

Regional Enterprise – Q2 2015/16

1. SUMMARY

1.1 DELIVERY UNIT DASHBOARD

Financial	
Projected year-end revenue budget variance	Capital actual variance
373	(22,296)

Performance	
Green rated	91% (52)
Green Amber rated	5% (3)
Red Amber rated	2% (1)
Red rated	2% (1)

1.2 TOP ACHIEVEMENTS AND ACTIONS

Top 3 Achievements

Regulatory Services – Private Sector Housing

After five years of extensive legal proceedings an empty property since 2008 has been sold to a third party following an enforced sale. The property has caused many issues for the local residents due to disrepair, rats, accumulations and squatters, and the legal action over this period has taken up a significant amount of effort and resources. Money owed to the Authority has been successfully reclaimed and work will be undertaken to ensure that it is now brought back into residential use.

Figures provided by the London Landlord Accreditation Scheme in July 2015 have confirmed that Barnet is in the top 12 (out of 33) performing boroughs over the past 2 years. Accreditation is considered to be an important method for landlords to improve their knowledge of landlords' responsibilities and prove to local authorities and tenants their commitment to a high standard of property management. Barnet promotes accreditation through the web, electronic media, and promotion with Middlesex University accommodation office, promotion at events and through disseminating information to landlords. Re's target under Performance Indicator EH11 requires an increase in the number of accredited landlords in Barnet (accredited either through the London scheme or a local scheme) by 5% annually.

Private Sector Housing have been successful in securing a bid for £25,000 from the National Energy Action (NEA) an independent UK charity committed to tackling fuel poverty for a ' Warm & Healthy Homes' scheme called 'Small Measures'. This is for small energy efficiency measures which are to be delivered as part of a hospital discharge project. Re is already an active partner in the 'Home not Hospital' scheme, working with the British Red Cross on delivering the Winter Well scheme. The British Red Cross signposts individuals to the scheme for advice, practical assistance and grants to remediate issues related to cold housing for vulnerable residents which Re then delivers. This Small Measure charitable grant would complement the existing Winter Well Scheme already delivered by Re, by providing additional funds to those who may be susceptible to fuel poverty enabling further energy efficient measures to be provided to residents up to a maximum of £250 per household.

Highways

The £15 million 2015/16 Network Recovery Plan is continuing to build up a significant number of completed works even with poor weather conditions experienced in August. A total number of 190 been successfully completed as at quarter two. The 2015/16 Network Recovery Plan aims to renew a total of 11% of the carriageway area and a further 5% of the footway area within the Borough. In addition, the Annual Resurfacing Programme comprising of 23 roads was completed in July at a total cost of £1.555m. The additional network recovery surface dressing scheme was also completed in September for a total of 127 roads within the borough

Regeneration and Strategic Planning

Committee approval has been obtained to invest £348,416 to fund improvements in the Burnt Oak Town Centre following GLA commitment to contribute £269,048 of match funding for the project. The funding will be used toward testing new ideas and achieving quick wins for the local community and businesses in Burnt Oak Town Centre which will inform the creation and implementation of a new town centre strategy. The main aims of the project are to:

- improve local coordination;
- encourage residents and businesses to live, work, shop, play and invest in the area;
- discourage anti-social behaviour;
- create a positive and inviting image for Burnt Oak by capitalising on the town centre's assets; and
- strengthen the community's existing economic assets while expanding and diversifying its economic base

This is a follow-on to the bid submitted to the GLA in December 2014 or their High Street Fund (HSF) which was aimed specifically at helping London's high streets to grow and become more vibrant.

Planning consent for the Peel Centre development has been granted. This major development within the Colindale Action Area includes nearly 3,000 units, together a new school, open space, retail and public realm improvements. A comprehensive S106 agreement includes affordable housing, a new pedestrian/cycle link to the south side of the Northern Line and improvements to public transport facilities. The scheme will be multi-phased and is facilitating the Metropolitan Police's redevelopment of their training college, which is currently under construction. Work due to start early 2016 on demolition within the Peel Centre site.

Key Challenges	Actions required
<p>The delivery of the Network Recovery Plan has generated a high number of queries from residents and Members during the quarter, particularly regarding the materials and techniques used in the programme.</p>	<p>Re recognise that a better publicity campaign is needed to manage public perception, particularly on the surface dressing programme for next year, and will work with LBB Communications Team to ensure that letter drops, signage, and early notification is improved for year 2 of the NRP. For the remainder of this years' programme additional supervision staff have been employed to assist the LoHAC Contractor in responding to residents and businesses affected by the works. The Customer facing HUB staff were trained specifically on the different types of treatment being undertaken which has allowed them to provide more detailed responses to customer queries.</p>
<p>Recruitment to meet demand for additional planning services continues to be a challenge in a buoyant and highly competitive recruitment market for skilled and experienced Planners.</p>	<p>Re have maintained the current service level from existing staff working extra hours and overtime but this is not sustainable. Options that would build up resource resilience and help to meet demand for planning services are being considered by Re and include growing our own talent by recruiting at graduate level and then developing the necessary skills/training.</p>
<p>The Chancellor of the Exchequer's proposal cut social housing rents, including affordable and social rents, by 1 per cent each year for the next four years from April 2016 will be a significant financial challenge for Registered Providers. This could have an impact on delivering new affordable homes in accordance with the planning permission as a result in the proposed change to the affordable rent reduction.</p>	<p>Delivery of affordable homes is a key aspiration of the Authority and Re are required to deliver against an annual target for completions. Discussions with Registered Providers to understand the challenges of this decision and explore options to mitigate the impact are being undertaken by Re.</p>
<p>Challenges remain in establishing the next phase of development for Grahame park regeneration. Re continue to work with Genesis to facilitate the signing of contracts for the Treasury's £56 million grant loan without which project planning for the next phase of development (including any potential Compulsory Purchase Order process) cannot commence in earnest.</p>	<p>Heads of Terms have been agreed between central government and Genesis. Key focus for Re is for the Strategic Planning Department to complete the Supplementary Planning Document for consideration by P&R Committee. This will inform the scheme which the loan will support. This includes agreeing the viability assessment with Genesis.</p>

Following a refusal of planning permission the developers for Granville Road have lodged an appeal to the Secretary of State/Planning Inspectorate to attempt an overturn the decision.

