

	<h2>Performance and Contract Management Committee</h2> <h3>28 November 2017</h3>
Title	Quarter 2 2017/18 Performance Monitoring Report
Report of	Commercial Director
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: Corporate risk register Appendix B: Revenue forecast Appendix C: Capital forecast Appendix D: CSG contract benefit realisation tracking
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Summary

The report provides an overview of performance for **Quarter 2 (Q2) 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 service and any variations in CSG and Re contracts. The report is structured into three parts:

- Part A: Overall performance (Corporate Plan)
- Part B: Performance by Theme Committee (Commissioning Plans)
- Part C: Contract performance for The Barnet Group, Cambridge Education, Customer and Support Group (CSG) and Regional Enterprise (Re).

Recommendations

1. 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.
2. The Committee is asked to note the Q2 2017/18 revenue position, as detailed in paragraph A.4-A.5 and in Appendix 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.6-A.7 and in Appendix C.
4. The Committee is asked to note the savings delivered in Q2 2017/18, as detailed in paragraph A.8.
5. The Committee is asked to note the agency costs for 2017/18, as detailed in paragraph A.9.
6. The Committee is asked to note the strategic risks, as detailed in paragraph A.16, and the corporate risk register, which includes high level service/joint risks in Appendix A.

PART A: OVERALL PERFORMANCE (CORPORATE PLAN)

A.1 This report provides an overview of the council's performance and financial position, including progress on the top 15 key activities in the Corporate Plan. A summary of progress on these key activities is set out by Theme Committee below.

Children, Education, Libraries and Safeguarding Committee

1. **Delivering the family-friendly Barnet vision (Children's Services)** - after a recent Ofsted inspection Children's Services in Barnet are judged inadequate. A draft Improvement Action Plan setting out the Ofsted inspection findings, recommendations and a draft improvement plan was submitted at CELS Committee on 18 July 2017. The council is subject to intervention by the Department for Education (DfE) until services are improved. The DfE appointed Ms Frankie Sulke to be a Children's Commissioner for Barnet. She is due to report her findings in early December 2017. Her report will be considered by the Secretary of State who will give a statutory direction to the council about our improvement journey. The Children's Services Improvement Plan was submitted to Ofsted and the DfE on 13 October 2017. Ofsted has confirmed that the plan satisfactorily reflects the recommendations and priorities of the inspection report and will monitor its implementation. The first monitoring visit took place on 14 and 15 November 2017.
2. **Tackling gang activity** - the REACH¹ team has been established in partnership with MAC UK and is working alongside the youth work team to support vulnerable young people. The multi-agency approach to assessment and care planning has shown some early signs of improved assessment, including risk assessment, quality and

¹ REACH is a multi-professional and integrated core team within Family Services consisting of social work, clinical psychology, family therapy and youth work disciplines. It supports a specific cohort of children and young people who are subject to the greatest level of risk and vulnerability to improve their outcomes.

care planning; with children, young people and their families benefiting from a co-ordinated wrap-around response to meet their complex needs. The initial results will be tracked by Research in Practice to see whether this early impact has been sustained via the evaluation work that has now started. This work fits into the wider activity of the service involving Keeping Young People Safe, Targeted Youth Service, work with voluntary sector organisations, Youth Offending Team and the gangs panel.

Adults and Safeguarding Committee

- 3. Implementing strength-based practice** – new programmes that support people with mental health and learning disabilities have continued to be embedded. Use of telecare in Barnet has been expanded with more than 25 per cent of existing social care service users now in receipt of a telecare package and the council's strategic telecare provider has been exploring how parts of the Supported Living care technology programme (that supports people with complex needs to live independently with the help of technology) might be delivered within residential care services. An event was held in July 2017 to showcase the council's work on strength-based practice to other local authorities from across the country.
- 4. Integrating local health and social care** - good progress has been made in setting up the Care Closer to Home (CC2H) programme, with the first Care Closer to Home Integrated Network (CHIN)² in Burnt Oak to be opened in early 2018. The priority areas for Burnt Oak CHIN will be diabetes, paediatrics and social prescribing. The delivery plan is being updated for submission to North Central London (NCL) Sustainability and Transformation Plan (STP) programme in November 2017 and will include a proposed CHIN development approach for 2018/19. The council and Barnet Clinical Commissioning Group (CCG) have invested in a joint care pathway for people with dementia. Plans are underway to complete a specialist extra care scheme for people with dementia by summer 2018.

Assets, Regeneration and Growth Committee

- 5. Regenerating Brent Cross Cricklewood** - in **Brent Cross North**, the applications for the shopping centre and early works were approved by the Planning Committee on 25 October 2017. In **Brent Cross South** – the First Phase Proposal and Business Case were approved by ARG Committee on 24 July 2017. Pre-application discussions have been progressing. Design workshops and consultation events have taken place with residents. In **Brent Cross Thameslink** – the focus of work this quarter has been on preparation for the Compulsory Purchase Order 3 (CPO3) public inquiry. Key statutory objections from Network Rail and North London Waste Authority were removed prior to the CPO3 Inquiry, which took place in September 2017. A decision is expected in Q1 2018/19. The CPO1 and CPO2 decision is still awaited and is expected in November 2017.
- 6. Regenerating Colindale** - resources are being agreed to project manage a range of activities from public parks, public realm, highway improvement proposals and a proposed initiative to improve accessibility at Colindale Station. The Planning

² Care Closer to Home Integrated Networks (CHINs) will bring together GPs, nurses, pharmacists, social care staff, mental health and other professionals and community and voluntary sector groups in local clusters to support people to look after themselves and stay well. By keeping people well and helping them to remain independent, demand on the health and care system (including hospitals) will be reduced and the system will be more sustainable.

Committee approved the application for improvements to Montrose and Silkstream Parks on 28 September 2017. Discussions have taken place with TfL regarding the over station development proposal for Colindale Tube Station that will provide public realm improvements for Colindale Avenue. Discussions are underway with the GLA regarding their objection to the planning application for replacement of the Grahame Park Concourse.

- 7. Delivering the Development Pipeline** – works have continued on the new 53-bedroom extra care housing development at Moreton Close with progress made on the third story block and brickwork during September 2017. The strategic outline case for an extra care development at Stag House has been approved by the Development Pipeline Programme Board and the outline business case will be considered by ARG Committee in November 2017.

As part of Tranche 3 (Affordable housing on infill sites) two sites (Elmshurst Crescent and Basing Way) have been transferred to Open Door Homes during the quarter and works started on site. 27 homes for affordable rent will be delivered in total across these two sites. Planning, procurement and legal work has progressed for the other sites in the programme. The scheme at Underhill Court was determined by the Planning Committee on 28 September 2017 and The Croft was determined in October 2017.

Tranche 1 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 due course.

- 8. Helping people into work** – work to support the roll out of the apprenticeship levy has continued. Eight apprentices have been taken on by the council so far this year, and preparations are being made to take on others. Support has been given to community schools who have been taking on Early Years and School Sports apprentices. To improve employment and skills in the borough, the council has been working with partners to develop a traineeship programme for young people who aren't quite ready for an apprenticeship. This opportunity will be targeted at care leavers and other priority groups. BOOST Childs Hill and BOOST Burnt Oak have engaged over 400 residents and supported over 100 people into work.
- 9. Improving planning and enforcement** – during the quarter, 99 per cent of planning decisions were made within statutory timescales. 429 requests to investigate an alleged breach of planning control were received; and 57 Enforcement Notices (excluding Planning Contravention Notices) were served. Of those requests that have not led to formal action (and the serving of an Enforcement Notice), more than half were cases where no breach of planning control had occurred, with the rest of the cases being resolved through informal negotiation or relating to breaches so minor that they did not warrant the taking of formal enforcement action.

Housing Committee

- 10. Grenfell fire** - following the tragic fire at Grenfell Tower in June 2017, Barnet Homes rapidly mobilised contractors to remove the cladding system on the three towers on the Granville Road estate in NW2, which had similar cladding panels as those on

Grenfell Tower. Whilst this work progressed, risk mitigating measures including 24/7 fire wardens were deployed for safety and reassurance of residents. Good progress has been made on developing options for a suitable cladding system replacement, with a decision expected to be made early in the next quarter. Resident communication has been extensive to ensure those impacted are kept informed and are able to feedback their views.

Best practice fire safety surveys for the 28 tower blocks included in the programme have been completed and a prioritised programme of works, including the installation of centrally controlled alarm system and sprinklers, was approved by the Housing Committee on 23 October 2017.

Environment Committee

11. **Modernising environmental services** - Street Scene has completed its move out of Mill Hill Depot and into the new Oakleigh Depot. The move to the modern purpose built facility went smoothly with no impact on frontline services. Shortly after the new Depot opened, senior managers met with local residents to seek feedback on any impact the facility may have had and agreed to some additional measures to help screen the site such as plants and trees. Further improvements for Green Spaces satellite depots are also in progress and should be finalised by the end of 2017/18. The old Mill Hill Site has been fully released for development. Barnet Waste Regulations went to Full Council on 31 October 2017 for adoption, following which a phased roll out of time banded collections will take place. New recycling collections for commercial waste are being offered to customers.
12. **Delivering highways improvements** – Year 3 of the £50m Network Recovery Programme (NRP) has commenced. Seven NRP footway resurfacing schemes have completed to date at a cost of £951k; along with five carriageway resurfacing schemes at a cost of £493k and 44 carriageway micro-asphalt resurfacing schemes at a cost of £748k. 402 patch repairs have been completed on 66 roads as part of the proactive patching programme, which was launched last quarter (with 49 per cent of the programme completed). Issues have been raised in relation to poor response times following service requests and officers will look to increase available resources to make sure that the service meets customer expectations in this area.

Community Leadership Committee

13. **Supporting those with multiple needs** - there are multiple strands of work that are seeking to support those with multiple needs. All Barnet CCG patients identified under the national Transforming Care Plan have been discharged. The robust multi-disciplinary admissions avoidance process is now well established and there have been no new admissions of adults with learning disabilities/autism with complex needs to assessment and treatment hospitals since June 2016. The impact of the process mitigates future risks and is also providing a good understanding of residents' needs.

Work is underway with the new service provider of substance misuse services to improve performance. A single point of access for information, advice and support with regards to substance misuse is in place, which includes a holistic and thorough health and wellbeing assessment. Work is in progress to link up substance misuse, mental health and domestic violence services to provide more integrated support.

An audit of Domestic Violence and Abuse (DVA) and Violence Against Women and Girls (VAWG) cases is being carried out where the victim or perpetrator has had co-existing mental health or substance misuse needs. This will provide a more in-depth understanding of learning opportunities and gaps in services.

There is also a large programme of work underway to tackle homelessness, focusing on early intervention, prevention, family mediation and reduction in the use of Temporary Accommodation (TA).

Central Services

- 14. Implementing The Way We Work programme** – 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. The frame of the new building has been constructed up to the ninth floor and all roof stands, lift and core walls are complete. The brickwork on the ground floor is 85 per cent complete. A people plan is under development to review all contracts and policies to ascertain if they need to be amended to enable staff to change how they work; a comprehensive recruitment and retention strategy and plan is also under development and a training plan to ensure that all staff and partners receive training in changing how they work. A series of staff briefings have taken place and were attended by 900 staff.
- 15. 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. In the past year, webforms have increased by 32 per cent (from 16,364 to 21,566); and telephony, face-to-face and email volumes have all fallen (by at least 10 per cent). Customer Services has responded to 98 per cent of emails and webforms within the agreed timeframes. The two indicators, supporting the customer access strategy, to increase self-service contacts and reduce failure demand through right first time contacts have performed better than target (see table 10 in paragraph A.12). Satisfaction with customer service (across all channels excluding web) remains above target at 90 per cent. Satisfaction with the website remains above target at 55 per cent.

Corporate Plan indicators

A.2 The Q2 2017/18 position for the basket of indicators in the Corporate Plan has been set out in table 1 below. This shows that the majority of indicators (59%) have met target for the second quarter of the year; and most (72%) have improved or stayed the same since last year.

Table 1: Corporate Plan indicators (CPIs) (Q2 2017/18)

	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened	Monitored only	No. of indicators
All CPIs	59% (13)	5% (1)	5% (1)	32% (7)	72% (21)	28% (8)	13	35

A.3 All Corporate Plan indicators for Central Services have met the quarterly target. 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 Corporate Plan and Commissioning Plan indicators are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>

Corporate Plan Indicators ³											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
CPI	CG/S22	Council Tax collection (Not in year)	Bigger is Better	98.5%	Monitor	98.5%	98.4%	↑	98.4%	↑	Outer London 97.0% (2016/17, DCLG)
CPI	CG/S23	Business rate collection (Not in year)	Bigger is Better	99.0%	Monitor	99.9%	99.1%	↑	98.2%	↑	Outer London 98.6% (2016/17, DCLG)
CPI	CG/S24	Overall satisfaction with customer services	Bigger is Better	89%	89%	90% (G)	90%	↔	90%	↔	No benchmark available
CPI	CG/S25	Satisfaction with the council's website	Bigger is Better	55%	53%	55% (G)	55%	↔	48%	↑	No benchmark available

³ The Monitor indicators have been included for information.

OVERVIEW OF BUDGET POSITION

A.4 The forecast General Fund revenue outturn (after reserve movements) is £280.402m, which is a projected overspend of £3.203m (1.2%) compared with the revised budget of £277.199m. See table 2 below.

Table 2: Revenue forecast (Q2 2017/18)

Service	Original Budget £000	Revised Budget £000	Q2 Projected Outturn £000	Variance from Revised Budget Adv/(fav) £000	Variance from Revised Budget Adv/(fav) %
Adults and Communities	87,145	87,184	87,379	196	0.2
Assurance	5,859	6,096	6,375	279	4.6
Central Expenses	52,723	43,507	42,207	(1,300)	(3.0)
Commissioning Group	33,834	34,109	34,607	498	1.5
CSG	21,161	21,836	22,036	200	0.9
Education and Skills	6,525	6,715	6,774	59	0.9
Family Services	52,445	58,471	59,816	1,345	2.3
Housing Needs and Resources (Barnet Homes)	5,560	5,560	6,970	1,411	25.4
Re	(824)	326	429	103	31.6
Street Scene	12,881	13,395	13,809	414	3.1
Total	277,309	277,199	280,402	3,203	1.2

A.5 The top contributors to the projected overspend are the Commissioning Group, Family Services and Housing Needs and Resources.

- The projected overspend for the Commissioning Group, which includes environment, parking and infrastructure, is £0.498m which represents 1.5% of the total Delivery Unit budget. The principal reasons for the forecast overspend are no budget for the out of hours service (GDIT); and the income budget for the registrar and mortuary services not being achieved.
- The projected overspend of £1.345m for Family Services represents 2.3% of the total Delivery Unit budget (£58.471m). The majority of the forecast overspend (£1.118m) relates to external placements and associated services. The contingencies within the forecast have been set at a pessimistic level and are being reviewed. The remainder of the forecast overspend relates to additional staffing, mainly in the Duty and Assessment Team, as directed by our improvement partner.
- The projected overspend of £1.411m for Housing Needs and Resources represents 25.4% of the total Delivery Unit budget (£5.560m). The forecast overspend is largely demand driven, however mitigating actions are being put in place to reduce this pressure in future years.

A.6 The projected outturn on the council's capital programme is £317.949m, £259.263m of which relates to the General Fund programme and £58.686m to the HRA capital programme. This is a variance of £90.604m less than the 2017/18 budget of £408.553m. Table 3 below summarises the actual expenditure, budget and variance by service.

