21 The contract with Re also includes a number of operational indicators (KPIs). Three KPIs have not met the quarterly target:

- KPI 2.2 (NM) Highways Category 1 Defects Rectification Timescales completed on time (48 hours) (RAG rated RED AMBER)** - 99.2% against a target of 100%. 490 of the 494 jobs were completed on time. In April 2017, two jobs were not completed on time by the contractor due to the Easter holidays and contractor delay. In May 2017, a further two jobs were not completed on time due to a delay in instructing work orders to the contractor because of an IT issue.
- KPI 2.3 (NM) Highways Category 2 Defects Rectification completed on time (RAG rated RED)** - 95.6% against a target of 100%. 175 of 183 jobs in April 2017 were completed on time. The third party contractor was unable to complete repairs within timescales for several jobs due to parked cars. Issues with individual sites have been raised and discussed at fortnightly meetings with the contractor. Data has not been submitted for May and June 2017. Re has been liaising with the contractor to resolve this issue.
- KPI 2.4 (NM) Highways Insurance Investigations completed on time (RAG rated RED)** - 96.6% against a target of 100%. 56 of 58 insurance investigations were completed on time. Re has reviewed their processes and determined that the errors made in both cases were down to human error and not procedural ones. These have been discussed within the team. The delays have had no negative impact on the Insurance team's timelines and ability to defend claims.

**Contract Indicators (not met target)**

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q1 Target	2017/18 Q1 Result	2016/17 Q4 Result	DOT Short Term (From Q4 2016/17)	2016/17 Q1 Result	DOT Long Term (From Q1 2016/17)	Benchmarking
KPI	KPI 2.2 (NM)	Highways Category 1 Defects Rectification Timescales completed on time (48 hours)	Bigger is Better	100%	100%	99.2% (RA)	100%	Improving	99.8%	Worsening	No benchmark available
KPI	KPI 2.3 (NM)	Highways Category 2 Defects Rectification completed on time	Bigger is Better	0.0%	100%	95.6% (April 2017) (R)	100%	Improving	99.9%	Worsening	No benchmark available
KPI	KPI 2.4 (NM)	Highways Insurance Investigations completed on time	Bigger is Better	100%	100%	96.6% (R)	98.9%	Improving	100%	Improving	No benchmark available

## Risk management

C.22 Risks on the Re joint risk register are reported under ARG in paragraphs B.26-B.27 above.

## Contract variations

C.23 There has been one variation to contract in the last quarter. This relates to all services and refers to pre-payment of the periodic service payment (see table 13 below).

**Table 13: Contract variations (Q1 2017/18)**

Ref	Title	Description	Change Raised by	Status as at 30 Jun 2017	Financial Impact (over the life of the contract)	Service Impacted
<b>With financial impact</b>						
DRS026	Pre-payment of Periodic Service Payment September 2017 – June 2018	<p>As part of the Year 4 Review (clause 37.4 of the DRS contract) the council will prepay in June 2017 the Period Service Payments due for the Service Charge Payment Period September 2017- June 2018.</p> <p>This will allow for a net saving and creation of a credit to the council of £533,709 in recognition of the repayment profiling and reduced interest costs to the Service Provider.</p>	Service Provider	Approved	- £533,709.00	All services

## **2 REASONS FOR RECOMMENDATIONS**

- 2.1 These recommendations are to provide this Committee with the necessary information to oversee the performance of the corporate plan and service and contract performance. This paper enables the council to meet the budget agreed by Council on 7 March 2017.

## **3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 None.

## **4 POST DECISION IMPLEMENTATION**

- 4.1 None.

## **5 IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

- 5.1.1 The report provides an overview of performance for the quarter, including budget position for revenue and capital, progress on key activities, indicators that have not met target and management of high level risks, along with information on staffing, customer experience and resident satisfaction, and any variations in CSG and Re contracts.