As Project Manager for the project, Re are continuing discussions with the development partner to find an alternative acceptable scheme; in parallel with the Development Partner's progress through the appeal process. A formal letter has been sent to the New Granville Road Limited Liability Partnership (LLP) on 30th September requesting that they consider the impact of the removal of 14 houses in the amenity space. As a result a meeting has been scheduled in October to discuss the options.

1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

Of 56 KPIs due to be reported and rated for performance this quarter 52 either met or exceeded their performance targets, which equates to a 93% pass rate for the quarter. A summary of the performance for each service area is provided below:

Planning (Development Control)

- The service continues to exceed its 75% KPI performance targets on planning application statutory timescales (89% in July, 93% in August and 91% in September). However recruitment and retention of skilled planners remains a challenge and strain on the service's resources.
- A boost to Planning's income generating potential was achieved this quarter with the first Planning Performance Agreement (PPA) signed in July. This follows permission granted during quarter one to roll out PPAs for smaller major applications and minor applications. The service is confident that this will go on to generate more business and income for its high quality service.
- Quarter two registered significant milestones in attempts to improve the efficiency of customer facing processes and reduce paper work storage. Decision Notices are now being issued solely through electronic means as part of an automated process and the service has also stopped printing out applications that are received electronically via the planning portal. As a result, customers can start viewing applications online immediately after validation instead of the previous 5 day wait.

Building Control

- Building Control business activity has been steady this quarter with both KPI and PI targets achieved. The number of decisions made within statutory timescales exceeded the 94% performance target for quarter two (96.8).

Strategic Planning/Regeneration

- With construction having commenced on plot 5 of Grahame Park and Block A of Dollis Valley this quarter the regeneration programme is moving much more firmly into the delivery stage on many phases. Current forecasts predict that over the next 3 ½ years the output from these construction phases is expected to deliver annually increasing housing completions. Re continues to work with Barnet Homes to support the decanting residents from regeneration estates as well as supporting the process of re-housing resident in the newly built properties such as the residents currently being rehoused at Dollis Valley.

Quarter 2 highlights from the regeneration programme include:

- The Dollis Valley regeneration achieved a major milestone during quarter two with the first affordable housing units for social renting completed. 11 secure tenants moved into the accommodation this month.
 - At Grahame Park, the construction of plot 5 has commenced with expected completion Jan 2017 to deliver 60 new homes. Following a court hearing on the 6th of May a Court Order was obtained providing a legal basis on which to evict squatters from the former Dollis Valley Park nursery and vacant possession has now been secured. Demolition is now imminent.
 - 71 homes completed on the West Hendon Regeneration Scheme in March 2015 t have now been used to rehouse residents of the estate.
 - All secure tenants at the Stonegrove Spur Road regeneration estate were relocated this quarter paving the way for demolition and the next phases of the programme. It was also confirmed that the regeneration programme will now deliver an additional 117 affordable homes bringing the total to 517. A number of residents of Grahame Park have also been given secure tenancies at Stonegrove.
- Greater London Authority (GLA) official figures for 2014/15 New Homes Completions were issued this quarter. 1,324 new homes were completed in the borough against the projected target of 1,423. The rate achieved was influenced, developers inform, in large part by the reduction in the availability of labour despite the buoyancy of the London housing market. As local Regeneration projects are now

starting move into implementation stages it is anticipated that this will have a positive impact on completion rates going forward. However in the interim period the likelihood remains of not achieving housing completion numbers.

- The Skills and Enterprise Team's apprenticeships programme is currently a key area of focus. A networking event took place in the quarter to start pushing a co-ordinated approach from a number of different agencies. This will support the delivery of apprenticeship schemes for local residents. Employment and Training Action Plans are being established for all the regeneration areas funded through S106 agreements for each scheme. These will provide strategies for how and when a number of the apprenticeships will be delivered. Networking with other organisations will help in the successful implementation of these plans. In addition, following training and experience gained whilst working for RE Strategic Planning and Regeneration, two former Interns from the Platforms programme have gained full time employment within Re.
- Re's Skills and Enterprise team have worked with Construction Industry training Board (CITB) to set up a careers portal for schools called "GO CONSTRUCT" which has now launched. "GO CONSTRUCT" will now attend all careers fairs. An innovation competition has been delivered in partnership with Middlesex University; following its exceptional success the planning for next year's competition will commence soon.

Environmental Health/Trading Standards

- The HMO Licensing program is ahead of target. 27 licences plus 4 Temporary Exemption Notices have been issued this year with 90% issued in 3 months or less (Target is 60% within 3 months or less). At the end of Q2 last year 62.1 % had been issued in 3 months or less. 70% (against a 60% performance target) of licensed HMOs (37 out of 53) have major conditions complied compared with 55% at the end of September 2014-15. 5 cases have also been identified in Q2 for prosecution for failure to licence.
- There has also been a significant amount of activity this quarter in relation to the consultation exercise on the adoption of a HMO additional licensing scheme in Barnet. An experienced market research company was employed to assist with the more specialist aspects of the Additional HMO Licensing consultation process. Two landlord consultation events have been completed (10th and 16th September) with the London Fire and Emergency Planning Authority volunteering to talk in support of the scheme. Three focus groups for local residents have also been held including Middlesex University students. This has led to a noticeable uplift in the number of consultation responses received. If approved this would result in the expansion of the existing scheme to include different types and sizes of HMOs, thereby safeguarding better housing standards for more private tenants across the borough. The consultation is scheduled to close on the 23 October.