Table 3: Capital forecast (Q2 2017/18)

Service	2017/18 Budget £000	Additions/ (Deletions) £000	(Slippage) / Accelerat ed Spend £000	Q2 2017/18 Foreca st £000	Forecast variance from Approve d Budget £000	Forecast variance from Approve d Budget %
Adults and Communities	2,035	(3)	-	2,032	(3)	(0.1)
Commissioning Group	51,863	(657)	(20,457)	30,749	(21,114)	(40.7)
Education and Skills	51,489	-	(20,000)	31,489	(20,000)	(38.8)
Family Services	18,605	-	(5,596)	13,009	(5,596)	(30.1)
Housing Needs and Resources (Barnet Homes)	45,424	-	(9,445)	35,979	(9,445)	(20.8)
Parking and Infrastructure	2,686	-	(350)	2,336	(350)	(13.0)
Re	142,574	11,337	(14,905)	139,006	(3,568)	(2.5)
Street Scene	4,663	-	-	4,663	-	-
General Fund Programme	319,339	10,677	(70,753)	259,263	(60,076)	(18.8)
HRA (Barnet Homes)	89,214	(6,551)	(23,977)	58,686	(30,528)	(34.2)
Total Capital Programme	408,553	4,126	(94,730)	317,949	(90,604)	(22.2)

A.7 The projected capital outturn is £90.604m (22.2%) lower than the latest approved budget, primarily due to slippage. The principal variances from budget and the reasons for these are as follows:

- Within the Commissioning Group capital programme, there is slippage of £10.000m on the Sports and Physical Activities project where final plans are still being completed, slippage of £6.300m on the ICT strategy project in relation to The Way We Work (TW3) and £1.200m on the Daws Lane Community Centre where the project is complete but the funds have been moved into 2018/19 to contribute towards the library being provided within the community centre.
- Within the schools capital programme, the overall budget has been reviewed and reprofiled to reflect a more realistic forecast spend. This has resulted in slippage of £20.000m to 2018/19.

- Within Family Services, there is slippage of £5.596m relating to the Meadow Close project, Youth Zone project, East Barnet Library project and the Family Services Estate project.
- The forecast capital outturn for Housing Needs and Resources shows slippage of £9.445m. The land transfer of 19 discrete sites to Open Door Homes (ODH) was delayed. Five sites have now transferred. A planned schedule of work is in place and reflected in the business plan. The contractor will be appointed once the land transfer is completed.
- The Re capital programme has decreased by £3.568m. This is due largely to slippage on regeneration schemes and highways schemes to 2018/19, offset by an addition in relation to Colindale Station.
- The HRA forecast shows a decrease of £30.528m. This is due to delays in a number of projects which are expected to slip to 2018/19 (Extra Care pipeline project, Dollis Valley Shared Equity, Moreton Close build and the acquisitions programme).

A.8 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 September 2017, £18.738m of savings are expected to be delivered, which represents 94.5% of the target.

Table 4: Savings (Q2 2017/18)

Service	2017/18 MTFS Savings Target £000	Savings Achieved / Expected to be Achieved £000	Savings Unachiev- able £000	Savings Expected to be Achieved %
Adults and Safeguarding	4,867	4,867	-	100.0
Assets, Regeneration and Growth	4,976	4,783	193	96.1
Children, Education, Libraries and Safeguarding	3,656	3,512	144	96.1
Environment	3,965	3,315	650	83.6
Policy and Resources	2,361	2,261	100	95.8
	19,825	18,738	1,087	94.5

A.9 The council is working to reduce agency expenditure and for the year to 30 September 2017 it has reduced by £1.683m (18.6%) compared with the same period of 2016/17. Table 5 sets out by service the agency staff costs incurred during Q2 2017/18 compared with Q2 2016/17.

Table 5: Expenditure on Agency Staff (Q2 2017/18)

Service	Q2 2016/17 £000	Q2 2017/18 £000	Change %	2016/17 Full Year Actual £000	2017/18 Full Year Forecast * £000
Adults and Communities	1,715	1,890	10.2	3,862	3,412
Assurance	2	5	187.6	73	7
Education and Skills	24	6	-74.0	2	-
Family Services	3,811	3,233	-15.2	9,441	6,015
Commissioning Group	2,361	968	-59.0	4,657	1,611
HRA	-	-	-	36	590
Parking and Infrastructure	-	-	-	346	195
Re	-	-	-	91	150
Street Scene	1,128	1,256	11.3	2,686	1,760
Total	9,041	7,358	-18.6	21,194	13,740

*Does not include transformation projects

A.10 During Q2 2017/18 there has been an average of 1,690 staff in established posts (1,394 Full Time Equivalents (FTE)) within the four in-house services; along with an average of 312 agency staff (see tables 6a and 7 respectively).

The number of agency staff has continued to reduce (by a further 50 staff) across all services since the last quarter, including a reduction of 24 agency staff in Street Scene (see table 6a). A range of measures has been put in place to manage agency staff, including moving people onto permanent and fixed-term contracts, and in the past year there has been a reduction of 101 agency staff. **Note that these figures are not FTE. For comparison purposes the last two quarters' FTE position has been set out in Table 6b.*

Table 6a: Agency (Q2 2017/18)

	No. of agency staff*				
	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18
Adults and Communities	67	80	78	70	60
Commissioning Group	41	45	35	18	17
Family Services ⁴	141	156	156	117	104
Street Scene	164	176	172	156	132
Overall	413	458	441	362	312

*Figures not FTE and exclude Education and Skills

Source: HR Establishment Pack (average for the 3 months that make up each quarter)

⁴ This refers to the whole service, including libraries, and not just social care staff.

Table 6b: Agency FTE (Q2 2017/18)

	No. of agency FTE	
	Q1 2017/18	Q2 2017/18
Adults and Communities	52	35
Commissioning Group	18	11
Family Services ⁵	45	33
Street Scene	52	40
Overall	167	119

*Figures exclude Education and Skills

Source: HR (average for the 3 months that make up each quarter)

Table 7a: LBB staff headcount (Q2 2017/18)

	Headcount*				
	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18
Adults and Communities	276	272	281	290	299
Commissioning Group	173	177	186	218	213
Family Services	634	608	642	699	655
Street Scene	482	476	476	504	523
Overall	1,565	1,532	1,585	1,710	1,690

*Figures exclude vacancies and Education and Skills

Source: HR Establishment Pack (average for the 3 months that make up each quarter)

Table 7b: LBB staff full time equivalent (Q2 2017/18)

	FTE*				
	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18
Adults and Communities	248	241	249	257	266
Commissioning Group	168	166	175	202	195
Family Services	517	485	497	515	486
Street Scene	436	425	423	440	448
Overall	1,368	1,317	1,344	1,414	1,394

*Figures exclude Education and Skills

Source: HR Establishment Pack (average for the 3 months that make up each quarter)

A.11 Sickness absence has increased to 8.86 days from 7.85 days in the last quarter (and from 8.23 days in the last year); and continues to be higher than the 6 days target. Of particular concern, is the increase in sickness absence in Street Scene,

⁵ This refers to the whole service, including libraries, and not just social care staff.

which is now 12.96 days (compared with 10.47 days last quarter and 9.41 days last year) and in Adults and Communities, which is now 10.90 days (compared with 9.90 days last quarter and 8.77 days last year).

- There has been significant change in management within Street Scene during the quarter, including the employment of two new operation managers who started in post in August 2017, and the filling of the Head of Recycling and Waste Role in September 2017. The increase in sickness absence has been noted by the Street Scene Leadership Team and mitigations have been put in place by the new managers. Two Operational Managers, for Waste Collections and Street Cleansing Operations, will be leading on reducing the rate of sickness, both through improved daily and weekly processes, as well as tackling long term sickness with HR business partners. It is envisaged this will have a long term impact on managing and reducing sickness levels to a satisfactory level.
- Whilst short-term sickness absence in Adults and Communities has decreased the proportion of long-term sickness absence has increased, affecting the overall figure. There are a number of measures in place to address sickness absence including enhanced reporting, performance challenge session with the senior management team and enhanced HR support for managers taking staff through formal absence management processes.

Table 8: Sickness absence (Q2 2017/18)

	Average days lost per FTE (rolling 12 months)*				
	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18
Adults and Communities	8.77	9.55	9.71	9.90	10.90
Commissioning Group (incl. CEO)	4.12	3.79	3.94	4.22	4.35
Family Services	7.64	7.63	6.92	6.15	6.11
Street Scene	9.41	8.72	9.59	10.47	12.96
Overall	8.23	7.88	7.83	7.85	8.86

*Figures exclude Education and Skills

Source: HR Dashboard (average over rolling 12 months)

Progress on key activities

A.12 A progress update on The Way We Work (TW3) programme and Customer Services has been provided below.

- **Implementing The Way We Work programme** – 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. The frame of the new building has been constructed up to the ninth floor and all roof stands, lift and core walls are complete. The brickwork on the ground floor is 85 per cent complete. A people plan is under development to review all contracts and policies to ascertain if they need to be amended to enable staff to change how they work; a comprehensive recruitment and retention strategy and plan is also under development and a training plan to

ensure that all staff and partners receive training in changing how they work. A series of staff briefings have taken place and were attended by 900 staff.

- **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 for the quarter compared with the same time last year. Webforms have increased by 32 per cent (from 16,364 to 21,566); although the volume was slightly lower than last quarter where it spiked at 23,399 due to council tax queries. Telephony, face-to-face and email volumes have fallen (by at least 10 per cent). Customer Services responded to 98 per cent of emails and webforms within the agreed timeframes (see table 10). The two indicators, supporting the customer access strategy, to increase self-service contacts and reduce failure demand through right first time contacts have performed better than target (see table 10).

Table 9: Contact Centre volumes (Q2 2017/18)

	Q2 2016/17	Q2 2017/18	Change
Webforms	16,364	21,566	32%
Telephony	317,209	284,447	-10%
Face-to-face	22,565	18,983	-16%
Emails	5,161	4,541	-12%

A.13 To ensure the council maintains its focus on customers, a range of customer indicators are monitored via a dashboard (see table 10). This shows that 75 per cent 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) remains above target at 90 per cent. Satisfaction with the website remains above target at 55 per cent, as a result of the sustained efforts by staff in responding to customer feedback and fixing IT issues quickly. Web satisfaction achieved third place in the GovMetric channel satisfaction index league in August 2017. However, Barnet Homes’ website has under-performed at 29 per cent, against an internal target of 50 per cent. To address this, a new web portal has been developed and is being tested prior to full launch.
- **Complaints and Members’ enquiries** – there has been a fall in the complaints closure rate to 88 per cent, largely as a result of records not being updated in Street Scene rather than customers not being responded to on time. Resources have been allocated to clearing the backlog in Street Scene and it is expected that the closure rate will achieve target next quarter. 99.8 per cent of Members’ enquiries have been responded to within the agreed timeframes.
- **Contact centre** - calls answered has remained on target at 95 per cent. However, Barnet Homes’ performance has fallen to 89 per cent. Performance improvements expected as a result of the introduction of an improved automated call management system (IVR) were hampered for the first two weeks of launch as a result of a system bug. Performance for the remainder of the quarter showed improvement, which should be maintained and result in an overall improvement next quarter. **Waiting times for non-appointments** (four minutes and 34 seconds) has

worsened but remains well within the five minutes target. This was due to the unplanned absence of three members of staff in September 2017.

- **Cases delivered within agreed timeframes⁶** - has significantly improved this quarter (now 92 per cent), but remains short of the 94 per cent target. Revenues and Benefits have the biggest influence on this figure, accounting for over 80 per cent of cases. The service has recovered from the drop in performance at the start of the year, due to the annual council tax cycle, and is now performing at 95 per cent. However, performance in Street Scene (72 per cent) and Re (86 per cent) remains below the 94 per cent target. Staff shortages in Street Scene had resulted in cases not being closed on the system (Lagan) last quarter, creating a backlog of mainly missed bin collection cases. These are expected to be cleared during the next quarter. Re's performance has been affected by Highways (71 per cent), which accounts for the largest volume of Re cases. To improve performance service requests will be distributed more widely across teams and templates will be developed to allow responses to common enquiries to be made more quickly. The performance of these services had impacted on **customers requiring additional support** last quarter, which fell to 88 per cent. This has now recovered and is above target at 96 per cent overall.
- **Desk phones answered** – this has significantly improved this quarter (now 85 per cent), but remains short of the 95 per cent target. 89 per cent of externally-originating calls were answered. The improvement from last quarter is partly due to better reporting that has been put in place, which allows duplicated calls to be removed from the data. The focus is being maintained in this area, with frequent reminders sent to staff and discussions held with under-performers; as well as an ongoing project to improve the integrity of the core data.

Table 10: Customer experience dashboard (Q2 2017/18)

Indicators	Q2 2017/18 Target	Q1 2017/18	Q2 2017/18	DoT
Customers that rate customer service as 'Good' (GovMetric)	89%	90%	90%	➔
Customers that rate the website as 'Good' (GovMetric)	53%	55%	55%	➔
Self-service contacts	42%	44%	46%	⬆
Right first time contacts	78%	81%	80%	⬇
CSG Webforms responded to within SLA (5 days)	95%	99%	98%	⬇
CSG Emails responded to within SLA (5 days)	95%	99%	98%	⬇
Complaints responded to within SLA	90%	93%	88%	⬇
Members Enquiries responded to within SLA (5 days)	98%	99%	100%	⬆

⁶ 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.

Indicators	Q2 2017/18 Target	Q1 2017/18	Q2 2017/18	DoT
Members Enquiries cases closed in 5 days	-	79%	81%	↑
Contact centre calls answered in total, including IVR ⁷	95%	96%	95%	↓
Cases delivered within SLA ⁸	94%	83%	92%	↑
Cases delivered within SLA for customers needing additional support	94%	88%	96%	↑
Case Closure Survey (sum of 'Very good' and 'Good' ratings)	65%	62%	61%	↓
Non-appointment average wait (min) ⁹	5 min	2 min 30 sec	4 min 34 sec	↓
Appointment average wait (min) ¹⁰	5 min	0 sec	0 sec	→
FOIs resolved within SLA	90%	96%	95%	↓
Council desk phones answered in total	95%	77%	85%	↑

OVERVIEW OF CORPORATE RISKS

A.14 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.15 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 end September 2017).

Strategic risk register

A.16 The strategic risk register includes 19 risks overall, which are being managed in line with the council's risk management framework. Five are high level risks with a residual risk score¹¹ of 15 or above. The first is being managed as 'tolerate' and the other four are being managed as 'treat'.

- **STR004 - Future financial pressures and uncertainty (risk score 20).** 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

⁷ Re, CSG and Barnet Homes. Barnet Homes target is 92%.

⁸ Data covers Parking, Assisted Travel, Highways and Planning and Revenues and Benefits

⁹ Average wait time = 1,188 hours/15,594 visits. The figure excludes 3,383 non-appointment visits to Housing Options. Average wait times for Housing Options has increased from 9 min 15 sec to 9 min 42 sec (Q1 to Q2).

¹⁰ 6 pre-booked appointments,

¹¹ 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.

little more that Barnet Council can do to minimise the risk of central government changing policy. Existing mitigations centre on regular liaison with central government contacts and lobbying.