- 5.1.2 The quarterly results for all indicators are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>

- 5.1.2 Robust budget and performance monitoring are essential to ensure that there are adequate and appropriately directed resources to support delivery and achievement of council priorities and targets as set out in the Corporate Plan and Commissioning Plans. In addition, adherence to the Prudential Framework ensures capital expenditure plans remain affordable in the longer term and that capital resources are maximised.

- 5.1.3 Relevant council strategies and policies include the following:

- Corporate Plan 2015-2020
- Corporate Plan - 2016/17 Addendum and 2017/18 Addendum
- Commissioning Plans
- Medium Term Financial Strategy
- Treasury Management Strategy
- Debt Management Strategy
- Insurance Strategy
- Risk Management Framework
- Capital, Assets and Property Strategy.

- 5.1.4 The priorities of the council are aligned to the delivery of the Health and Wellbeing Strategy.

### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property,**

## **Sustainability)**

### **5.3 Legal and Constitutional References**

5.3.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.

5.3.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority’s financial position is set out in sub-section 28(4) of the Act.

5.3.3 The council’s Constitution, in Part 15 Annex A, Responsibility for Functions, sets out the functions of the Performance and Contract Management Committee including:

- a) Overall responsibility for quarterly budget monitoring, including monitoring trading position and financial strategy of council Delivery Units.
- b) Monitoring of Performance against targets by Delivery Units.
- c) Receive and Scrutinise contract variations and change requests in respect of external delivery units.
- d) To make recommendations to Policy and Resources and Theme Committees on relevant policy and commissioning implications arising from the scrutiny of performance of Delivery Units and External Providers.
- e) Specific responsibility for the following function within the council:
  - a. Risk Management
  - b. Treasury Management Performance
- f) Note the Annual Report of the Barnet Group Ltd.

5.3.4 The council’s Constitution, Part 21, Financial Regulations section 4. paragraphs 4.4.9 - 11 state:

- Allocations from the central contingency relating to planned developments will be approved by the Chief Finance Officer (section 151 officer), in consultation with the Chairman of the Performance and Contract Management Committee, following the receipt from a Chief Officer of a fully costed proposal to incur expenditure that is in line with planned development (including full year effect).

Where there is a significant increase in the full year effect, the contingency allocation must be approved by the Performance and Contract Management Committee.

- Allocations from the central contingency for unplanned expenditure, including proposals to utilise underspends previously generated within the service and returned to central contingency, will be approved by the Chief Finance Officer in consultation with the Chairman of Performance and Contract Management.

Where there are competing bids for use of underspends, additional income

or windfalls previously returned to central contingency, priority will be given to the service(s) that generated that return.

- Allocations for unplanned expenditure over £250,000 must be approved by Performance and Contract Management Committee.

5.3.5 The Chief Finance Officer (section 151 officer) will report in detail to Performance and Contract Management Committee at least four times a year, at the end of each quarter, on the revenue, capital budgets and wider financial standing.

5.3.6 The council's Constitution, Part 21, Financial Regulations section 4 paragraph 4.4.3 states amendments to the revenue budget can only be made with approval as per the scheme of virements table below:

Virements for allocation from contingency for amounts up to £250,000 must be approved by the Section 151 Officer in consultation with appropriate Chief Officer
Virements for allocation from contingency for amounts over £250,000 must be approved by Policy and Resources Committee
Virements within a service that do not alter the bottom line are approved by Service Director
Virements between services (excluding contingency allocations) up to a value of £50,000 must be approved by the relevant Chief Officer
Virements between services (excluding contingency allocations) over £50,000 and up to £250,000 must be approved by Chief Officer and Chief Finance Officer in consultation with the Chairman of the Policy and Resources Committee and reported to the next meeting of the Policy and Resources Committee
Virements between services (excluding contingency allocations) over £250,000 must be approved by Policy and Resources Committee

<b>Capital Virements</b>
Performance and Contract Management approval is required for all capital budget and funding virements and yearly profile changes (slippage or accelerated spend) between approved capital programmes i.e. as per the budget book. The report must show the proposed: <ul style="list-style-type: none"> <li>i) Budget transfers between projects and by year;</li> <li>ii) Funding transfers between projects and by year; and</li> <li>iii) A summary based on a template approved by the Section 151 Officer</li> </ul>
Funding substitutions at year end in order to maximise funding are the responsibility of the Section 151 Officer.