- 46 empty properties were brought back into residential use this quarter making a year to date total of 164 properties against an annual target of 100. The priority continues to be given to the more complicated or time-consuming cases where enforcement action is required and needs to be taken to bring these properties back into residential use. The Public Inquiry held in July in relation to a Compulsory Purchase Order (CPO) case on a long-term empty property has been adjourned until December 2015 due to lack of preparation by the defendant. In addition, 10 Empty property grant applications are currently being worked on or in progress.
- During the quarter, the food team successfully obtained an emergency prohibition court order for the immediate closure of a restaurant in Temple Fortune. Inspectors found conditions in the restaurant very unhygienic and a danger to public health. The restaurant had gone from being compliant to non-compliant within an 18 month period following a change in management. In another successful outcome for the Authority, a decision to revoke a liquor license in January 2015 was heard at appeal by a district judge in August and upheld. The licensee appealed that decision on the basis that the grounds of public health and food hygiene, which the decision relied upon, were not relevant to the licensing objective of public safety. This appeal was heard in August and the decision, issued in September supported the revocation. This is potentially a ground breaking decision if, as expected, it goes to the High Court on appeal. It was previously understood in licensing circles that public safety related to safety from harm or injury rather than ill health arising from poor food hygiene.
- Out of the 14 food standards B category inspections that were conducted at food premises during quarter two 13 were completed on time. Due to one inspection being carried out outside of the timescales the omission is reported as a failure of the 100% KPI target. The overdue B rated food standards inspection was completed at a takeaway in NW9 during September and there has been no risk to public health arising from this omission.
- In 2015/16 Re will be focussing on delivering the following projects in partnership with Public Health to support Barnet's Joint Strategic Needs Assessment as set out in KPI EH03 - Completion of projects to assist in meeting the key priorities of the Health and Wellbeing Strategy identified by the Joint Strategic Needs Assessment

The Winter Well Project – An evaluation of the 2014/15 project was completed with a joint review session between Re and Barnet & Harrow Public Health to discuss strengths and weaknesses of the scheme. The 2015/16 scheme has been reshaped to achieve the following outcomes:

- A borough wide campaign to make residents aware of how to look after themselves and other more vulnerable people in the cold weather

- Training and support to professionals to provide advice, information and support to enable an increased awareness of the impact of cold weather and steps to address cold homes
- Increasing opportunities for health and social care to help protect the most vulnerable in cold weather. This will include targeted work with the Red Cross to provide Winter Well packs, advice and property checks directly to residents leaving hospital.
- Promotion of the Big Switch to assist residents in reducing the amount spent on fuel. Opportunities are also being investigated into how the Big Switch can link into targeted work in town centres as part of the Council's Entrepreneurial Barnet project.
- Winter Well grants linked with associated funding streams to increase energy efficiency in the home

Promotional information for 2015/16 scheme has been reviewed. Winter Well Packs have also been produced and contributing organisations, including Age UK and British Red Cross, have been contacted and mobilised for this year's activities during the winter months.

The Healthier Catering Project – A number of milestones/objectives towards promoting healthier catering have been agreed with Barnet & Harrow Public Health. These will be delivered over the next two quarters of the 2015/16 financial year. The milestones include:

- Approach a minimum of 50 restaurants/takeaways to encourage healthier catering and entry to the Healthier Catering Commitment (HCC) award scheme. The focus this year will be on outlets which require material improvements to catering practice in order to reach the required standard rather than those that are already at the standard.
- Identify at least 10 candidates that are willing to receive education and coaching to make a difference to their healthier catering offer. Priority will be given to those premises near schools or otherwise popular to school aged children.
- Publicity to include press releases issued that also publicise successful businesses and social media Twitter messages to highlight the HCC scheme
- Two award ceremonies to be arranged during the last quarter of the year for the businesses which are deemed to have made the most significant improvements.
- Contact will be made with at least 10 other London Boroughs that are party to the London HCC Scheme with the objective to adopt best practice in transforming businesses, achieving improved consumer interest and share and develop resources to promote the scheme.

The Tobacco Project – A number of activities have been recorded this quarter towards the project objectives of ensuring compliance with smoke free legislation and sales legislation (with a greater focus on Shisha premises):

- 240 smoke free compliance checks (during visits to public premises where smoke free legislation applies) have been carried out within the Borough this quarter. Only one food inspection identified an issue and this was an illegal shisha bar at a Council park café
- In addition, 11 inspections of shisha premises were carried out in the quarter by the food, health and safety team, including 3 new ones. 7 of these showed non-compliance with smoke free requirements. In total there are now 18 known shisha bars of which 10 are currently non-compliant. These will be revisited with by both Trading Standards colleagues and Food Safety Officers to assess tobacco sales issues.
- Trading Standards and Licensing continues to exceed its performance target (90%) for appropriate responses to service requests during each month of the quarter with 97.7% (593/607) for quarter two.
- Trading Standards Improvement plan - Intelligence packages have now been produced from activity focused in quarter two on identifying hotspot areas within the borough where consumers have been vulnerable to scams, rogue traders and areas where safety complaints from sales of electrical goods are highest. Targeted social media Twitter messages publicising different issues each month has commenced. Activity for the next quarters of the year includes visits and inspections to trading premises for electrical goods and second hand car dealerships in the Borough.

Cemetery and Crematorium

- The Hendon Cemetery and Crematorium service achieved 100% performance meeting religious burial requests and for time taken to process memorial permits.

Highways Network Management

- The drainage and floods service successfully coped with high demand from bad weather this quarter. The weather deteriorated during the week commencing 24th August. This culminated with exceptionally heavy showers with thunder on 26th August with up to 52mm of rain being recorded as falling within a very short period of time in some locations. The drainage system sometimes can't cope with the magnitude of water that collects on surrounding surfaces over a very short period of time resulting in flooding. In addition the Highway drainage is mostly connected into the sewer system which was similarly affected by the storm event. As a result there was flash

flooding over the North London area, especially Harrow/Barnet. 94 Flooding and Drainage related queries were received over the 2 day period 26th/27th August. Additional customer queries regarding road/paving flooding were still being received on 28th August making a total of 107 queries over the 3 day period related to the heavy downpours. Most queries were reports relating to sewer surcharging which is the responsibility of the Utility Company and therefore referred for resolution. In total internal flooding was reported at 14 sites/properties within the Borough. There had been several incidents of manhole covers being forced out of the manhole frames by the energy of the water. Flooding was from three main sources:

1. Pluvial (heavy rainfall) water breaching the kerb line and flowing onto properties below carriageway level.
 2. Fluvial (rivers bursting banks, in heavy rainfall) and flooding into back gardens.
 3. Sewer surcharging – (in heavy rainfall) the sewer system was unable to contend with the volume of storm flows.
- Highways service working in partnership with the Authority's contractors (Conway and the authority's in house DLO workforce) successfully completed all ME (2 hour response) and CAT1 (48 hour response) highways defects within the required timeframe. This has been achieved despite the severe weather conditions during the quarter where excessive levels of rainfall were experienced throughout the area.
 - 84 residents' applications for crossover constructions were processed and 74 crossover constructions completed during the quarter and all within timescales.
 - 3,608 permit requests by utility companies were also processed during quarter two. The Highways Permit team's experienced road work coordinators and inspectors work closely with companies who need to dig up the road and help them plan the least disruptive method well in advance. Where a road needs to be dug up by multiple companies they are always encouraged to work in collaboration to minimise disruption. A total of 139 days of disruption was saved in the 12 months to July 2015.
 - The second borough wide annual weed spray programme commenced this quarter on 29th August on a 6 week cycle due to complete on 9th October 2015.