- **STR007 - Significant safeguarding incident (risk score 15).** The risk of a significant safeguarding incident occurring can never be completely mitigated. However, the likelihood will be reduced through practice improvement and quality assurance activity within Adults and Communities and Family Services. The 2017/18 Practice Improvement Plan in Family Services addresses a legacy of poor practice, and its delivery has been subsumed into the Improvement Plan developed in response to the Ofsted rating. This quarter has seen an improvement in the operation of the MASH and improved management structures being put into place across the service, leading to better decision-making. Supervision and practice standards also help to control this risk, as well as quality assurance activity. Teams have increased their use of group supervision, which will lead to an improvement in the quality of reflective practice. Quality assurance has improved with the embedding of a refined audit function, with the latest Practice Week also helping to improve understanding of the impact of changes so far. Family Services have implemented the multi-disciplinary team (REACH) in partnership with MAC UK to deliver intensive, wrap-around interventions for high risk adolescents. 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 initial results will be tracked by Research in Practice to see whether this early impact has been sustained via the evaluation work that has now started. Within Adults and Communities, internal peer audits and external audits are carried out to review safeguarding practice. These inform training, group work and one-to-one sessions with staff. The Safeguarding Adults Board has oversight of quality of safeguarding practice and hosts several working groups that influence practice – such as Making Safeguarding Personal. Regular supervisions are held with frontline professional staff to discuss safeguarding cases.
- **STR003 - Delivery of transformation programmes (risk score 15).** The mitigating actions are intended to ensure that transformation programmes are delivered to deadline and within budget. The allocation of transformation resources is reviewed at least monthly with CSG to ensure there are no major gaps in resources. Audits are currently underway on some transformation programmes and are planned for the Customer Transformation Programme and The Way We Work Programme later in the year. Any recommendations from these, and other relevant audits, will be implemented to strengthen delivery of transformation programmes.
- **NEW - STR020 - Lack of fully functioning Adults case management system (risk score 15).** This new risk relates to the substantial remedial work required to the Mosaic case management system. If the programme plan to complete this work is not agreed and implemented in a timely manner, the lack of a fully functioning case management system will have an impact on key business processes that may become unable to function, and on data or information that may become incomplete or misunderstood. A joint programme board is in place to drive delivery with escalation routes into the Barnet Partnership senior structures. Timescales have been agreed for development of a confirmed programme plan covering the remedial

work and these are being closely monitored by Capita and the council. Regular reports are being used to confirm that frontline social care business processes are running to expectations and that any issues are quickly identified.

- **NEW - STR021 - Delivery of Ofsted Improvement Plan (risk score 15).** This new risks relates to the Ofsted Improvement Plan not being delivered across the partnership quickly enough, which could lead to outcomes for children, young people and families not improving at the pace required. The Improvement Plan has been submitted to Ofsted and measures featured in the plan are being put into action. Progress on delivery is being monitored monthly by the Children Services Improvement Board and is being overseen by the Barnet Safeguarding Children's Board (BSCB). Essex County Council is providing strategic and operational advice and support to ensure that performance improves at the right pace. Fortnightly briefings are being held with staff about the Improvement Plan and how it is relevant to practice within specific teams.

Additional risk information

- A.17 Central Services risks are held on the Customer Strategy, Communications and Assurance (CSCA) and Growth, Resources and Commercial (GRC) service risk registers, which are being managed in line with the risk management framework. There are 19 risks on the CSCA risk register and 14 risks on the GRC risk register. None are high level risks with a residual risk score of 15 or above.
- A.18 High level risks on other service and joint risk registers are outlined in **Part B: Performance by Theme Committees** or **Part C: Contract Performance**.

PART B: PERFORMANCE BY THEME COMMITTEE (COMMISSIONING PLANS)

Theme Committee performance indicators

- B.1 The Q2 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 (73%) have met target for the second quarter of the year; and most (59%) 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 Red¹².

Table 11: Theme Committee Indicators (Q2 2017/18)

Theme Committee	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened	Monitored only	No. indicators
Central Services	100% (2)	0% (0)	0% (0)	0% (0)	100% (4)	0% (0)	0	4
Adults and Safeguarding	53% (8)	7% (1)	7% (1)	33% (5)	56% (10)	44% (8)	4	22
Public Health and Wellbeing	50% (6)	0% (0)	8% (1)	42% (5)	46% (5)	55% (6)	1	12
CELS	100% (14)	0% (0)	0% (0)	0% (0)	69% (9)	31% (4)	10	23
ARG	75% (3)	0% (0)	0% (0)	25% (1)	50% (4)	50% (4)	0	8
Housing	92% (12)	0% (0)	0% (0)	8% (1)	63% (12)	37% (7)	1	20
Environment	56% (5)	11% (1)	0% (0)	33% (3)	67% (6)	33% (3)	1	10
Community Leadership	0% (0)	0% (0)	0% (0)	0% (0)	25% (1)	75% (3)	1	5
All CPIs and SPIs¹³	73% (50)	3% (2)	3% (2)	22% (15)	59% (51)	41% (35)	18	104

¹² Target not met and less than 65% of targeted improvement achieved.

¹³ 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; 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	Q2 Projected Outturn £000	Variance from Revised Budget Adv/(fav) £000	Variance from Revised Budget Adv/(fav) %
Adults and Communities	87,145	87,184	87,379	196	0.2

B.4 The revenue budget for Adults and Communities is forecast to overspend by £0.196m. Adult Social Care (ASC) has experienced increasing complexity and demand for services since 2014/15. Following intensive work within the service in relation to a new operating model focused on a strength-based approach and substantial corporate investment by the council, as well as allocation of funding from the BCF/iBCF (Better Care Fund) to mitigate this increased complexity and demand, care costs are currently being forecast to come in on budget. As social care is a demand led service, the position may change if demand or complexity increases during the year above forecast levels. The current overspend position is in relation to expenditure on staffing and the cost pressure of needing to employ agency staff to cover front line roles while recruitment has been underway, alongside recruitment costs. Some of these costs are being mitigated though underspends on other staffing budgets, including holding posts vacant while recruitment is underway and not using agency staff unless business critical.

The Deprivation of Liberty Safeguards (DOLS) service continues to be a significant cost pressure 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	(3)	-	2,032	(3)	-

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** – the new mental health enablement pathway and targeted programme of work with adults with learning disabilities have continued to be embedded.

Use of telecare in Barnet has been expanded with more than 25 per cent of existing social care service users now in receipt of a telecare package and the council's strategic telecare provider has been exploring how parts of the Supported Living care technology programme (that supports people with complex needs to live independently with the help of technology) might be delivered within residential care services. An event was held in July 2017 to showcase the council's work on strength-based practice to other local authorities from across the country.

The new Local Area Co-ordination Service will go live in the next quarter. This will focus on localised community engagement and working one-to-one with adults and their families to achieve their wellbeing outcomes, self-manage their needs and help them to stay independent for as long as possible.

- **Integrating local health and social care** - good progress has been made in setting up the Care Closer to Home (CC2H) programme, with the first Care Closer to Home Integrated Network (CHIN) in Burnt Oak to be opened in in early 2018. The priority areas for Burnt Oak CHIN will be diabetes, paediatrics and social prescribing.

The delivery plan is being updated for submission to North Central London (NCL) Sustainability and Transformation Plan (STP) programme in November 2017 and will include a proposed CHIN development approach for 2018/19.

The council and Barnet Clinical Commissioning Group (CCG) have invested in a joint care pathway for people with dementia. The council is continuing to build on the successful launch (in 2016) of the Barnet Dementia Action Alliance (DAA) by working with partners to support communities to take practical actions to enable people to live well with dementia. The DAA has an action plan that sets out key activities to make Barnet a Dementia Friendly Borough. Plans are underway to complete a specialist extra care scheme for people with dementia by summer 2018. Overall, Barnet continues to achieve a good dementia diagnosis rate.

Barnet has continued to perform well on the North Central London (NCL) Transforming Care Partnership (TCP) objectives. All Barnet TCP patients have 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). The admissions avoidance process has continued to be effective with no new admissions to hospitals in 2017.

- **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 has re-opened the framework to attract more specialist mental health providers. This will ensure 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. The tender went live on 4 September 2017 and will close on 30 October 2017.

- **Transforming day care provision** – the new approved provider list for Day Opportunity and Employment Support services will be ready to be mobilised in November 2017. The approved provider list is made up of six separate support solutions (three related to employment support/retention and three that are related to day opportunity provision). 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 has continued to expand its evidence-based prevention and early support offer to help people maximise their independence and wellbeing and achieve the outcomes they want. The newly commissioned provider for assistive technology has been carrying out extensive engagement to ensure more people can access the service, which will support them to live independently for longer and provide assurance for family members and carers.

Further improvements have been made to ensure the delivery of high quality information and advice to support people in making informed choices about their health and wellbeing. For example, changes have been made to the ASC web pages and support offer documents; and engagement activity has been carried out by staff and Barnet's Voluntary and Community Sector (VCS). The council has continued to work with the VCS to expand its prevention offer and consider how gaps can be addressed collaboratively through non-commissioned solutions.

- **Prioritising the needs of carers** – the council has continued to prioritise the needs of carers and ensure they are valued as expert partners in supporting working age adults and older people to live independently. Information and advice on the ASC webpages has been updated, enabling carers to make informed choices about their own health and wellbeing; and the support offer to carers has been expanded. Monthly training has been organised for staff to raise awareness of the support available for carers and improve practice; whilst the commissioned provider for carers and young carers support services has continued to promote the support available across the borough and has initiated a new campaign called "It's Barnet's Business" to further raise awareness of carers. Further progress has been made

on the Carers and Young Carers Strategy Action Plan, including training on carers assessments and support planning; delivery of the specialist dementia support service; and an information session for World Alzheimer's Day on supporting carers of adults with dementia. The local account for Adults and Communities has been published, setting out information on key activities for carers in 2016/17.

- **Implementing the new ASC case management system** – work has continued to finalise the configuration of Mosaic and embed the system. As set out in the strategic risk, STR020, substantial remedial work is required to the Mosaic case management system. Timescales have been agreed for development of a confirmed programme plan covering the remedial work and these are being closely monitored by Capita and the council. Re-planning to complete the other elements of the programme, including de-commissioning the previous case management system (Swift) is underway with the aim to sign off the plan by December 2017.
- **Improving leisure facilities and physical activity** – the procurement of a new leisure management has been completed. Proposed commitments to be delivered throughout the contract term will seek to deliver facility investments in addition to supporting a range of health benefits, working with partners to develop leisure provision, whilst providing financial sustainability through an annual management fee paid to the council.

In July 2017, Barnet Council was awarded £2m of Sport England Strategic Investment Funding. This contribution will directly support the redevelopment of Barnet Cophall Leisure Centre and a new leisure facility in New Barnet.

The second Fit and Active Barnet (FAB) Partnership Board was held in September 2017, which included stakeholder consensus to develop a 'FAB' campaign to run throughout 2018 to encourage increased activity.

Performance indicators

Adults and Safeguarding

B.7 Six Adults and Safeguarding indicators in the Corporate Plan have not met the quarterly target; and one indicator in the Adults and Safeguarding Commissioning Plan has not met the quarterly target.

- **AC/S29 Number of instances of information, advice and guidance provided to carers (RAG rated RED)** – 1,256 against a target of 1,650. Monthly training has been provided to staff to improve practice and increase awareness of the support available for carers. An "It's Barnet Business" campaign has been promoted by the carers' services provider to raise awareness of carer services in Barnet.
- **AC/S4 Percentage of adults with learning disabilities in paid employment (RAG rated RED AMBER)** – 10% against a target of 10.3%. This represents 77 people in paid employment out of a cohort of 770. An improvement project is being led within the Learning Disabilities service, building on a programme of targeted case reviews carried out in the last two quarters to look at the longer-term care and support options available for learning disabilities individuals.

- **AC/S6 Percentage of adults with mental health needs who live independently, with or without support (RAG rated GREEN AMBER)** – 81.8% against a target of 82%. The number of adults in stable accommodation has increased by 27 since the end of Q1 2017/18 (from 545 to 572) but this has been offset by an increased cohort size. New accommodation and support options have been introduced in 2017/18, including a range of supported living services available through a single framework agreement and these are being promoted through case reviews where appropriate.
- **AC/S9 Permanent admissions to residential and nursing care homes, per 100,000 population age 65+ (RAG rated RED)** – 185.0 against a target of 162.7. The target for the rate of admissions to residential care for older adults is profiled seasonally as we expect to see a greater rate of admissions during autumn and winter months. While admissions have exceeded the seasonal target they are still well under 50 per cent of the annual target and will continue to be closely monitored during the remainder of the year. Work to contain the number of residential admissions is ongoing. It includes joint work with NHS partners to promote access to early intervention, reablement-focused services as well as longer-term preventative work focusing on provision of strength-based social care to individuals and provision of a broader range of accommodation and support options across the borough.
- **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)** – 10.7 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.
The data for this indicator is published two months after the month it relates to; therefore Q2 2017/18 data refers to September 2016 to August 2017. In August and September 2017 the council's local data suggested an improvement in performance, particularly in relation to delayed days at two of the main NHS providers, the Royal Free and Central London Community Healthcare. An improvement plan has been put in place to streamline discharge pathways and improve capacity in the local social care market, and this is being monitored through twice weekly programme board meetings. Some issues have been identified with data that has been submitted in the past by NHS providers, which has meant Barnet's performance has been recorded as worse than it is in reality and the council is working closely with NHS organisations to revalidate the submissions against local data and resubmit the returns to NHS England.
- **AC/S8 Percentage of new clients, older people accessing enablement (RAG rated RED)** - 52.9% against a target of 64%. Following a review of the criteria for referrals into reablement services in July 2017, as part of a restructure of the social care Front Door in 2017/18 there has been a drop in the number of referrals. The impact of these is being monitored by the service.

Public Health

B.8 Six indicators in the Public Health and Wellbeing Commissioning Plan have not met the quarterly target.

- **PH/S3 Excess weight in 10-11 year olds (RAG rated RED AMBER)-** 34.4% against a target of 32.6%. Barnet has a number of initiatives in place to decrease levels of excess weight in 10-11 year olds. The Healthy Weight Nurse team works individually with children and parents/carers identified as above the 98th centile for weight. Recently, a new top priority school list based on National Child Weight Management Programme (NCMP) results has been developed to help target work in particular schools to help reduce obesity levels. A new initiative around trans fats is being delivered with secondary schools. Currently, work is underway looking at the possibility of expanding the weight management service offer to teenagers too.
- **PH/C6 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 RED)** - 95% against a target of 98%. To provide a more integrated sexual and reproductive health service, the service has moved over to Central North West London (CNWL). Commissioners are working closely with the provider to ensure patients are seen within 48 hours of contact.
- **PH/S13 New attendances of all under 25 year olds tested for chlamydia (RAG rated RED)** – 61.9% against a target of 70%. There were 260 (under 25 year olds) first time attendees to a sexual health clinic in Q1 2017/18, of which 161 were tested for Chlamydia. This service has also moved over to CNWL. Commissioners are working closely with the provider to ensure that eligible under-25 year olds are tested for chlamydia to reduce the prevalence in this target group.
- **PH/C11 Drug users successfully completing drug/alcohol treatment - non-opiate users (RAG rated RED)** – 29.9% against a target of 32.7%.
- **PH/C12 Drug users successfully completing drug/alcohol treatment - alcohol users (RAG rated RED)** - 31.7% against a target of 37.3%.
- **PH/C13 Drug users successfully completing drug/alcohol treatment - non-opiate and alcohol users (RAG rated as RED)** - 19.1% against a target of 30.7%. This result is based on those in treatment for both alcohol and non-opiates simultaneously, where 21 clients successfully completed treatment out of total of 110.

In August 2017, an Action Plan was created to increase delivery and move all cohorts into the upper quartile. Monthly targets have been reviewed across both Treatment and Recovery Hubs in Barnet (i.e. Hendon Lane and Edgware Hospital). As part of the Action Plan, all successful completions are reviewed and reports have been expanded to show as much information as possible e.g. identifying low usage services users and information to identify gaps to ensure the correct and relevant support is in place for the end of their treatment. In reviewing the offer locally it has been highlighted that there may be a lack of non-opiate specific groups (e.g. crack cocaine and/or cannabis) and a plan will be set up during the next quarter to support this cohort.