## 5.4 Risk Management

5.4.1 Various projects within the council's revenue budget and capital programme are supported by time-limited grants. Where there are delays to the implementation of these projects, there is the risk that the associated grants will be lost. If this occurs either the projects will be aborted or a decision to divert resources from other council priorities will be required.

5.4.2 The revised forecast level of balances needs to be considered in light of the risk identified in 5.4.1 above.

## 5.5 Equalities and Diversity

5.5.1 The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been paid to equalities in:

- Elimination of unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advancement of equality of opportunity between people from different groups.
- Fostering of good relations between people from different groups.

5.5.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation.

5.5.3 In order to assist in meeting the duty the council will:

- Try to understand the diversity of our customers to improve our services.
- Consider the impact of our decisions on different groups to ensure they are fair.
- Mainstream equalities into business and financial planning and integrating equalities into everything we do.
- Learn more about Barnet's diverse communities by engaging with them.

This is also what we expect of our partners.

5.5.4 This is set out in the council's Equalities Policy together with our strategic Equalities Objective - as set out in the Corporate Plan - that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles.

5.5.5 Progress against the performance measures we use is published on our website at: [www.barnet.gov.uk/info/200041/equality\\_and\\_diversity/224/equality\\_and\\_diversity](http://www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity)

## 5.6 Consultation and Engagement

5.6.1 During the process of formulating budget and Corporate Plan proposals for 2015-2020 onwards, four phases of consultation took place:

Phase	Date	Summary
Phase 1: Setting out the challenge	Summer 2013	The council forecast that its budget would reduce by a further £72m between 2016/17 and 2019/20, setting the scene for the PSR consultation
Phase 2: PSR consultation to inform development of options	October 2013 - June 2014	Engagement through Citizen's Panel Workshops which focused on stakeholder priorities and how they would want the council to approach the Priorities and Spending Review An open 'Call for Evidence' asking residents to feedback ideas on the future

		of public services in Barnet.
Phase 3: Engagement through Committees	Summer 2014	Focus on developing commissioning priorities and MTFs proposals for each of the 6 committees Engagement through Committee meetings and working groups
Phase 4: Strategic Plan to 2020 Consultation	December 2014 – March 2015	A series of 6 workshops with a cross section of residents recruited from the Citizens Panel and Youth Board, plus two workshops with users <sup>42</sup> of council services. An online survey (17 December 2014 – 11 February 2015)

## 6 BACKGROUND PAPERS

- 6.1 Performance and Contract Management Committee, 12 May 2015 (Decision Item 7) – approved Final Outturn and Quarter 4 Monitoring Report 2014/15  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=693&MId=7873&Ver=4>
- 6.2 Council, 3 March 2015 (Decision item 12) – approved Business Planning 2015/16 – 2019/20, including the Medium-Term Financial Strategy.  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=7865&Ver=4>
- 6.3 Council, 14 April 2015 (Decision item 13.3) – approved Corporate Plan 2015-20.  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=7820&Ver=4>
- 6.4 Council, 4 April 2016 (Decision item 13.1) – approved 2016/17 addendum to Corporate Plan  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8344&Ver=4>
- 6.5 Council, 7 March 2017 – approved 2017/18 addendum to Corporate Plan  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8819&Ver=4>

<sup>42</sup> One “service user” workshop was for a cross section of residents who are users of non-universal services from across the council. The second workshop was for adults with learning disabilities.