Highways Traffic and Development

- During quarter two, 26 designated disabled bay applications across the borough were assessed and 12 designated disabled bays consulted on. A further 18 designated disabled bays removals were also consulted on. 10 Special Event/Street Party requests were

assessed. 6 vehicle crossover markings (white lines) applications processed and 9 new vehicle crossover markings (white lines) ordered for implementation.

- 22 Section 14 Temporary Traffic Orders were advertised for works to take place on or near the highway and 11 Temporary Traffic Orders completed for Special Events.
- Statutory consultation for a proposed Totteridge & Whetstone Station Controlled Parking Zone (CPZ) commenced on 10th September 2015 as well as statutory consultation on proposals for emission-based parking permits, e-permits and various parking permit changes conducted during the quarter.
- Work started this quarter on Footway Parking investigations at 71 road locations within the borough. The review at these locations is focussed on ensuring that sufficient footway widths are in place for safe pedestrian movements balanced against car parking requirements. Options being considered at these locations include formalised footway parking and alternative solutions such as the introduction of yellow lines. To date 51 roads had been reviewed, surveyed, designed and partially costed, and of these, approximately 20 schemes have been submitted to the Council for review. Work continues on the remaining with a view to informing a report which the Council intends to submit to the November 2015 Environment Committee. The Committee will be asked to agree a way forward for each location given the findings of the surveys, and other relevant information.

Land Charges

- The average processing speed for Full Official Searches in quarter two was 4.23 days against a target of 3 days due to software issues on the essential web map editor system. A system upgrade was completed and additional resources were deployed to this area to reduce the impact on residents.

1.4 Delivery unit projects

Change Projects

The following Change Projects are being reported as part of the wider Transformation Programme to demonstrate delivery of performance against the specific KPIs milestones noted – and will form part of the programmes section contained in the quarterly performance reporting document.

1.4.1 Change projects – Regeneration (Milestone Report)

The following milestones represent Re activity against Regen KPI03 (Delivery of Project Outcomes and Benefits)

Project Milestone	Target Date	Outturn	Direction of Travel	Commentary
Decant Strategy - Define roles, responsibilities, and process of co-ordination, for obtaining accurate & continually updated housing decant and re-housing data for secure and non-secure tenants.	Sept-15	A	→	28/07/15: Elements of this milestone have been put in place, but they need to be drawn together into a clear and cohesive process. On this basis GROB approved the slippage. Roles and responsibilities across LBB, Re, and Barnet homes, and the interaction between the different organisations still needs clarifying.
Decant monitoring - Facilitate the 1st Quarterly housing supply, demand, and decant data.	Sept-15	A	→	First draft received by 30 September 2015. Client received final report on the 9 th October 2015.
Construction starts on Site 5	Aug-15	G	↑	Now completed.

Project Milestone	Target Date	Outturn	Direction of Travel	Commentary
Statutory Public Consultation on draft SPD	Sep-15	A	↓	<p>The SPD for Grahame Park following a workshop with senior staff from Re and LBB. Although useful the workshop highlighted areas that needed to be resolved to ensure the original vision for Grahame Park is attained.</p> <p>The SPD report to Planning and Resources Committee, being progressed through September, has been delayed from October to December while clarity and consensus is achieved. A second workshop will be held on 19th Oct 2015 with the client (Commissioning Director for Growth and Development) to further this clarity and gain consensus.</p>
Construction starts on block A.	Sep-15	G	→	Complete
Completion of decant from 1-76 Franklin House & 11-98 Marriotts Close into G1 & G2.	Mar-15	A	→	<p>18/06/15 GROB approved slippage in delivery date.</p> <p>24/07/15 - 3 secure and 3 non-secure left. However, Barnet Homes already know of at least one where Vacant Possession may not be achieved until Spring 2016.</p> <p>28/07/15 GROB to consider slippage once a review of its impact on the programme is identified.</p>
Agree programme of planning applications with planning and developer	Oct-15	G	→	Re Planners are in discussions with developer, as developer wants to submit all Reserved Matters Application (RMA) for all phases in one application. Re Planners would prefer each RMA to be received separately for each phase. If one application was received it would take approximately 12 months to discharge all conditions.
Temporary Energy Centre to serve phases 3a and b	Nov-15	A	→	The Temporary Energy Centre has been completed and all the services to it have been connected. However, the energy centre has not been connected to Phase 3a due to delays by Cala (the building company) in building the site out.

Project Milestone	Target Date	Outturn	Direction of Travel	Commentary
Completion of (Sales contract Exchange) Phase 4B.	Oct-15	A	↓	This milestone has been delayed as the contract offer to Metropolitan Housing for the parcel of land was withdrawn. The parcel of land has now been re-released to the market and 8 expressions of interest have been received. This has caused the delay in the milestone as discussed at GROB on the 28th July 2015.
Approach to decentralised energy master plan agreed by LBB and GLA.	Sep-15	G	→	Energy master plan agreed by GLA and LBB which essentially sets out that there is currently an insufficient critical mass of homes to make a district heat and power facility viable. However, Genesis are still looking at the commerciality of establishing a local energy supply network managed by an Energy Services Company.
Thameslink Station funding strategy confirmed and single option design selected.	Dec-15	G	→	Delivery of the business case has been rescheduled until December 2015. This deadline must be hit to ensure the Brent Cross Programme can continue without delays which would have an impact on the scheme.