Adults and Safeguarding Indicators

Corporate Plan Indicators¹⁴

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
CPI	AC/S29	Number of instances of information, advice and guidance provided to carers	Bigger is Better	3,300	1,650	1,256 (R)	724	↑	1,649	↓	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%	92% (G)	96%	↓	91%	↑	No benchmark available
CPI	AC/C17	Percentage of contacts that result in a care package	Smaller is Better	Monitor	Monitor	5.2% ¹⁵	18.2%	↑	18.8%	↑	No benchmark available

¹⁴ The Monitor indicators have been included for information.

¹⁵ This indicator is subject to data quality issues relating to the Mosaic implementation and is likely to be revised in subsequent quarters.

Corporate Plan Indicators¹⁴

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 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%	63.8%	70% (G)	70%	↔	66%	↑	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%	10.3%	10.0% (RA)	9.9%	↑	9.4%	↑	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%	6.9%	6.9% (G)	7.6%	↓	5.8%	↑	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%	82%	81.8% (GA)	83.1%	↓	83.2%	↓	CIPFA 74.4% London 73.5% (2015/16, ASCOF)

Corporate Plan Indicators¹⁴

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 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	162.7	185.0 (R)	58.9	↓	169.7	↓	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	10.7 (R)	9.9	↓	8.3	↓	CIPFA 8.8 London 7.8 (2015/16, ASCOF)

Corporate Plan Indicators¹⁴

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
CPI	AC/C13 (ASCOF 2C/2)	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)	5.5	↔	3.8	↓	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	8	1.6 (G)	0.0	↓	5.1	↑	No benchmark available
CPI	AC/C16	Number of referrals to hospital social work teams	Smaller is Better	Monitor	Monitor	627	225	↓	364	↓	No benchmark available

Corporate Plan Indicators¹⁴

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
CPI	AC/C21	Working age adults who have moved out of residential care into stable accommodation	Monitor	Monitor	Monitor	4.08	5.53	Monitor	New for 2017/18	New for 2017/18	No benchmark available

Commissioning Plan Indicators (not met target)¹⁶

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
SPI	AC/C19	Proportion of referrals that result in an assessment	Monitor	Monitor	Monitor	22.8%	31.2%	Monitor	New for 2017/18	New for 2017/18	No benchmark available

¹⁶ The Monitor indicators have been included for information.

Commissioning Plan Indicators (not met target)¹⁶

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 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	72.1%	63.7%	↑	50%	↑	No benchmark available
SPI	AC/S8	Percentage of new clients, older people accessing enablement	Bigger is Better	65%	64%	52.9% (R)	65.8%	↓	53.2%	↓	England 15% CIPFA 17% (2015/16, NHS England)
SPI	AC/C20	Number of safeguarding concerns received	Monitor	Monitor	Monitor	721	462	Monitor	New for 2017/18	New for 2017/18	No benchmark available

Public Health Indicators¹⁷

Commissioning Plan Indicators (not met target)

¹⁷ Reported a quarter in arrears, so data is for Q1 2017/18.

Ref		Indicator	Polarity	2016/17 Annual Target	Q1 2017/18 Target	Q1 2017/18 Result	Q4 2016/17 Result	DOT Short-Term (From Q4 2016/17)	Q1 2016/17 Result	DOT Long-Term (From Q1 2016/17)	Benchmarking
SPI	PH/S3	Excess weight in 10-11 year olds (overweight or obese)	Smaller is Better	32.6%	32.6%	34.4% (RA)	34.4%	↔	32.6%	↓	England 34.2%; London 38.1% (September 2017, PHOF)
SPI	PH/C6	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%	98%	95.0% (R)	97.3%	↓	100%	↓	No benchmark available
SPI	PH/S13	New attendances of all under 25 year olds tested for chlamydia	Bigger is Better	70%	70%	61.9% (R)	85.2%	↓	52.0%	↑	No benchmark available

Commissioning Plan Indicators (not met target)											
Ref		Indicator	Polarity	2016/17 Annual Target	Q1 2017/18 Target	Q1 2017/18 Result	Q4 2016/17 Result	DOT Short-Term (From Q4 2016/17)	Q1 2016/17 Result	DOT Long-Term (From Q1 2016/17)	Benchmarking
SPI	PH/C11	Drug users successfully completing drug/alcohol treatment - non-opiate users	Bigger is Better	32.7%	32.7%	29.9% (R)	29.3%	↑	32.1%	↓	National 39.9% (September 2017, National Adult Quarterly Activity Partnership Report)
SPI	PH/C12	Drug users successfully completing drug/alcohol treatment - alcohol users	Bigger is Better	37.3%	37.3%	31.7% (R)	33.5%	↓	37.6%	↓	National 39.5% (September 2017, National Adult Quarterly Activity Partnership Report)
SPI	PH/C13	Drug users successfully completing drug/alcohol treatment - non-opiate and alcohol users	Bigger is Better	30.7%	30.7%	19.1% (R)	25%	↓	29.1%	↓	National 35.7% (September 2017, National Adult Quarterly Activity Partnership Report)

Risk management

B.9 Adults and Safeguarding risks are held on the Adults, Communities and Health and Public Health risk registers.

B.10 The Adults, Communities and Health risk register includes 28 risks overall, which are being managed in line with the council's risk management framework. Six are high level risks with a residual risk score of 15 or above. All are being managed as 'treat'.

- **AC002 - Failure of care provider (risk score 16) and AC003 - Unacceptable level of quality services provided by care providers (risk score 16).** These risks are being addressed through a programme of quality assurance, practice improvement and provider support. A health and social care project group is leading development of an enhanced offer for care homes to deliver improved quality of services and reduce risk of failure. The council has trialled joint monitoring of nursing homes with Barnet CCG using the Birmingham Quality Assessment Framework. Health funding has been agreed for nursing resources co-allocated within the council to roll out clinical training for providers to improve management of long term conditions and end of life. Additional staff have been appointed and further recruitment is underway for both community and accommodation based sectors working on practice sharing and strategic improvement. The Delivery Unit has purchased a contract management and monitoring system to improve analysis of trends and support early intervention, and piloting joint approach to monitoring the market across London as developed by London ADASS commissioning leads.
- **NEW - AC027 - Implementation of new IT systems (risk score 16).** If new IT systems are not implemented effectively this could lead to reduced financial control, lack of compliance with statutory duties and potentially harm to individuals. Work has continued on the implementation of the Mosaic case management system, which is likely to continue until the end of the year. This is the most significant new IT system being implemented within the service; other smaller-scale systems are on track to complete implementation in 2017/18.
- **AC019 - Capacity in the provider market (risk score 16, increased from 12).** This is being addressed by ongoing delivery of the five year Commissioning Plan and commissioning strategies; strategically reviewing market capacity; and working with the market as a whole, making a programme of best practice and improvement initiatives available to the provider sector. The council is strategically reviewing market capacity (residential, enablement, homecare, short term extra care) and regular monitoring of referrals into specialist schemes to ensure these are sustainable. Work is ongoing to monitor the potential impact of Brexit on the social care market, including on workforce recruitment and retention. Additionally, iBCF funding is intended to enable local authorities to quickly provide stability and extra capacity in local care systems.
- **AC001 - Increased overspend in 2017/18 to meet statutory duties (risk score 15).** This risk 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 the Adults and Communities budget has been re-profiled to reflect projected demand more closely. There has been a particular focus on providing care which meets the challenges the council and its NHS partners face in relation to increased demand from hospital settings; preventative services have also received additional funding with a new local area coordination model being launched to support delivery. The ongoing work to implement the Mosaic case management system has meant that interim measures are required to provide assurance for the reports that provide the financial forecasts.

- **AC004 - Surge in demand from NHS (risk score 15).** This is being addressed by senior managers attending monthly meetings between Barnet Council, the Clinical Commissioning Group and NHS Provider Trusts to discuss and manage pressures in the system. During the quarter, the council has engaged in Discharge to Assess, review of sign off protocols across the system. The Department of Health have set new targets which focus on improving numbers of Delayed Transfers of Care (DTOCs) across the acute and community systems which will continue to increase pressure on the hospital social work service.

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 are high level risks with a residual risk score of 15 or above.

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 21st Century library service.

Budget position

Revenue					
Service	Original Budget £000	Revised Budget £000	Q2 Projected Outturn £000	Variance from Revised Budget Adv/(fav) £000	Variance from Revised Budget Adv/(fav) %
Family Services	52,445	58,471	59,816	1,345	2.3
Education and Skills	6,525	6,715	6,774	59	0.9

B.13 As at Q2 2017/18, the revenue budget for Family Services is forecast to overspend by £1.345m. The majority of the forecast overspend (£1.118m) relates to external placements and associated services. The contingencies within the forecast have been set at a pessimistic level and are being reviewed. The remainder of the forecast overspend relates to staffing and in particular the need to pay market rates to recruit and retain staff.

The forecast revenue outturn for Education and Skills is broadly in line with budget.

Capital						
Service	2017/18 Budget £000	Additions/ (Deletions) £000	(Slippage) / Accelerated Spend £000	Projected Outturn £000	Variance from Approved Budget Adv/(Fav) £000	Slippage %
Family Services	18,605	-	(5,596)	13,009	(5,596)	(30.1)
Education and Skills (including schemes managed by schools)	51,489	-	(20,000)	31,489	(20,000)	(38.8)

B.14 Within Family Services, there is slippage of £5.596m in the capital programme as at Q2 2017/18.

- The Meadow Close project is slipping £2.900m to 2018/19 as planning permission is required for works to be carried out.

- The Youth Zone project is slipping £1.200m to 2018/19 due to the planning phase taking longer than originally anticipated.
- The East Barnet Library Project is also re-profiling £0.500m into 2018/19 as it is aligned with the leisure centre delivery at Victoria Park which has slipped into 2018/19.
- The Family Services Estate project is slipping £1.000m as resources are yet to be allocated

Within the schools capital programme, the overall budget has been reviewed and reprofiled to reflect a more realistic forecast spend. This has resulted in slippage of £20.000m to 2018/19.

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 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 vision (Children's Services)** - after a recent Ofsted inspection Children's Services in Barnet are judged inadequate. A draft Improvement Action Plan setting out the Ofsted inspection findings, recommendations and a draft improvement plan was submitted at CELS Committee on 18 July 2017. The council is subject to intervention by the Department for Education (DfE) until services are improved. The DfE appointed Ms Frankie Sulke to be a Children's Commissioner for Barnet. She is due to report her findings in early December 2017. Her report will be considered by the Secretary of State who will give a statutory direction to the council about our improvement journey. The Children's Services Improvement Plan was submitted to Ofsted and the DfE on 13 October 2017. Ofsted has confirmed that the plan satisfactorily reflects the recommendations and priorities of the inspection report and will monitor its implementation. The first monitoring visit took place on 14 and 15 November 2017.

In the light of the Ofsted judgement, activity has been refocused on ensuring high quality social work practice. The plan is based around seven improvement themes; Governance, Leadership and Partnership, Embedding Practice Leadership, Right interventions - right time (thresholds), Improving Assessment for children, Improving planning for children and Effective communications and engagement to drive culture change.

To achieve improvement in these areas, resource is being directed to scrutinise, challenge and support practice to ensure that improving outcomes for children is at the heart of what we do across the partnership and council children receive timely interventions at the right level for their needs across the system, risk is identified and responded to swiftly, and children's plans are outcome focused and robustly monitored, to ensure that when change is not being achieved, action is taken to improve their circumstances.

At the heart of the improvement approach is the strengthened Quality Assurance and Workforce Development activities, which have been aligned to ensure there is sufficient oversight and scrutiny of practice quality, and also ensure that when gaps in skills and knowledge are identified the workforce development offer is rapid and responsive; to give practitioners the support they need to improve the quality of their work with children and families.

At Council on 25 July 2017 it was agreed that monitoring of the Improvement Action Plan and the associated operational indicators will be through CELS Committee. Where the Ofsted inspection focused on the *quality* of social work practice, the indicators reported for Family Services in Q2 2017/18 are more *process* driven and include data on take-up of services, placements and costs of provision. The latest report to CELS Committee is available online at <http://barnet.moderngov.co.uk/ieListDocuments.aspx?MIId=8694&x=1>

- **Tackling gang activity** – the REACH¹⁸ team has been established in partnership with MAC UK and is working alongside the youth work team to support vulnerable young people. 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 initial results will be tracked by Research in Practice to see whether this early impact has been sustained via the evaluation work that has now started. This work fits into the wider activity of the service involving Keeping Young People Safe, Targeted Youth Service, work with voluntary sector organisations, Youth Offending Team and the gangs panel.

Education and Skills

- **Ensuring the attainment and progress of children in Barnet schools remains in the top 10% nationally** - at the end of the quarter, the percentage of Barnet primary schools rated as 'good' or 'outstanding' was 95.4% (83 out of 87 schools) (London average 93%) and for secondary schools was 95.5% (21 out of 22 schools) (London average 89%). All of Barnet's Special Schools, Pupil Referral Units and Nursery Schools with an Ofsted rating have been rated as 'good' or 'outstanding'.

All children starting in Reception or Year 7 in September 2017 have been offered a school place. In-year applications continue to be received. The planning application for the new secondary school, the Ark Pioneer, was granted by the Planning Committee on 25 October 2017.

- **Delivering a 21st Century library service** - Colindale, North Finchley, Osidge, Golders Green Chipping Barnet and Hendon libraries have re-opened following a period of refurbishment and re-modelling. Finchley Church End library has also re-opened in brand new premises, as part of the Gateway House development. 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

¹⁸ REACH is a multi-professional and integrated core team within Family Services consisting of social work, clinical psychology, family therapy and youth work disciplines. It supports a specific cohort of children and young people who are subject to the greatest level of risk and vulnerability to improve their outcomes.

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 17,000 residents have now registered to use the service. Four partnership libraries are successfully established: Kisharon Child's Hill Library, NW7 HUB is operating Mill Hill Library and Inclusion Barnet is operating South Friern and East Barnet Libraries.

No finding has yet been received in relation to the notification 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.

Performance indicators

B.16 All CELS indicators in the Corporate Plan and Commissioning Plan have met the quarterly target.

Corporate Plan Indicators¹⁹

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
CPI	FS/C42	Percentage of children newly placed in London Borough of Barnet foster care	Bigger is Better	Monitor	Monitor	9.3%	33.0%	↓	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)	Monitor	Monitor	Monitor	79.1 60.9 16.8 36.8	95.7 51.5 38.1 15.7	Not comparable	New for 2017/18	New for 2017/18	No benchmark available
CPI	FS/S15	Percentage of care leavers age 19 – 21 in education, employment or training	Bigger is Better	51%	51%	61.5% (G)	63.1%	↓	58.6%	↑	Statistical Neighbours 51.4% London 54% England 49% (2015/16, LAIT)

¹⁹ The Monitor indicators have been included for information.

Corporate Plan Indicators¹⁹

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
CPI	CES/S1	Percentage of primary schools rated as 'good' or better	Bigger is Better	95.5% ²⁰	95.5%	95.4% (as at Sep 17) (G)	94.3%	↑	94.3%	↑	London 93.4% England 89.7% (April 2017, Watchsted)
CPI	CES/S3	Percentage of secondary schools rated as 'good' or better	Bigger is Better	95.8% ²¹	95.8%	95.5% (as at Sep 17) (G)	95.5%	↔	91.7%	↑	London 89% England 78% (April 2017, Watchsted)

Commissioning Plan indicators (not met target)²²

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
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²⁰ When the primary indicator was set, the target of 95.5% of primary schools being good or better meant achieving 86/90 schools at good or better. The current performance in Q2 is 83/87 schools.

²¹ When the secondary indicator was set, the target of 95.8% of secondary schools being good or better meant achieving 23/24 schools at good or better. The current performance in Q2 is 21/22 schools.

²² The Monitor indicators have been included for information.

Commissioning Plan indicators (not met target)²²

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
SPI	FS/C17	Number of Children Missing from Care (during reporting period)	Smaller is Better	Monitor	Monitor	36	35	↓	44	↑	No benchmark available
SPI	FS/C44	Number of times serious incident response protocol triggered (youth violence)	Smaller is Better	Monitor	Monitor	0	0	↔	New for 2017/18	New for 2017/18	No benchmark available
SPI	FS/S5	Number of children adopted	Bigger is Better	13	Monitor	3	2	↑	3	↔	No benchmark available
SPI	FS/C45	Percentage of agency social workers	Smaller is Better	10%	11%	9.4%	10.9%	↑	New for 2017/18	New for 2017/18	No benchmark available

Commissioning Plan indicators (not met target)²²

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
SPI	FS/C19	Number of Children in Care further than 20 miles from Borough	Monitor	Monitor	Monitor	56	70	Monitor	70	Monitor	No benchmark available
SPI	FS/C46	Actual placement days	Monitor	Monitor	Monitor	105160	11730	Monitor	New for 2017/18	New for 2017/18	No benchmark available
SPI	FS/C47	Average gross cost per placement	Monitor	Monitor	Monitor	543.06	294.54	Monitor	New for 2017/18	New for 2017/18	No benchmark available
SPI	FS/C48	Income for joint placements	Monitor	Monitor	Monitor	£2,044,149	£1,889,612	Monitor	New for 2017/18	New for 2017/18	No benchmark available

Risk management

B.17 CELS risks are held on the Children and Young People and Cambridge Education risk registers.

B.18 The Children and Young People risk register includes 22 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. These are being managed as 'treat', with the exception of the latter which is being managed as 'tolerate'.

- **FS001 - Significant child safeguarding incident (risk score 16).** This will always be a significant risk for the service, with previous Practice Improvement Plans addressing a legacy of poor practice. The Ofsted action plan builds on previous work within the service to improve practice and is being rolled out, with impact on practice being monitored. Revised management structures are being put in place across the service, which will lead to improved decision-making.
- **NEW - FS023 – Delivery of Ofsted Action Plan (risk score 15).** This risk relates to the Ofsted Action Plan not being delivered across the partnership quickly enough, which could lead to outcomes for children, young people and families not improving at the pace required. A robust action plan to take recommendations forward has been developed and is being monitored closely through daily touchdowns, weekly improvement meetings and the monthly Social Work Improvement Board. Potential barriers around IT and HR not moving quickly enough to support work around system improvement and recruitment have been identified. The Chief Executive has been working with these services to resolve issues that could prevent rapid progress.
- **FS019 – Relocation of unaccompanied minors (risk score 16, increased from 12).** The relocation of unaccompanied minors and increase in Unaccompanied Asylum Seeking Children (UASC) could lead to increases in the child in care population, resulting in budgetary pressures. The risk score has increased as the number of UASC is consistently high, and has been steadily increasing. A number of short term measures have been put into place to manage the increase in demand, including the conversion of posts within the Onwards and Upwards Team to Social Workers. However, longer term demand and financial modelling is being undertaken to ensure that we have the right investment and model to respond to future demand in this area.

B.19 The Cambridge Education joint risk register includes 22 risks overall, which are being managed in line with the council's risk management framework. None are high level risks with a residual risk score of 15 or above.

ASSETS, REGENERATION AND GROWTH (ARG) COMMITTEE

B.20 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.21 A progress update on key activities has been provided below. Further information on the regeneration programme is set out in paragraph C.16.

- **Regenerating Brent Cross Cricklewood**

Brent Cross North – the applications for the shopping centre and early works were considered by the Planning Committee on 25 October 2017 and approved. Early ‘critical’ works including tree felling, invasive species treatment and vegetation clearance are due to commence in November 2017. Hammerson Standard Life (HSL) has been taking forward the process of obtaining a contractor.

Brent Cross South – the First Phase Proposal and Business Case were approved by ARG Committee on 24 July 2017. Pre-application discussions have been progressing. Design workshops and consultation events have taken place with residents.

Brent Cross Thameslink – the focus of work this quarter has been on preparation for the Compulsory Purchase Order 3 (CPO3) public inquiry. Key statutory objections from Network Rail and North London Waste Authority were removed prior to the CPO3 Inquiry, which took place in September 2017. A decision is expected in Q1 2018/19. The CPO1 and CPO2 decision is still awaited and is expected in November 2017.

- **Regenerating Colindale** - the Colindale programme is taking shape with resources being agreed to project manage a range of activities from public parks, public realm, highway improvement proposals and a proposed initiative to improve accessibility at Colindale Station.

The Planning Committee approved the application for improvements to Montrose and Silkstream Parks on 28 September 2017. The construction tender package and costs are now being prepared. Work has progressed on a Liveable Neighbourhood Bid to support walking and cycling routes in Colindale, which was submitted to TfL in October 2017. Discussions have also taken place with TfL regarding the over station development proposal for Colindale Tube Station that will provide public realm improvements for Colindale Avenue. A Memorandum of Understanding has been agreed with TfL, which provides a framework for negotiations going forward regarding future funding and delivery of the station.

Discussions are underway with the GLA regarding their objection to the planning application for replacement of the Grahame Park Concourse.

- **Delivering the Development Pipeline** – works have continued on the new 53-bedroom extra care housing development at Moreton Close with progress made on the third story block and brickwork during September 2017.

The Development Pipeline Programme Board has approved the strategic outline case for an extra care development at Stag House. The outline business case is due to be considered by ARG Committee in November 2017.

As part of Tranche 3 (Affordable housing on infill sites) two sites (Elmshurst Crescent and Basing Way) have been transferred to Open Door Homes during the quarter and works started on site. 27 homes for affordable rent will be delivered in total across these two sites. Planning, procurement and legal work has progressed for the other sites in the programme.

The scheme at Underhill Court was determined by the Planning Committee on 28 September 2017 and The Croft was determined in October 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 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 due course.

- **Helping people into work** – work to support the roll out of the apprenticeship levy has continued. Eight apprentices have been taken by the council on so far this year, and preparations are being made to take on others. Support has been given to community schools who have been taking on Early Years and School Sports apprentices. To improve employment and skills in the borough, the council has been working with partners to develop a traineeship programme for young people who aren't quite ready for an apprenticeship. This opportunity will be targeted at care leavers and other priority groups. BOOST Childs Hill and BOOST Burnt Oak have engaged over 400 residents and supported over 100 people into work.
- **Investing in key town centres and making Barnet the best place in London to be a small business** - residents of Golders Green have been invited to give their views on the town centre, which will support the development of a Town Centre Strategy. A draft Supplementary Planning Document for North Finchley Town Centre has been developed for consultation next quarter.

The Barnet Spacehive Community Fund – a platform for crowdfunding projects, has attracted a lot of attention. A number of projects in Barnet's town centres have successfully reached their target, including the Barnet Teenage Market, Syrian Kitchen and Love Burnt Oak Community Kitchen.

Performance indicators

B.22 One ARG indicator in the Corporate Plan has not met the quarterly target.

- **CG/C25 Income from estate (RAG rated RED)** - £1.56m against a target of £1.88m. There has been a lag in invoicing due to Property services being unable to bill for income owed due to some lease agreements still being negotiated. Once the lease agreements have been completed, Property services will invoice for the rental fees.

Corporate Plan Indicators²³

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
CPI	KPI001 (A&A)	Compliance with planning application statutory timescales (for major, minor, other applications)	Bigger is Better	75%	75%	86.4% (G)	86.1%	↑	83.1%	↑	No benchmark available
CPI	REGEN KPI01	New Homes Completed ²⁴	Bigger is Better	2,313	Monitor	282	241	↑	192	↑	No benchmark available
CPI	CG/C25	Income from the estate	Bigger is Better	£3.76m ²⁵	£1.88m	£1.56m (R)	£1.10m	↑	£1.5m	↑	No benchmark available
CPI	CG/S27	Percentage of council spend (excluding direct debits) with local businesses	Bigger is Better	Monitor	Monitor	36%	42%	↓	51%	↓	No benchmark available

²³ The Monitor indicators have been included for information.

²⁴ This measures all new homes in the borough, including as part of regeneration schemes and private development schemes.

²⁵ Published proposed annual target of £3.37m now finalised as £3.76m

Corporate Plan Indicators²³

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
CPI	CG/S1	Unemployment (of people on out of work benefits)	Smaller is Better	Monitor	Monitor	4.9% - (Jul 16 – Jun 17)	5.0% (Apr 16 - Mar 17)	↑	5.2% (Jul 15 - Jun 16)	↑	London 5.5% National 4.6% (July 16 - June 2017, Nomisweb)

Commissioning Plan indicators (not met target)²⁶

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
SPI	CG/C26	Barnet council apprenticeships	Bigger is Better	44	Monitor	5	3	↑	8	↓	No benchmark available

²⁶ The Monitor indicators have been included for information.

Risk management

B.23 ARG risks are held on the Re joint risk register. This includes 31 risks overall, which are being managed in line with the council's risk management framework. None are high level risks with a residual risk score of 15 or above.

HOUSING COMMITTEE

B.24 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	Q2 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	6,970	1,411	25.4

B.25 The projected overspend of £1.411m for Housing Needs and Resources represents 25.4% 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	-	(9,445)	35,979	(9,445)	(20.8)
HRA (Barnet Homes)	89,214	(6,551)	(23,977)	58,686	(30,528)	(26.9)

B.26 The forecast capital outturn for Housing Needs and Resources shows slippage of £9.445m as at Q2 2017/18. The land transfer of 19 discrete sites to Open Door Homes (ODH) was delayed. Five sites have now transferred. A planned schedule of work is in place and reflected in the business plan. The contractor will be appointed once the land transfer is completed. In addition, the micro sites project is still in the feasibility stage and will now not start until 2018/19.

B.27 The HRA capital forecast shows slippage of £30.528m at Q2 2017/18. The Extra Care pipeline project will now not start until 2018/19 (£15.300m). The buy-back part of the Dollis Valley project is now complete, however the remaining budget relating to shared equity costs will now not happen until 2018/19 (£3.300m). The Moreton Close build will not complete in 2017/18, resulting in £3.700m slippage. The acquisitions programme is anticipated to only complete a further three properties this year, slipping the remainder into 2018/19 (£3.000m).

Progress on key activities

B.28 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 paragraph B.27 above). A progress update on the key activities has been provided below.

16. **Grenfell fire** - following the tragic fire at Grenfell Tower in June 2017, Barnet Homes rapidly mobilised contractors to remove the cladding system on the three towers on the Granville Road estate in NW2, which had similar cladding panels as those on Grenfell Tower. Whilst this work progressed, risk mitigating measures including 24/7 fire wardens were deployed for safety and reassurance of residents. Good progress has been made on developing options for a suitable cladding system replacement, with a decision expected to be made early in the next quarter. Resident communication has been extensive to ensure those impacted are kept informed and are able to feedback their views.

Best practice fire safety surveys for the 28 tower blocks included in the programme have been completed and a prioritised programme of works, including the installation of centrally controlled alarm system and sprinklers, was approved by the Housing Committee on 23 October 2017.

- **Tackling homelessness** - new mitigations have been put in place, focusing on early intervention, prevention, family mediation and reduction in the use of Temporary Accommodation (TA). For example, the Customer Ready Team supports prevention activity by collecting all documentation ahead of customers' housing appointments, enabling the expanded specialist Prevention Team more time to complete casework and tenancy sustainment activities; the TA Reduction Project supports customers with move on opportunities; and the Family Mediation Pilot supports housing applicants who might become homelessness due to exclusion by their families and friends. These mitigations have delivered positive results. Overall numbers in TA have reduced to 2,675 (from 2,887 same time last year). The let2barnet team has procured 325 units in the private rented sector (YTD). Homelessness preventions delivered through the early intervention strategy have increased to 283 (532 YTD). To further increase affordable supply, 50 units will be purchased out of London, as part of the second phase of the acquisitions programme. A total of 20 properties had completed and a further 24 properties were undergoing the conveyancing process, representing a total of £7.15m of the £8m capital budget committed by the end of the quarter.
- **Driving up the quality of the private rented sector** – there are now 533 HMOs licensed in Barnet and 650 landlords have been accredited under the London Landlord Accreditation Scheme. 18 empty properties have been brought back into

residential use through advice and/or enforcement, bringing the total to 56 (year to date). A long-term empty property purchased by the council through CPO action was sold at auction. Gas Safety Week in September 2017 was used as a vehicle to raise awareness of issues with defective gas appliances, how people can help themselves to stay safe and how the council can assist where landlords are not taking the appropriate action. The HMO Licensing team attended the International Orientation fair at Middlesex University advising new students about the requirement for landlords to licence.

- **Providing suitable housing to support vulnerable people** – the new build extra care scheme at Moreton Close remains on schedule for completion in 2018/19.

Performance indicators

B.29 All Housing indicators in the Corporate Plan have met the quarterly target. However, one indicator in the Housing Commissioning Plan has not met the quarterly target.

- **BH/S4 Current arrears as a percentage of debit (RAG rated RED)** – 3.5% against a target of 3.1%. This variance equates to £209k of a £58m annual debit. There have been a series of IT system issues, including 1) a failure to record Housing Benefit and cash files onto the QL system, as well as a failure to receive cash files from CSG; and 2) an IT systems failure affecting new direct debit payments loading onto the Auddis system, which led to delays in collecting some housing rent payments. These issues have been resolved now.

Analysis has shown a steady increase in arrears within certain groups and bands of arrears. A more detailed analysis of trend data will be undertaken to identify any improvements that can be made to internal processes and systems.

Corporate Plan Indicators²⁷

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
CPI	REGEN KPI05	Delivery of affordable housing completions	Bigger is Better	112	Monitor	113	68	↑	100	↑	No benchmark available
CPI	BH/S2	Number of Homelessness Preventions	Bigger is Better	1,050	225	532 (G)	249	↑	450	↑	Rank 2 nd quartile (2016/17, DCLG)
CPI	BH/C4	Numbers of households in Temporary Accommodation	Smaller is Better	2,600	2,725	2,675 (G)	2,692	↑	2,887	↑	Rank 28 (out of 33 London Boroughs) (Q4 2016/17, DCLG)
CPI	BH/KPI 9	Families with Children in Temporary Accommodation ²⁸	Smaller is Better	Monitor	Monitor	64.4%	65.1%	↑	New for 2017/18	New for 2017/18	No benchmark available
CPI	EH02I	Compliance with Licensing Requirements for Houses in Multiple Occupation	Bigger is Better	60%	60%	69.4% (G)	64.0%	↑	68.7%	↑	No benchmark available

²⁷ The Monitor indicators have been included for information.

²⁸ New indicator – target set as Monitor for 2017/18 whilst baseline identified.

Commissioning Plan indicators (not met target) ²⁹											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
SPI	BH/S3	Length of stay in Emergency Temporary Accommodation (ETA)	Smaller is Better	Monitor	Monitor	49.16	56.1	↑	55.6	↑	No benchmark available
SPI	BH/C2	Percentage of those households in Emergency Temporary Accommodation (ETA) pending enquiries or found to be intentionally homeless	Smaller is Better	Monitor	Monitor	32.2%	32.9%	↑	29.1%	↓	Rank 25 (out of 33 London Boroughs (Q4 2016/17, DCLG)

²⁹ The Monitor indicators have been included for information.