1.4.2 Change projects – Improved Employment Opportunities (Milestone Report)

The following milestones represent Re activity against Regen KPI06 (S106 Obligations for Employment and Training Activities) and Regen KPI04 (Improved Employment Opportunities)

Project	Date	Outturn	Direction of Travel	Commentary
Lead and facilitate the Skills and Employment Partnership Group to deliver the Skills Enterprise and Employment (SEE) objectives				
Produce, and present to LBB Entrepreneurial Board, monthly SEE performance and monitoring report.	Monthly	G	Completed	On-going target for every Entrepreneurial Board Barnet (EBB) meeting

Project	Date	Outturn	Direction of Travel	Commentary
Produce, and present to LBB Entrepreneurial Board, monthly Barnet Town Centre work streams performance and monitoring report.	Monthly		Completed	On-going target for every EBB meeting
Deliver 2 workshops to support local businesses to access LBB, developer, and other local supply chain opportunities.	Sep-15		Completed	Completed Business Event 18 th March 2015 Construction Business Event 21 st July 2015
Lead and facilitate the Skills and Employment Partnership Group to deliver the Skills Enterprise and Employment (SEE) objectives S106 Employment and Training Action Plans				
Create apprenticeship opportunities: Obtain 6 apprenticeships positions for Barnet residents via S106.	Sep-15		Complete	
Production of a forecast for labour generated through the construction phases of All the LBB Regeneration Programme using the CITB forecast Tool.	Aug-15		Complete	

2. Performance

2.1 How the Delivery Unit is performing against its performance indicators

	RAG						Direction of Travel			No. of indicators expected to report this quarter
	Green	Green Amber	Red Amber	Red	Total RAG ratings	Monitor	Improving or the same	Worsening	No previous outturn	
Strategic	7	1	0	0	8	3	8	0	3	11
Critical	45	2	1	1	49	8	36	9	12	57
Overall	91% (52)	5% (3)	2% (1)	2% (1)	100% (57)	17% (12)	65% (44)	13% (9)	22% (15)	68

No activity has been recorded for five KPIs during this quarter and these have therefore not been rated (details are available in Appendix 1). A further eleven indicators have annual targets and are reported quarterly for monitoring purposes only, again these have therefore not been rated.

2.2a Performance Indicators that did not meet their target

Appendix A outlines the indicators which have met their target.

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target Achievement <i>level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
KPI NM 2.1 (Re/C43), KPI NM 2.2 (Re/C44), KPI NM 2.3 (Re/C45)	Highways defects made safe (composite indicator - KPI 2.1-2.3NM)	Strategic	July-Sept 2015	100%	100%	984/987	99.7%	0.3%	Same	
KP001 LC	Average time taken to process requests for Full Official Searches (online and post) in Land Charges (days)	Critical	July-Sept 2015	2.87	3.00	6521/1540	4.23	41.1%	Worsening	Barnet specific indicator
EH02Cii	"Food Standards Inspections (Category B)	Critical	July-Sept 2015	100.0%	100.0%	13/14	92.9%	7.1%	Worsening	Not due to be reported this quarter
SPKPI01	Percentage of Strategic Planning Documents completed and signed off by the Authority	Critical	July-Sept 2015	100%	100%	1/4	25%	75%	Worsening	Barnet specific indicator

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
KPI 2.3 NM	Number of Highways Category 2 Defects Rectification completed on time	Critical	July-Sept 2015	99.53%	100%	558/561	99.5%	0.5%	Worsening	2013/14-APSE Performance Network (Wales). Percentage of CAT 2 defects made safe within response times. Bridgend County Borough Council 67% Highest in group 91% Average of Group 59.47% Lowest in group 8.93%

2.2b Comments and proposed interventions for indicators which did not meet target

Ref No. and Indicator Description	Comments and Proposed Intervention
SPKPI01 Percentage of Strategic Planning Documents completed and signed off by the Authority	The decision on draft Supplementary Planning Documents (SPD) for Affordable Housing was deferred from July Policy & Resources Committee (P&R) at the Leader's request. It will be reported to December P&R. Grahame Park Supplementary Planning Documents and Site Allocations deferred from July and September P&R. Deferrals were agreed by the Authority and as a result only one of the four planned documents were produced this quarter. Intervention Level 1
KPI 2.3 NM Number of Highways Category 2 Defects Rectification completed on time	3 of the 561 jobs completed this quarter were late by 1 day. 1 job was delayed in completing by 1 day due to a car parked on location preventing access for the contractor to undertake the repairs when visited on 07 September 2015 (within the required timescale). The contractor therefore visited again on 10 September and completed works. 2 additional jobs were completed 1 day late by the contractor and therefore show as failed. Further investigations are undergoing to establish why the contractor completed these late. Intervention Level 1
Highways defects made safe (composite indicator - KPI 2.1-2.3NM)	See Above

3. Non-Compete

The table below provides a summary of Re no-bid decisions in 2015. The data will be refreshed each Quarter.

Date	Ref	Client Name	Opportunity Title	County	Service Area	Re Bid/Re No-Bid	Date	Ref
01.05.2015	RE_001	Arun District Council	Preparation of Draft Local Development Orders	Sussex	Strategic Planning & Regeneration	Re No-Bid	Ian Tomkinson	Deadline for bid submission unachievable
01.05.2015	RE_002	Cornwall College	Professional Services for disposal of Freehold land	Cornwall	CSG Estates	Re No-Bid	Ian Tomkinson	Lack of capacity and opportunity does not match the in-house

Date	Ref	Client Name	Opportunity Title	County	Service Area	Re Bid/Re No-Bid	Date	Ref
								capability to deliver
01.05.2015	RE_004	London Borough of Haringey	Wood Green Investment Framework	London	Strategic Planning & Regeneration	Re No-Bid	Ian Tomkinson	Low value opportunity - not viable for Re.
01.05.2015	RE_005	London Borough of Lambeth	Adult Care Centre	London	CSG Estates	Re No-Bid	Ian Tomkinson	Opportunity does not match in-house capability to deliver
01.05.2015	RE_007	Watford Borough Council	Design Brief	London	Strategic Planning & Regeneration	Re No-Bid	Ian Tomkinson	Opportunity is out of scope.
01.05.2015	RE_008	Swale Borough Council	Planning Applications	Kent	Planning & Building Control	Re No-Bid	Ian Tomkinson	Deadline for bid submission unachievable
05.05.2015	RE_012	Tendring District Council	Market Assessment and employment Land review	Essex	CSG Estates	Re No-Bid	Ian Tomkinson	Lack of capacity and opportunity does not match the in-house capability to deliver
11.05.2015	RE_009	Kent County Council	Coring and Material testing	Kent	Highways	Re No-Bid	Ian Tomkinson	Opportunity assessed as not commercially viable for Re