Commissioning Plan indicators (not met target)²⁹

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
SPI	BH/S4	Current tenant arrears as a percentage of the annual rent debit	Smaller is Better	2.9%	3.1%	3.5% (R)	3.2%	↓	3.3%	↓	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	↔	1 unit	↓	No benchmark available
SPI	EH04A	Number of empty properties brought back into residential use	Bigger is Better	100	Monitor	18	40	↓	75	↓	No benchmark available

Commissioning Plan indicators (not met target)²⁹

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
SPI	EH04B	Number of private tenanted properties with Category 1 hazards (as defined by the Housing Act 2004) reduced to Category 2 (Cat 2) hazards	Bigger is Better	165	Monitor	22	44	↓	24	↓	No benchmark available

Risk management

B.30 Housing risks are held on The Barnet Group joint risk register. This includes nine risks overall, which are being managed in line with the council's risk management framework. One is a high level risk with a residual risk score of 15 or above. This is being managed as 'treat'.

- **NEW - TBG009 – Ensuring availability of funding for meeting best practice in fire safety (risk score 16).** This risk relates to the approach that the council and Barnet Homes are taking to ensure best practice in relation to fire safety in council tower blocks, and the need to ensure that funding is available for this. In the last quarter, a project board led by the council's CEO met regularly to review progress against key mitigations, including arranging the removal of Aluminium Composite Material (ACM) cladding at Granville Road, development of a costed programme of works to move beyond legislative requirements to deliver best practice in fire safety, and updating of the HRA Business Plan to take account of additional investment in fire safety measures. Progress was reported to the Housing Committee on 23 October 2017, where an updated HRA Business Plan was approved and the Committee agreed to recommend to Policy and Resources Committee that the additional investment in fire safety measures be increased from £10m to £17.5m.

ENVIRONMENT COMMITTEE

B.31 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	Q2 Projected Outturn £000	Variance from Revised Budget Adv/(fav) £000	Variance from Revised Budget Adv/(fav) %
Parking and Infrastructure	9,155	9,368	9,372	5	0.1
Street Scene	12,881	13,395	13,809	414	3.1

B.32 As at Q2 2017/18, parking and infrastructure is forecast to be in line with budget.

B.33 The projected overspend of £0.414m for Street Scene represents 3.1% of the total Delivery Unit budget (£13.395m). The overspend relates to increased costs of staffing and equipment and a project to reduce these costs has commenced. There are also currently unachieved savings that were to be delivered through the alternative delivery model and a restructure to deliver these is pending. The service is holding vacancies pending that restructure. The income target for trade waste is currently forecast to be overachieved.

Capital						
Service	2017/18 Budget £000	Additions/ (Deletions) £000	(Slippage) / Accelerated Spend £000	Projected Outturn £000	Variance from Approved Budget Adv/(Fav) £000	Slippage %
Parking and Infrastructure	2,686		- (350)	2,336	(350)	(13.0)
Street Scene	4,663		- -	4,663	-	-

B.34 The forecast capital outturn for Parking and Infrastructure shows slippage from budget of £0.350m which relates to the lines and signs project.

The Street Scene capital programme is currently forecast to be within budget.

Progress on key activities

B.35 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 environmental services** - Street Scene has completed its move out of Mill Hill Depot and into the new Oakleigh Depot. The move to the modern purpose built facility went smoothly with no impact on frontline services. Shortly after the new Depot opened, senior managers met with local residents to seek feedback on any impact the facility may have had and agreed to some additional measures to help screen the site such as plants and trees. Further improvements for Green Spaces satellite depots are also in progress and should be finalised by the end of 2017/18. The old Mill Hill Site has been fully released for development. Consultation with staff has been ongoing to enable a restructure proposal to go to General Functions Committee in November 2017. The 18-month Business Plan is being finalised to ensure modernised resilient services can be delivered, whilst frontline staff are supported to do their jobs. Barnet Waste Regulations went to go to Full Council on 31 October 2017 for adoption, following which a phased roll out of time banded collections will take place. New recycling collections for commercial waste are being offered to customers.
- **Delivering highways improvements** – A new Damage to Highways team has undertaken inspections and repairs covering circa 1,000 development sites in response to damaged highways and footways caused by building works.

Year 3 of the £50m Network Recovery Programme (NRP) has commenced. Seven NRP footway resurfacing schemes have completed to date at a cost of £951k; along with five carriageway resurfacing schemes at a cost of £493k and 44 carriageway micro-asphalt resurfacing schemes at a cost of £748k. 402 patch repairs have been completed on 66 roads as part of the proactive patching programme, which was launched last quarter. 49 per cent of the programme has been completed. Issues have been raised in relation to poor response times following service requests and officers will look to increase available resources to make sure that the service meets customer expectations in this area.

42 Local Implementation Plan (LIP) schemes are at various stages of design and development. Two schemes have been approved by area committee and will be implemented later this year. Squires Lane 20mph scheme consultation has been completed and will be implemented later in the year.

The Highway Adoption Policy was approved by Environment Committee in July 2017, providing additional powers to enforce illegal crossings.

- **Investing in parks and open spaces** – a Steering Group to oversee the delivery of the Playing Pitch Strategy has been established in partnership with Sport England, England and Wales Cricket Board, England Hockey, Football Association, Lawn Tennis Association and Rugby Football Union. The master planning exercise for the creation of a Sports Hub at Copthall is nearing completion; and additional master planning exercises have commenced for the creation of Sports Hubs at West Hendon Recreation Ground and Barnet Playing Fields, improvements to Victoria Park and the North West Green Belt sites (Scratchwood, Moat Mount and Barnet Woods). Planning consent has been obtained for the Development of Silkstream Valley Park and the design concept has been agreed with the developer for the re-development of Heybourne Park. A Tree Strategy including a five-year Strategic Tree Planting Programme has been developed and adopted.
- **Delivering regulatory services** – see paragraph C.16 for an update on services delivered by the Re contract.

Performance indicators

B.36 Two Environment indicators in the Corporate Plan (first two indicators) have not met the quarterly target; and two indicators in the Environment Commissioning Plan have not met the quarterly target (latter two indicators).

- **KPI 2.1-2.3 (NM) Highways defects made safe within agreed timescales (RAG rated RED)** – Fail. The result for this composite indicator cannot be determined due to data for KPI 2.3 (NM - Category 2 defects) still being finalised for September 2017.
- **SS/S3 Percentage of household waste sent for reuse, recycling and composting (RAG rated RED)** – 39.3% against a target of 43.7% for Q1 2017/18. There has been a slight drop in performance from the same time last year (39.4%) due to a decrease in kerbside dry co-mingled tonnages, third party recycling tonnages, waste electrical tonnages and food waste tonnages.
- **SS/C1 Waste tonnage – residual per household (RAG rated GREEN AMBER)** – 160.69kg per household against a target of 154.16kg per household. There has been a positive reduction in residual waste of 4.88kg per household in the past year. However, the tonnage of residual waste being disposed of by households continues at a high level and Barnet's performance was ranked in the lowest quartile of the 33 London Boroughs in the final 2016/17 outturn. 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.
- **SS/C2 Waste tonnage – recycling per household (RAG rated RED)** – 104.09kg per household was recycled against a target of 119.64kg per household for Q1 2016/17. There has been a negative reduction in recycling of 3.68kg per household in the past year. A dry recycling contamination plan is being developed to address the rise in contaminated recycling collections (8.53% compared with 8.32% last year) and recycling messages in Barnet First.

Corporate Plan Indicators											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
CPI	KPI NM 2.1-2.3	Highways defects made safe within agreed timescales	Bigger is Better	100%	100%	Fail ³⁰ (R)	98.4%	Not comparable	Data not available	Data not available	No benchmark available
CPI	SS/S3	Percentage of household waste sent for reuse, recycling and composting	Bigger is Better	42%	43.7%	39.3% (R)	32.7% (Q4 2016/17)	↑	39.4%	↓	Rank 7 (out of 25 London Boroughs) (Q1 2017/18, Wasteflow)

Commissioning Plan indicators (not met target)											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking

³⁰ Result cannot be determined as Re still finalising September 2017 data for KPI 2.3 (NM) Highways Category 2 Defects Rectification completed on time

Commissioning Plan indicators (not met target)											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
SPI	SS/C1	Waste tonnage – residual per household	Smaller is Better	590.85k g HH	154.16k g HH (Q1 2017/18)	160.69k g HH (GA) (Q1 2017/18)	150.23k g HH (Q4 2016/17)	↓	165.57kg HH (Q1 2016/17)	↑	.Rank 21 (out of the 25 London Boroughs) (Q1 2017/18, Wasteflow)
SPI	SS/C2	Waste tonnage – recycling per household	Bigger is Better	427.97k g HH	119.64k g HH (Q1 2017/18)	104.09k g HH (R) (Q1 2017/18)	72.99kg HH (Q4 2016/17)	↑	107.77kg HH (Q1 2016/17)	↓	No benchmark available

Risk management

B.37 Environment risks are held on the Environment and Parking and Infrastructure risk registers. The Environment risk register includes 33 risks and 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 with a residual risk score of 15 or above.

COMMUNITY LEADERSHIP COMMITTEE

B.38 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.39 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. In the last 12 months (to August 2017) there were 67 crimes per 1,000 residents in Barnet, which was 7th lowest rate of total crime per person out of all 32 London boroughs. The rate of violent crime is even lower: Barnet had the 3rd lowest rate of violent crime with 5.8 Violence with Injury offences per 1,000 population. In the current rolling 12 months (to October 2017) there has been a 7 per cent reduction in burglary (from 3,680 offences down to 3,406).

In order to build on the successes achieved in reducing burglaries in Barnet, the council and police have implemented a joint project to expand the Automatic Number Plate Recognition (ANPR) camera coverage across the borough. The cameras are monitoring the key routes into Barnet 24 hours a day. These cameras will help prevent crime involving vehicles and will provide information and evidence to catch and convict offenders.

17. **Supporting those with multiple needs** - there are multiple strands of work that are seeking to support those with multiple needs. All Barnet CCG patients identified under the national Transforming Care Plan have been discharged. The robust multi-disciplinary admissions avoidance process is now well established and there have been no new admissions of adults with learning disabilities/autism with complex needs to assessment and treatment hospitals since June 2016. The impact of the process mitigates future risks and is also providing a good understanding of residents' needs.

Work is underway with the new service provider of substance misuse services to improve performance. A single point of access for information, advice and support with regards to substance misuse is in place, which includes a holistic and thorough health and wellbeing assessment. Work is in progress to link up substance misuse, mental health and domestic violence services to provide more integrated support.

An audit of Domestic Violence and Abuse (DVA) and Violence Against Women and Girls (VAWG) cases is being carried out where the victim or perpetrator has had co-existing mental health or substance misuse needs. This will provide a more in-depth understanding of learning opportunities and gaps in services.

There is also a large programme of work underway to tackle homelessness, focusing on early intervention, prevention, family mediation and reduction in the use of Temporary Accommodation (TA).

- **Co-ordinating a package of measures to support community activity** – Barnet’s crowdfunding platform, Barnet Together, launched in July 2017. 19 community projects have been pitched since the launch and six of these have achieved their fundraising target, five of which did not require any financial contribution from the council.

Volunteering opportunities have continued to be promoted, including in a borough-wide communications campaign – and the impact of this work was reflected in the positive results of the latest residents’ perceptions survey in Spring 2017, which showed that 30 per cent of residents volunteered regularly (up from 23 per cent in Spring 2016). For staff, a new intranet page on volunteering has been created and a ‘lunch and learn’ dementia-friends training session was held in September 2017.

A new Barnet Community webpage is in development, which will showcase how residents and businesses can get more involved in the community and signpost community and voluntary groups to support available to them in the borough. This will be launched next quarter. An update on the delivery of the Community Participation Strategy will be shared with the Community Leadership Committee in November 2017

- **Emergency planning, preparedness and response** – local Counter Terrorism officers delivered a briefing and awareness session to Members at Hendon Town Hall. They were shown the three new ‘Run, Hide, Tell’ videos recently released by the National Counter Terrorism Security Office, which are available online. They include guidance on what to do should you be caught up in an incident.

In July 2017, the Emergency Planning Manager, along with colleagues from the Community Engagement team, attended the Youth Practitioners Forum to deliver a presentation on emergency resilience and young people. The idea of involving children and young people in planning for emergencies via a range of fun activities was well received and new opportunities for joint working have been initiated.

The Barnet Borough Resilience Forum met in July 2017 and was attended by a wide range of multi-agency resilience partners. The purpose of the forum is to share information and experiences following recent incidents, undertake joint planning and resilience exercises and agree emergency response arrangements for major incidents in the borough.

The Barnet Emergency Response team has continued to support local, live, multi-agency exercises along with faith and voluntary groups from the local community 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.

The council has continued to assist the London Borough of Kensington and Chelsea and London Borough of Camden in the wake of the Grenfell Tower incident with mutual aid to support the Emergency Control Centre, Rest Centres, Local Authority Liaison function and provided volunteers, Housing Assessment and Social Work staff to the Grenfell Assistance Centre. The Emergency Planning team

remain involved in the debrief and feedback from this incident, including identifying lessons to be learned by local authorities and other agencies.

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. Business continuity arrangements have continued to be embedded to ensure the maintenance of priority and critical services during internal incidents.

Performance indicators

B.40 All Community Leadership indicators in the Corporate Plan and Commissioning Plan have met the quarterly target.

Corporate Plan Indicators³¹

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
CPI	CG/C33	Overall crime rate in Barnet – Total Notifiable Offences	Smaller is Better	Sustain Reduction	Monitor	67.58	66.9	↓	New for 2017/18	New for 2017/18	No benchmark available

Commissioning Plan Indicators (not met target)³²

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
SPI	CG/C2	Percentage of repeat cases of Domestic Violence to MARAC	Smaller is Better	Monitor	Monitor	14%	8.3%	↓	2.9%	↓	National 25% (April 2015 - March 2016, Safelife)

³¹ The Monitor indicators have been included for information.

³² The Monitor indicators have been included for information.

Commissioning Plan Indicators (not met target)³²

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
SPI	CG/C3	Sanction Detection Rate of 'Domestic Abuse - Violence with Injury' Offences	Bigger is Better	Monitor	Monitor	28.1%	30.4%	↓	35%	↓	Met Police 34.5 (12 months to June 2017)
SPI	CG/C4	Proven re-offending rate (Ministry of Justice)	Smaller is Better	Monitor	Monitor	22.0%	19.6%	↓	23.1%	↑	London 24% (July 2014-June 2015, Ministry of Justice)
SPI	CG/C27	Racist & Religious Hate Crime	Smaller is Better	Monitor	Monitor	667	717	↑	608	↓	No benchmark available

Risk management

B.41 Community Leadership risks are held on the Customer Strategy, Communications and Assurance (CSCA) service risk register. See paragraph A.17 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 below³³.

Service	Update on service area
Barnet Homes	<p>There has been a continued focus on Tackling homelessness, with new mitigations put in place further reducing the numbers in temporary accommodation. In relation to Fire Safety, the removal of the cladding system on the three tower blocks on the Granville Road in NW2 was completed. Best practice surveys of all 28 blocks have been completed and a prioritised programme of works was approved by the Housing Committee on 23 October 2017.</p> <p>Preparatory work for implementation of both the Homelessness Reduction Act (April 2018) and Universal Credit (February 2018) are underway to ensure the continued effectiveness of services in response to impending changes.</p>
TBG Open Door	<p>The transfer of a number of sites to Open Door Homes (ODH) was delayed. Five sites have now transferred. ODH are working with Letters of Intent or Pre-Contract Services Agreements to be ready to appoint contractors to the main contract as soon as planning permission is in place and the sites are transferred.</p>
Your Choice Barnet	<p>Your Choice Barnet has supported 10 people into employment to date and continues to identify positive outcomes with the people supported by the services. There has been ongoing dialogue with the council over action that is being taken with regard to referrals and recruitment.</p>

C.3 Corporate Plan and Commissioning Plan indicators and joint risks with The Barnet Group have been reported in the Housing Committee section (see paragraphs B.33-

³³ There is no update on TBG Flex. As an internal employment company, it does not have any performance or activity measures.

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.29.

	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened	Monitored only	No. indicators
The Barnet Group ³⁴	88% (14)	0% (0)	0% (0)	13% (2)	69% (11)	31% (5)	3	19

C.4 The Barnet Group also reports on a number of operational indicators (KPIs). One KPI has not met the quarterly target.

- **BH/KPI 10 Total number of new build starts on site (RAG rated as RED)** – 80 against a target of 150. The Open Door Homes (ODH) Board approved to enter building contracts and start on site for 90 homes during the quarter. However, only 27 resulted in actual starts on site. This was primarily due to a delay in the transfer of sites from the council to ODH, which has now been resolved. Three further sites with seven homes should transfer in the next quarter.

³⁴ Includes indicators in the Corporate Plan and Housing Commissioning Plan reported in Part B.

Contract Indicators (not met target)

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
KPI	BH/KPI 10	Total number of new build starts on site	Bigger is Better	211	150 (cumulative)	80 (cumulative) (R)	53	↑	New for 2017/18	New for 2017/18	No benchmark data

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 (in the Corporate Plan and Commissioning Plan) and risks have been captured as part of the CELS Committee section (see paragraphs B.12-B.21).

	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened	Monitored only	No. indicators
Cambridge Education ³⁵	92% (11)	8 (1)	0% (0)	0% (0)	100% (10)	0% (0)	0	12

C.7 The contract with Cambridge Education also includes a number of operational contract indicators (KPIs). One contract indicator has not met the quarterly target.

- **CES/S4ii Responses to Member enquiries (RAG rated GREEN AMBER)** – 96% against a target of 100% (1/16). This was the result of one missed enquiry on Special Educational Needs (SEN) where an administrative issue resulted in a delay. Cambridge Education has checked their processes to avoid any recurrence.

C.8 Provisional results from the Department for Education (DfE) are available for the national examinations and assessments that took place across the primary and secondary phases in summer 2017. Final confirmed Primary results will be available later in the autumn term and final secondary results will be published early in the New Year and reported to CELS Committee.

C.9 Joint risks with Cambridge Education have been reported in the CELS Committee section (see paragraph B.17).

³⁵ Includes indicators in the Corporate Plan and CELS Commissioning Plan reported in Part B.

Contract Indicators (not met target)											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
KPI	CES/S4 4ii	Responses to members' enquiries within target timescale	Bigger is Better	100%	100%	96% (GA)	100%	↓	95%	↑	No benchmark available

CUSTOMER AND SUPPORT GROUP (CSG)

C.10 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
Corporate Programmes	<p>CSG delivers the council's large-scale transformation and capital programmes and projects. During the quarter, work delivered has included completion of the Depot Relocation programme, enabling the vacation of Mill Hill East Depot; supporting the go-live of full self-service across Libraries; continuing with the design stages for delivering primary, secondary and special educational needs school places; supporting the OJEU procurement process to appoint a new Leisure Provider; supporting management of the Strategic Construction Partnership; and concluding the pre-start on site activities for the Tarling Road Community Centre.</p>
Customer Services	<p>See paragraph A.12 for Customer Services satisfaction measures.</p> <p>Customer satisfaction continued to perform well with Face to Face (F2F) achieving two consecutive months of first place in the GovMetric channel satisfaction index league table across more than 70 councils. Also web satisfaction rose to third place in August 2017. All KPI's for the quarter were met. One PI 'calls answered in SLA' was not met (75% against an 80% target) due to training requirements.</p> <p>Members enquiries responded to within five days (target 95%) has been achieved consistently and has continued to improve throughout the quarter, particularly within Re, where there is now a dedicated Member Liaison Officers for each Area Committee.</p> <p>In terms of channel shift, the Civica Direct Debit form along with web content improvements and updates to Annual Billing inserts has contributed towards channel shift for the Revenue and Benefits service.</p> <p>Social Care Direct service has successfully transitioned to the new operating model. The team has returned to its original size of seven advisors, with the funding for additional staff moving into Adult Social Care, to focus on prevention and early intervention.</p>
Estates	<p>An Estates improvement plan has been put in place following slow progress in addressing outstanding issues and a low commissioner satisfaction score. This encompasses audit actions and the acceleration of existing action plans to ensure delivery against the output specification. It also includes a team restructure across the Property and Building Services teams. The Property Services Team has delivered c.700 asset valuations and completed four land transfers.</p>

Service	Update on service area
Finance	<p>The statutory deadline of 30 September 2017 to approve the Statement of Accounts and Pension Fund accounts was met by Finance. However, the audited Whole of Government Accounts were submitted late on 9 October 2017 due to issues with Government's portal.</p> <p>A meeting was held with the Pensions Regulator to discuss the non-completion of the 2016 Scheme Return. A rectification plan is in place to address the Pensions Administration deficiencies, which led to the notice; and a report has been presented to the Pension Fund Committee and Local Pension Board.</p> <p>An improvement plan to address issues identified in the 2016/17 accounts closure process and audit has been developed. This will focus on the main accounts and incorporate the Pension Fund accounts. This will be reported to Audit Committee in November 2017.</p>
Human Resources (HR)	<p>The priority areas for HR to be included in a People Plan have been determined. Work has continued on supporting the roll out of The Way We Work (TW3) pilots; recruitment and retention of social care staff; agency spend reduction; and the Ofsted improvement plan.</p> <p>The Core HR Upgrade has been completed. This was a technical upgrade to transfer over to new infrastructure and an upgraded version of the software. The upgrade provides additional functionality for improved reporting.</p> <p>Performance Review Pay Awards have been paid following a detailed moderation process. This is the first time this process of pay uplifts has been used.</p> <p>Following the Pensions remedy notice, the HR team has worked closely with the Pensions team to tighten up on the reporting and governance in place, including quality checks and improved transparency of data.</p>
Information Systems	<p>In response to feedback, IT has put more focus on Problem Management, Major Incidents and Service Reviews this quarter, which has assisted them in reducing major incidents by over 20 per cent in comparison to the last quarter.</p> <p>Use of 'Service Now' self-service has significantly increased to 629 in September 2017 (from 23 in May 2017).</p> <p>Office 365 and Unified Communications, which will support the move to Colindale and more flexible working, are being piloted over a six week period,</p>

Service	Update on service area
Procurement	<p>The evaluation for Leisure Management Services has been concluded; along with completion of a key planning tender for housing construction (Upper and Lower Fosters Master), iteration of the Brent Cross Thameslink Procurement strategy, and development of a Competitive Dialogue procedure for Children, Adolescents, Mental Health services (CAMHS).</p> <p>A Procurement strategic workplan was agreed in July 2017 by the Procurement Board and good progress has been made against this, including new Terms of Reference for the Procurement Board, and starting development of an overarching contract management strategy that takes a risk-based approach to managing council contracts. A review of Contract Procedure Rules is planned during 2017/18 to ensure that controls are appropriate and support effective operational delivery. Audit recommendations are progressing and all actions are due for completion in November 2017.</p>
Revenue and Benefits	<p>Revenues and Benefits achieved all three KPI's for the quarter. Discretionary Housing Payment is back within target and expected to remain on track for the rest of the year.</p> <p>Direct Debit take up has risen from 85,161 at the end of March 2017 to 88,949 at the end of September 2017 (4.4% increase). Work continues to identify additional customers to encourage uptake of Direct Debit.</p> <p>A new suite of online forms will be added to the self-service options currently available and these will be integrated into the MyAccount offering as part of the Customer Transformation Programme later in the year. The new platform will also allow the introduction of electronic billing for Council Tax customers.</p>
Safety, Health and Wellbeing (SHaW)	<p>The SHaW team completed an increased number of audits in September 2017 and assisted with the move to the new Depot to ensure H&S was paramount.</p> <p>A new Contractor Management process has been introduced to Delivery Units and CSG Estates as a pilot with full implementation to be rolled out from 31 March 2018. Ongoing support was provided to Delivery Unit's liaising with H&S champions in supporting staff and providing improved information and guidance through communication via microsites, campaigns and the SHaW intranet site.</p>

Budget position

Revenue					
Service	Original Budget £000	Revised Budget £000	Q2 Projected Outturn £000	Variance from Revised Budget Adv/(fav) £000	Variance from Revised Budget Adv/(fav) %
CSG	21,161	21,836	22,036	200	0.9

C.11 The projected overspend of £0.200m for CSG represents 0.9% of the total Delivery Unit budget (£21.836m). Income is forecast to be below budget due to a shortfall in schools traded income and in print / photocopying recharges, offset by higher than budgeted recovery of court costs.

Performance indicators

C.12 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.13). Both indicators have met the quarterly target.

	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened	Monitored only	No. indicators
CSG ³⁶	62% (23)	3% (1)	0% (0)	35% (13)	76% (22)	24% (7)	0	37

C.13 The contract with CSG also includes a number of operational indicators (KPIs). 14 KPIs have not met the quarterly target resulting in a contractual failure.

- **HR16 CSG/C13 DBS Verification Adults (RAG rated GREEN AMBER)** – 99.1% against a target of 100%. The HR team had intermittent IT issues that prevented access to DBS applications affecting performance.
- **HR17a CSG/C14 Payroll Accuracy - Payroll Error Rates (RAG rated RED)** – 0.7% against a target of 0.1%. Payroll accuracy was missed in July 2017 due to an issue with overtime arrears calculation, which resulted in overpayments. Affected staff were notified and a rectification plan put in place. Performance in August 2017 and September 2017 was back within target.
- **FIN29 CSG/C29 Budget forecasting - % variance to budget (RAG rated RED).** This indicator has failed due to data not being finalised.
- **FIN32 CSG/C32 External audit completed (RAG rated RED).** This indicator has failed due to a delay in issuing the Audit Completion Report from the external auditors. A Service Improvement Plan has been developed to address the issues identified in the 2016/17 audit process.

³⁶ Includes indicators in the Corporate Plan reported in Part A under Central Services.

- **User satisfaction and commissioner satisfaction indicators (RAG rated RED).**

Two surveys are carried out each year on internal customer satisfaction with the services provided by Capita – one for service users and one for commissioners (i.e. those who use the strategic aspects of services). The contractual target is for satisfaction to be in the upper quartile for councils using a CIPFA benchmark. Since last year satisfaction has increased (mostly in IT), with the exception of estates and procurement. This is in the context of significant savings being delivered through the Capita contract. All areas remain below the upper quartile targets and Capita has been asked to set out its plans to improve satisfaction to meet these in the coming years. It should be noted that the response rate was relatively small (around 50 per cent of users in most areas), which impacts on the representativeness of the results.

Contract Indicators (not met target)											
Ref	Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking	
KPI	HR16 CSG/C13	DBS Verification Adults	Bigger is Better	100%	100%	99.13% (GA)	100%	↓	100%	↓	No benchmark available
KPI	HR17a CSG/C14	Payroll Accuracy - Payroll Error Rates	Smaller is Better	0.1%	0.1%	0.7% (R)	0.12%	↓	0.1%	↓	No benchmark available
KPI	FIN29 CSG/C29	Budget forecasting - % variance to budget	Smaller is Better	0%	0%	Fail ³⁷ (R)	Pass	↓	Pass	↓	No benchmark available
KPI	FIN32 CSG/C32 (Annual)	External audit completed	Bigger is Better	Report submitted by 18 July 2017	Report submitted by 18 July 2017	Fail ³⁸ (R)	Not reported in Q1 2017/18	Not reported in Q1 2017/18	Not reported in Q2 2016/17	Not reported in Q2 2016/17	No benchmark available
KPI	IS14 CSG/C10	User Satisfaction - IT	Bigger is Better	3.79	3.79	3.27 (R)	No survey in Q1 2017/18	No survey in Q1 2017/18	2.38	↑	No benchmark available
KPI	HR19 CSG/C17	User satisfaction - HR	Bigger is Better	4	4	2.82 (R)	No survey in Q1 2017/18	No survey in Q1 2017/18	2.69	↑	No benchmark available

³⁷ Result yet to be agreed, until then the KPI failed.

³⁸ Report not submitted on time.

Contract Indicators (not met target)											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
KPI	PR23 CSG/C23	User satisfaction - Procurement	Bigger is Better	3.28	3.28	2.47 (R)	No survey in Q1 2017/18	No survey in Q1 2017/18	2.85	↓	No benchmark available
KPI	ES27 CSG/C28	User satisfaction - Estates	Bigger is Better	4.12	4.12	3.14 (R)	No survey in Q1 2017/18	No survey in Q1 2017/18	3	↑	No benchmark available
KPI	FIN34 CSG/C34	User satisfaction - Finance	Bigger is Better	3.41 (Upper quartile score)	3.41 (Upper quartile score)	2.49 (R)	No survey in Q1 2017/18	No survey in Q1 2017/18	2.42	↑	No benchmark available
KPI	Super KPI39c CSG/C40	Commissioner Satisfaction - Corporate IS	Bigger is Better	3.45 (Upper quartile score)	3.45 (Upper quartile score)	2.75 (R)	No survey in Q1 2017/18	No survey in Q1 2017/18	1.74	↑	No benchmark available
KPI	Super KPI 39e CSG/C42	Commissioner Satisfaction – HR	Bigger is Better	3.8	3.8	2.36 (R)	No survey in Q1 2017/18	No survey in Q1 2017/18	2.20	↑	No benchmark available

Contract Indicators (not met target)											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
KPI	Super KPI39d CSG/C4 1	Commissioner Satisfaction - Procurement	Bigger is Better	3.32	3.32	2.98 (R)	No survey in Q1 2017/18	No survey in Q1 2017/18	2.95	↑	No benchmark available
KPI	Super KPI39b CSG/C3 9	Commissioner Satisfaction - Estates	Bigger is Better	3.85 (Upper quartile score)	3.85 (Upper quartile score)	1.69 (R)	No survey in Q1 2017/18	No survey in Q1 2017/18	2.03	↓	No benchmark available
KPI	Super KPI 39f CSG/C4 3	Commissioner Satisfaction – Finance	Bigger is Better	3.68	3.68	2.62 (R)	No survey in Q1 2017/18	No survey in Q1 2017/18	2.57	↑	No benchmark available

Risk management

C.14 The CSG joint risk register includes 43 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. These are being managed as 'treat'.

- **CSG26 - Inadequate awareness of LBB staff relating to data protection (risk score 15).** This risk focuses on inadequate security controls and governance training for council 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. Training has been included in the GDPR action plan
- **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. The new Service Improvement Plan and structure will be fundamental to meeting income targets. In the short term the Estates Service has the ability to draw on wider Capita resource if required. There is increased senior management resource and focus on these activities.

Contract variations

C.15 There have been four variations to the CSG contract in the last quarter (see table 12 below).