Date	Ref	Client Name	Opportunity Title	County	Service Area	Re Bid/Re No-Bid	Date	Ref
19.05.2015	RE_011	New Forest District Council	Transport Consultancy	Hampshire	Highways	Re No-Bid	Ian Tomkinson	Lack of capacity and opportunity does not match the in-house capability to deliver
28.05.2015	RE_013	West Oxfordshire	Local Plan Programme officer	Oxfordshire	Strategic Planning & Regeneration	Re No-Bid	Ian Tomkinson	Opportunity assessed as not commercially viable for Re

4. Financial

4.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q2 Forecast	Variation		
	£000	£000	£000	£000		
Re Managed Budgets	1,145	1,145	1,018	(127)	higher rechargeable income than previously expected	-11.1%
Management Fee	(415)	(11)	489	500	500k additional rechargeable work from Re as part of the TFL LiP programme	100.0%
Total	731	1,134	1,507	373		32.9%

4.2 Capital

	2015/16 Latest Approved Budget	BF Variance at Outturn	Addition/Deletion at Outturn	Additions/ (Deletions) at Quarter 1	(Slippage) / Accelerated Spend at Quarter 1	2015/16 Budget & all adjustments at Outturn and Quarter 1	Additions/ (Deletions) - Quarter 2	(Slippage) / Accelerated Spend - Quarter 2	Proposed 2015/16 Budget	Forecast to year-end	Variance from Approved Budget	% slippage of 2015/16 Approved Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	%
Highways TfL	4,906	1,794	(6)	201	-	6,894	(1,002)	-	5,892	5,892	986	0.0%
Highways non-TfL	21,087	396	(37)	60	-	21,506	45	(350)	21,201	21,201	114	-1.7%
Parking	151	30	-	33	-	214	-	-	214	214	63	0.0%
General Fund Regeneration	42,428	13,042	(5,000)	465	(4,978)	45,957	(1,500)	(23,717)	20,740	20,740	(21,688)	-55.9%
Disabled Facilities Project	3,170	183	-	-	-	3,353	-	(653)	2,700	2,700	(470)	-20.6%
Other Projects	4,965	(549)	-	-	(2,468)	1,948	1,750	(35)	3,664	3,664	(1,301)	-0.7%
Regional Enterprise	76,707	14,896	(5,043)	759	(7,446)	79,872	(707)	(24,754)	54,411	54,411	(22,296)	-32.3%

5. Risk

The following is the 5 X 5 matrix 'heat map' highlighting the number of risks at a Directorate Level and where they are currently rated:

PROBABILITY	SCORE	IMPACT				
		1	2	3	4	5
5	Almost Certain	0	0	1	0	0
4	Likely	0	0	0	1	0
3	Possible	0	0	7	0	1
2	Unlikely	0	0	0	2	0
1	Rare	0	0	0	0	0

Overview

This report shows significant joint Council Re/Risks. Additional risks rated below '12' are also included in the heat map.

A new risk has been escalated for monitoring and relates to Increased Competition in the employment market.

The following risk register lists those risks rated as '12' and above:

Risk	Current Assessment		Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability				Impact	Probability	Rating
COMDRS0029 AI'S (Approved Inspectors) loss of market share by Building Control to external Approved Inspectors.	4 Likely	4 Major	16	Treat	Quarterly	4 Likely	2 Minor	8
			<ul style="list-style-type: none"> Direct marketing and promotion are underway to improve customer awareness of Building Control's service capability. Business Development Manager (BDM) targeting high profile customers who will generate the highest income. BDM attending planning pre-application meetings. Improved links with Asset Management and other internal partners. Surveyors encouraged to sign up partners, which will 					

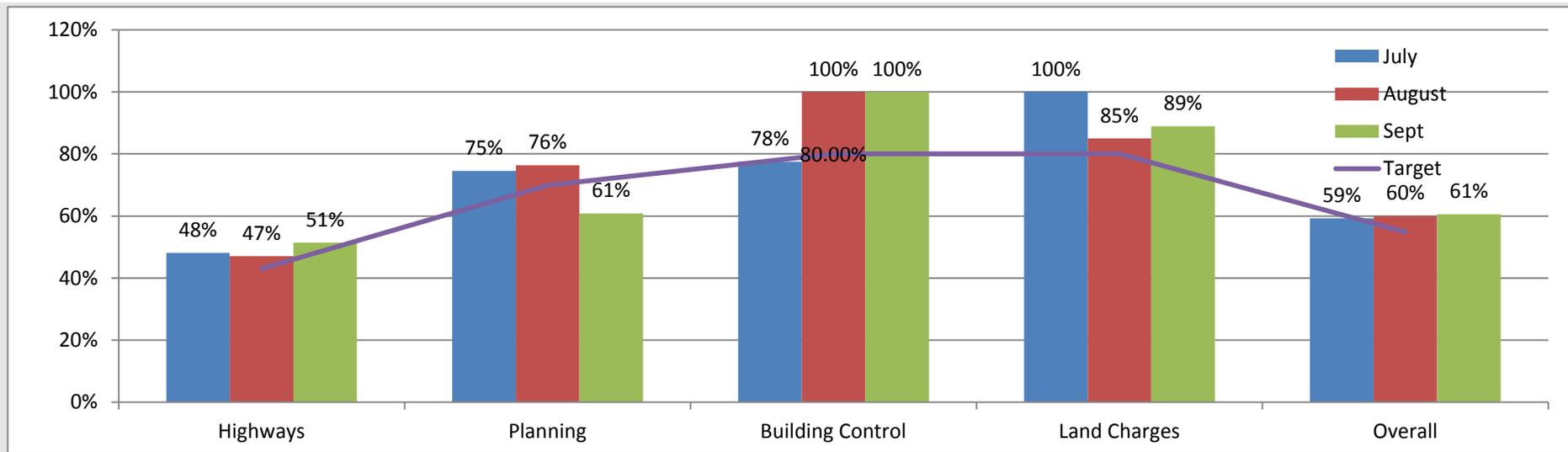
Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
				secure future income.					
Ref awaited Government plans to transfer the provision of the Land Registry service provided by Land Charges to an overarching external authority.	3 Moderate	5	15	<ul style="list-style-type: none"> Monitor the debate and progress on Government plans to be able to make an assessment on the full impact of the proposals. 	Tolerate	Monthly	3 Moderate	5	15
COMDRS0016 Increased competition in the employment market resulting in difficulties in Re recruiting and retaining technical staff with potential impact on service delivery.	4 Major	4 Likely	16	<ul style="list-style-type: none"> Undertake assessment of local employment market and determine whether the Authority and Capita are employers of choice. Respond to market analysis 	Treat	Monthly	3 Moderate	4 Likely	12

6. Equalities

Equalities description	Comments and Proposed Intervention
Overall customer satisfaction with DRS services monitored by protected characteristics	The Authority's next Residents Perception Survey is due.
Improved employment opportunities as measured against Re's delivery of its agreed strategy	R ^e delivered all of its milestone objectives in quarter 2 against KPI REG050 (Improving Employment Opportunities). For further details please see section 5.2.2 and Appendix 1 of this report.

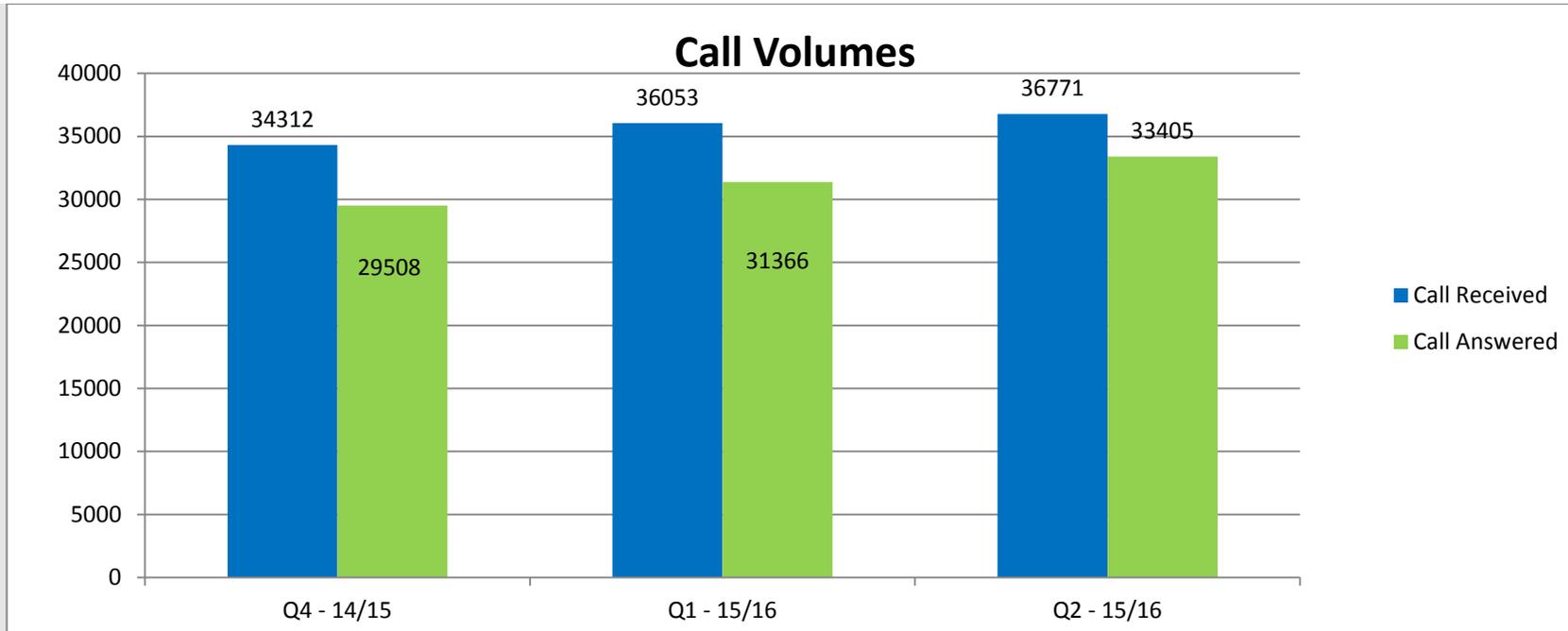
7. Customer Experience

Customer Experience description	Comments and Proposed Intervention
<p>Re Customer Satisfaction</p> <p>For those Re services where monthly satisfaction data is collected, the percentage of people scoring the service 4 or 5 for satisfaction (on a scale of 1 to 5) is at 60% for September, against a baseline of 51%. While more work is needed in this area to improve customer satisfaction levels, there have been promising improvements in Highways, now up to 51% in September, a 5% increase on July. During the next quarter services will be looking at improvement plans aimed at achieving those higher levels of customer satisfaction. Regulatory Services data is still being compiled.</p>	<p style="text-align: center;"><u>Customer Satisfaction -% of customers scoring the service a 4 or 5 (on a scale of 1 to 5)</u></p>



The graph above shows the data for customer satisfaction for the quarter. Quarter 2 saw a particularly pleasing upturn in overall customer satisfaction for Re services, with the overall figure up from 52% to 60%. Most pleasing is evidence that the work in highways is starting to show through with September figures at 51% - the highest so far – up from 46% in July. The 2015/16 target is to improve overall performance by 7.5% compared to the 2014/15 position (51%). In addition, each individual service area with less than 80% satisfaction levels as at March 2015 to improve by at least 7.5% in the current financial year 2015/16.

The 2015/16 reporting year has started with a big increase in call volumes. Quarter two figures represented one of the highest volumes of calls since the hub opened in May 2014.



	Q4 – 2014/15	Q1 – 2015/16	Q2 – 2015/16
% Calls Answered	86%	87%	90%
Average Waiting times	147 Seconds	115 Seconds	127 Seconds

Service Requests, Complaints and Member Enquiries

Quarter 2 is the first period when we are able to assess progress in relation to the new customer service PI's. While the percentage of calls answered has slightly improved this is against an increased volume but the waiting time has also been impacted with longer periods registered given the big increase in planning and building control call volumes over the summer season.

Service Requests

Service requests volumes remain high with 6401 received in Q2 and 4839 (79%) addressed within SLA. This figure underestimates the true volume due to IT problems resulting in regulatory services figures not being fully included. The figures will be updated as soon as possible. The highways performance was a concern during this period, where 65% of service requests were met within the SLA. As indicated above, the service hub has sought to absorb the huge increase in customer demand generated by the almost doubling of work that is taking place on roads and pavements in Barnet. This is currently reviewed with the aim of bringing in additional resource funded by the Network Recovery Plan programme to address this.