Table 12: Contract variations (Q2 2017/18)

Ref	Title	Description	Change Raised by	Status at 30 Sep 2017	Financial Impact (over the life of the contract)	Service Impacted
No financial impact						
CR128	Correction of RPO time on CR123	RPO for Tier 2 system was changed from 1 hour to 48 hours, this reference was made in error	Service Provider	Approved	£0.00	Information Systems
CR131	CIPFA survey amendments Jun 2018	Amendments to CIPFA survey for Year 4 (An addition to the agreed changes from CR81)	Service Provider	Approved	£0.00	All
With financial impact						

Ref	Title	Description	Change Raised by	Status at 30 Sep 2017	Financial Impact (over the life of the contract)	Service Impacted
CR127	Extension CR074 - NNDR Analyse Local RV finder and forecasting service.	Providing analysis of rating list to identify improved properties and appeals forecasting. In 2015/16 the annual cost of £11,000 generated additional income of £383,000 for LB Barnet's share of business rates	Authority	Approved	£66,000.00	Revenues and Benefits
CR136	Choose care	Full and final closure and settlement of Schedule 44 : Choose care service, and its obligations and liabilities	Service Provider	Approved	-£29,954.24	Adults

REGIONAL ENTERPRISE (RE)

C.16 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
Re review	The outcome of the review will be reported to Performance and Contract Management Committee on 28 November 2017. The Member Working Group has agreed the headline findings and conclusions.
Planning (Development Control)	<p>429 requests to investigate an alleged breach of planning control were received during the quarter; and 57 Enforcement Notices (excluding Planning Contravention Notices) were served. Of those requests that have not led to formal action (and the serving of an Enforcement Notice), more than half were cases where no breach of planning control had occurred, with the rest of the cases being resolved through informal negotiation or relating to breaches so minor that they did not warrant the taking of formal enforcement action.</p> <p>A planning enforcement notice requiring the demolition of several cabins and buildings used as dwellings was upheld after a public inquiry earlier this year. And, following a court hearing, a rare Enforcement Order suspending the immunity periods and allowing enforcement action out of time where the owner has sought to deceive the Local Planning Authority (LPA) as to the age, lawfulness or existence of a development was obtained for a house in Clifton Gardens that had been converted into flats. An Enforcement Notice will be served demanding that the land be restored to a single dwelling house.</p>
Building Control	99 per cent of planning decisions were made within statutory timescales, above the 98 per cent target.
Strategic Planning	<p>Barnet Community Infrastructure Levy (CIL) receipts totalled £4.3m (compared to £3.6 million last quarter) and TfL CIL receipts totalled £477k (compared to £2.1 million last quarter). £334k was collected to pay for s106 planning obligations (compared to £3.1m last quarter). S106 income is variable. The Q1 2017/18 figures were high because of receipt of £2.3m from one scheme as an affordable housing payment, as well as a number of smaller contributions. Next quarter, c£4.7m is anticipated from a s106 for a development in Colindale for works to Colindale Station.</p> <p>Further to Audit recommendations in May 2017, Exacom, an integrated system for management of CIL and s106 funding has been implemented to improve the tracking of funds. From 1 October 2017 onwards, CIL notices will be issued from the new system. Good progress has been made on migrating over historic data, with about 50 per cent of CIL and 10 per cent of s106 transferred.</p> <p>The 2017 Architecture Awards competition has been launched to promote well-designed buildings and open spaces. All short-listed</p>

Service	Update on service area
	<p>properties will be visited by a judging panel, with the winner announced at an award ceremony in November 2017. Residents will be able to vote for their favourite shortlisted project to decide the 'People's Choice Award'.</p>
Regeneration	<ul style="list-style-type: none"> • Brent Cross Cricklewood and Colindale (see paragraph B.21 above). • Dollis Valley - the Dollis Valley Partnership Board meeting took place on the 13 September 2017 for all partners to provide an update on their respective areas around regeneration. Phase 2A construction has been completed. London & Quadrant (L&Q) have moved all tenants due in Phase 2A into their respective new homes. L&Q confirmed Phase 2B resident choices are all complete. Tenants for Phase 2B are anticipated to be moved early next year with the remainder moves anticipated to be completed by the end of next year. The Planning Application for Phase 3 has been submitted. The Plan, if approved, will deliver 115 new units. The developer is reporting projected viability issues on the later phases of the scheme and officers are discussing options with their technical team. • Grahame Park - all handovers on Plot 6 have completed four months ahead of contract with provision of 92 units in total, of which 45 private, 39 shared ownership and 8 social rent. Countryside will now vacate Plot 9A to hand back to the council (to be used as electric car parking for the new office). Approval of the outline business case for the Colindale Community Hub was given at ARG Committee on 4 September 2017. This will deliver a new fit-for-purpose Community, Health and Children's Centre for the residents and the wider area. The planning applications for plots 10, 11 and 12 are progressing through the planning process and are due for consideration at Planning Committee on 23 November 2017. The Mayor of London has raised some significant challenges to the application concerning the level of social rented homes to be provided. The developer, Genesis, and council officers are working with GLA officers to find a solution. It is likely that plots 11 and 12 on the site of the existing concourse will need to be redesigned somewhat in order to provide additional homes. • Granville Road – 13 pram sheds have been acquired, with a further three proceeding. Terraquest (the land referencing service) has issued a survey to all residents to confirm details on land ownership. Feedback from Granville Estate's Residents' Association (GERA) has suggested that some residents were not happy with the exercise and would like further information about the development. In response, display boards are being put up in the local library, along with a new notice board on the estate with up-to-date plans and promotion of the new Granville LLP website. Work is continuing

Service	Update on service area
	<p>to deliver planning condition discharge and stopping up the necessary walkways etc. LFB are to be consulted regarding fire access during the works. The project is currently responding to the challenge of having two contractors on the same site following the removal of the high rise cladding. Project managers from both contactors are sensitive to resident issues.</p> <ul style="list-style-type: none"> • Mill Hill East - developers have sold and occupied 511 private and affordable dwellings. An offer in respect of the final plots is being progressed. • Stonegrove Spur Road - 81 units delivered. Whilst developments on site are nearing completion, Highways works have not been progressed to the standard expected by Highways England with outstanding actions expected of Barratts. Further meetings and discussions are taking place with Barratt to resolve the matter. • Upper and Lower Fosters – Allies and Morrison were appointed as Architects and Master Planners. Residents participated positively with the co design team following a number of Open and community steering group meetings. Ideas will be developed further via design iterations and complimented with a study tour in October 2017. Further site surveys have been commissioned around utilities and Highways to help inform the design process. A RIBA stage 1 design report is expected mid-November 2017. • West Hendon - three CPO2 properties were acquired during September 2017. In total 14 of 34 leasehold interests in CPO2 have been acquired. 230 resident surveys have been completed as part of the research conducted by trained residents in support of developing a Neighbourhood Development Strategy (anticipated mid-November 2017) and funded by the Metropolitan Housing Trust.
Environmental Health/Trading Standards	<p>Funding has been secured from the Greater London Authority (GLA) to progress a freight consolidation project to reduce pollution and congestion; and a new Scientific Consultant has been appointed to help progress this work.</p> <p>Trading Standards has achieved three successful prosecutions in relation to street trading/boards, resulting in £1,586 and £600 being awarded to the council from two of the cases. Two joint operations were undertaken with the Licensing team and the police. The first related to under age sales and the second to licensing compliance around the late night economy. Minor compliance issues were found and the Licensing team are working with the premises involved to resolve these. As part of London Trading Standards week staff carried out visits to retailers selling electrical products to check that items on sale were safe and had adequate safe usage instructions. Safety concerns were raised at eight premises and unsafe items destroyed.</p>

Service	Update on service area
	<p>A number of tobacco test purchases were undertaken with the police. Premises found selling to persons under the age of eighteen will be invited in for a Police and Criminal Evidence Act 1984 (PACE) interview and appropriate legal action taken.</p> <p>The Food Standards Agency (FSA) has accepted the action plan submitted in response to the audit in May 2017. The final audit report has been amended to better reflect some of the positives of the audit findings, along with the inspection deficit narrative to better explain the lower risk nature of the issues.</p> <p>Contraventions were found at meat manufacturer following a routine food standards inspection in August 2017. The FSA has been notified and the products recalled. Improvement Notices under the Food Information Regulations Act (2014) have been served on the premises..</p>
Cemetery and Crematorium	<p>The pre-sale of the new courtyard mausoleums that will be built in the autumn 2017 has been secured. The first twelve mausoleums will be built, with an option to build more depending on demand.</p>
Highways Network Management	<p>A new Damage to Highways team has undertaken inspections and repairs covering c1,000 development sites in response to damaged highways and footways caused by building works.</p> <p>Seven Network Recovery Programme (NRP) footway resurfacing schemes have completed to date at a cost of £951k; along with five carriageway resurfacing schemes at a cost of £493k and 44 carriageway micro-asphalt resurfacing schemes at a cost of £748k.</p> <p>402 patch repairs have been completed on 66 roads as part of the proactive patching programme, which was launched last quarter. 49 per cent of the programme has been completed.</p> <p>42 LIP schemes are at various stages of design and development. Two schemes have been approved by area committee and will be implemented later this year. Squires Lane 20mph scheme consultation has been completed and will be implemented later in the year.</p> <p>Following an investment in technology, additional recruitment and improved management processes, all 2,143 Highways safety inspections were completed on time for the second quarter this year.</p> <p>The Highway Adoption Policy was approved by Environment Committee in July 2017, providing additional powers to enforce illegal crossings.</p> <p>Category 1 responsive repairs have transferred to Conway Aecom. The work had been previously carried out by the in-house contractors (DLO).</p>

Budget position

Revenue					
Service	Original Budget £000	Revised Budget £000	Q2 Projected Outturn £000	Variance from Revised Budget Adv/(fav) £000	Variance from Revised Budget Adv/(fav) %
Re	(824)	326	429	103	31.6

C.17 As at Q2 2017/18, Re is forecasting an overspend of £0.103m which is mainly due to a shortfall in highways income.

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 %
Re	142,574	11,337	(14,905)	139,006	(3,568)	(10.5)

C.18 The Re capital programme has decreased by £3.568m. The Carriageway project is underspending and £2.000m of capital budgets has been slipped to reflect a realistic spend in 2017/18. £8.160m of regenerations schemes have slipped to 2018/19 as a result of delays securing major service providers. This is offset by an addition of £11.200m relating to Colindale station which is funded by Section 106 funding. Other slippage is primarily as a result of fewer CPOs on the empty properties programme than anticipated, resulting in the re-profiling of the budget into future years.

Performance indicators

C.19 Corporate Plan and Commissioning Plan indicators for Re have been captured as part of the ARG, Housing and Environment Committee sections (see paragraphs B.22, B.29 and B.36). 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.36.

	Green	Green Amber	Red Amber	Red	Impro ved/ Same	Worse ned	Monit or only	No. indicat ors
Re ³⁹	91% (48)	0% (0)	2% (1)	8% (4)	71% (36)	29% (15)	11	64

C.20 The contract with Re also includes a number of operational indicators (KPIs). Four KPIs have not met the quarterly target resulting in a contractual failure.

³⁹ Includes indicators in the Corporate Plan and ARG, Housing and Environment Commissioning Plans reported in Part B.

- **EH07 Unit cost of disabled adaptations (RAG rated RED)** – £7,859 against a target of £7,500. Performance has been impacted by high value cases, inflation and indexation.
- **KPI 2.2 (NM) Highways Category 1 Defects Rectification Timescales completed on time (48 hours) (RAG rated RED)** - 98.2% against a target of 100% (7/387). Category 1 responsive repairs transferred to Conway Aecom In July 2017. The work had been previously carried out by the council's in-house contractors (DLO). Due to the complexity of the transfer process, it was anticipated that performance might drop in this initial period whilst the contractor adjusted to the new operation.
- **KPI 2.3 (NM) Highways Category 2 Defects Rectification completed on time (RAG rated RED)** – Fail. This indicator has been marked as 'fail' as the data for September 2017 is still being finalised. However, it is likely that the target will be missed based on the first two months of the quarter whereby 90% of jobs were completed within the required timescale. The Contractor has cited issues such as parked cars obstructing access to repair sites. Re is in discussions with the contractor regarding outstanding repairs. Consideration will be given to provision of advance notification to residents and motorists to reduce the incidence of obstruction caused by parked cars.
- **KPI 2.4 (NM) Highways Insurance Investigations completed on time (RAG rated RED AMBER)** - 98% against a target of 100%. The target was missed due to one late case in September 2017 (19/20). This was due to the case being accidentally deselected for processing. Once the issue was highlighted, the case was processed within 24 hours. A shared monitoring spreadsheet between Re and the Insurance Team should prevent such an issue occurring again.

Contract Indicators (not met target)											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
KPI	EH07	Unit cost of disabled adaptations	Smaller is Better	£7,500	£7,500	£7,859 (R)	£6,126.3	↓	7,107.5	↓	No benchmark available
KPI	KPI 2.2 NM	Highways Category 1 Defects Rectification Timescales completed on time (48 hours)	Bigger is Better	100%	100%	98.2% (R)	99.2%	↓	Fail ⁴⁰	Not comparable	No benchmark available
KPI	KPI 2.3 NM	Highways Category 2 Defects Rectification completed on time	Bigger is Better	100%	100%	Fail ⁴¹ (R)	95.6%	Not comparable	Fail ⁴²	Not comparable	No benchmark available

⁴⁰ Data not provided, so recorded as Fail.

⁴¹ Re still finalising September 2017 data.

⁴² Data not provided, so recorded as Fail.

Contract Indicators (not met target)

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Result	2017/18 Q1 Result	DOT Short Term (From Q1 2017/18)	2016/17 Q2 Result	DOT Long Term (From Q2 2016/17)	Benchmarking
KPI	KPI 2.4 NM	Highways Insurance Investigations completed on time	Bigger is Better	100%	100%	98% (RA)	96.6%	↑	100%	↓	No benchmark available

Risk management

C.21 Joint risks with Re have been reported in the ARG Committee section (see paragraphs B.23).

Contract variations

C.22 There has been one variation to contract in the last quarter. This relates to all services and refers to pre-payment of the annual service charge (see table 13 below).

Table 13: Contract variations (Q2 2017/18)

Ref	Title	Description	Change Raised by	Status at 30 Sep 2017	Financial Impact (over the life of the contract)	Service Impacted
Financial impact						
DRS 026	Re Annual Service Charge Pre-payment	Pre-payment of the Annual Service Charge (Sep 17-Jun 18)	Service Provider	Approved	-£500,000	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 Corporate Plan and Commissioning Plan 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, Article 10 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Performance and Contract Management Committee including:

- a. Overall responsibility for quarterly budget and performance, oversight of contract variations, including monitoring trading position and financial strategy of council services and external providers.
- b. To make recommendations to Policy and Resources and Theme Committees on relevant policy and commissioning implications arising from the scrutiny of performance of council services and external providers.
- c. Specific responsibility for risk management and treasury management performance.
- d. Note the Annual Report of the Barnet Group Ltd.

5.3.4 The council’s Constitution, Financial Regulations Part 17, 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 Policy and Resources 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 Policy and Resources 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 Policy and Resources Committee.
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 Policy and Resources 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, 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
Capital Virements
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"> i) Budget transfers between projects and by year; ii) Funding transfers between projects and by year; and iii) A summary based on a template approved by the Section 151 Officer
Funding substitutions at year end in order to maximise funding are the responsibility of the Section 151 Officer.

5.4 Risk Management

5.4.5 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.

5.4.6 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

5.5.5 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.

5.5.6 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.

5.5.7 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.

5.5.8 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.

5.5.9 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

5.6 Consultation and Engagement

5.6.5 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	December 2014 - March 2015	A series of 6 workshops with a cross section of residents recruited from the

2020 Consultation		Citizens Panel and Youth Board, plus two workshops with users ⁴³ of council services. An online survey (17 December 2014 – 11 February 2015)
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6 BACKGROUND PAPERS

- 6.3 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>
- 6.4 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>
- 6.5 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>

⁴³ 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.