Complaints

97% of stage 1 complaints were responded to within SLA for Q2, up from 76% in Q1. The aim is to now retain focus on this and maintain a high level of performance. The number of complaints received per stage is listed below.

- Stage 1 – 29
- Stage 2 – 14
- Stage 3 - 1

Members Enquiries

In terms of responding to members within 5 days, 94% performance has been achieved for quarter 2 with 583 out of 621 Members Enquiries responded to within SLA timescales.

Freedom of Information (FOI) Requests

	Q1	July	August	September	Q2 2015/16
Cases due	119	38	38	44	120
On Time	115	34	38	42	114
Overdue	4	4	0	2	6
% On Time	97%	90%	100%	95%	95%

The high volume and complexity of FOI Requests received by the service continues to be challenging. However, performance levels remain high in responding to these within the required timeframes and efforts continue to achieve a consistent 100% performance.

Appendix A

Performance indicators which have met or exceeded their target

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
EH01A	Compliance with Environmental Health Service Standards (Priority 2 incidents and service requests) (Total number of cases meeting the target/Total number of cases with a target)	Strategic	July-Sept 2015	95.8%	95.0%	1556/1606	96.9%	2.0%	Improving	2013/14 an Qtr 1 14/15 results supplied from LBB survey:- Ealing 2013/14 75.7% Q1 81.5%

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
EH01B	Compliance with Environmental Health Service Standards (Priority 1 incidents and service requests) (Total number of cases meeting the target/Total number of cases with a target)	Strategic	July-Sept 2015	100.0%	100.0%	13/13	100.0%	0.0%	Same	2013/14 and Qtr 1 14/15 results supplied from LBB survey:- Ealing 2013/14 75.7% Q1 81.5%
EH02I	Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) - Licenced HMOs meeting legal standards	Strategic	July-Sept 2015	61.9%	60.0%	110/150	73.3%	22.2%	Improving	Efforts to obtain benchmarking data continues.
KPI 1.2 NM	Annual Programme relating to	Strategic	July-Sept 2015	100.0%	100.0%	149/149	100.0%	0.0%	Same	Barnet specific indicator.

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
	Carriageway Resurfacing schemes									
KPI 1.3 NM	Annual Programme relating to Footway Relay schemes	Strategic	July-Sept 2015	100.0%	100.0%	20/20	100.0%	0.0%	Same	Barnet specific indicator.
KPI001	Meet building regulation application within statutory timescales	Strategic	July-Sept 2015	96.2%	94.0%	184/190	96.8%	3.0%	Improving	Commercially sensitive data (Not possible to obtain data)
KPI001 (A&A)	Compliance with planning application statutory timescales (for major, minor, other applications)	Strategic		88.6%	75.0%	1421/1564	90.9%	21.1%	Improving	Quarter 4 results for neighbouring boroughs according to Data from Department of Communities and Local Govt (CLG): Newham 97% and ahead of neighbouring Boroughs Brent (70%), Enfield (83%) and Haringey

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
										(76%).
KPI001 (ENF)	Enforcement and breach of condition notices	Critical	April-Sept 2015	No Activity	60.0%	12/20	60.0%	0.0%		Barnet specific indicator.
REGENKPI06	S106 obligations for employment & training activities	Critical	July-Sept 2015	100.0%	100.0%	4/4	100.0%	0.0%	Same	0
TSLKPI01a	Effectiveness of Trading Standards department interventions undertaken within a 12 month period – percentage having a further	Critical	April-Sept 2015	No Activity	36.0%	5/98	5.1%	85.8%		Barnet specific indicator.

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
	complaint. No more than 36%									
TSLKPI01b	Effectiveness of Licensing department interventions undertaken within a six-month period – percentage having a further complaint. No more than 15%	Critical	April-Sept 2015		15%	0/241	0%	100.0%		Barnet specific indicator.
2.2 NM	Make Safe within 48 hours all intervention level potholes reported by members of the public	Critical	July-Sept 2015	100.0%	100.0%	1219/1219	100.0%	0.0%	Same	Barnet specific indicator.

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
EH02A	Meeting the Local Authority Pollution Prevention and Control (LAPPC) Part 2a and 2b processes intervention programme (inspection and risk-assessment) (Number of inspections completed/ Number of inspections planned)	Critical	July-Sept 2015	No Activity	100.0%	12/5	240.0%	140.0%		2012/13 Inspection rates according to DEFRA:- Haringey 100% (4 planned Inspections), Enfield 40% (20 Inspections), Brent 100% (22 inspections),
EH02Bi	Food Hygiene Inspections (Category A/B/C)	Critical	July-Sept 2015	100.0%	100.0%	41/41	100.0%	0.0%	Same	Efforts to obtain benchmarking data continues.
EH02Bii	Food Hygiene Inspections (Category C)	Critical	July-Sept 2015	85.0%	85.0%	66/69	95.7%	12.5%	Improving	Efforts to obtain benchmarking data continues.

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
EH02Biii	Food Hygiene Inspections (new businesses)	Critical	July-Sept 2015	95.5%	90.0%	69/75	92.0%	2.2%	Worsening	Efforts to obtain benchmarking data continues.
EH02Ciii	Food Standards Inspections (unrated premises)	Critical	July-Sept 2015	382.4%	90.0%	75/75	100.0%	11.1%	Worsening	Efforts to obtain benchmarking data continues.
EH02D	Food Sampling Inspections (Number of inspections completed/ Number of inspections planned)	Critical	July-Sept 2015	113.0%	100.0%	26/23	113.0%	13.0%	Same	Efforts to obtain benchmarking data continues.
EH02F	Implementing Health & Safety Inspection Programme	Critical	July-Sept 2015	100.0%	100.0%	1/1	100.0%	0.0%	Same	Efforts to obtain benchmarking data continues.
EH02G	Implementing the Animal Welfare Inspection Programme (Number of	Critical	July-Sept 2015	100.0%	100.0%	1/1	100.0%	0.0%	Same	Efforts to obtain benchmarking data continues.

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
	inspection planned visits completed/Total number of planned visits)									
EH02J	Known licensable Houses in Multiple Occupation (HMOs) are licensed in a timely manner	Critical	July-Sept 2015	100.0%	60.0%	14/17	82.4%	37.3%	Worsening	2013/14 an Qtr 1 14/15 results supplied from LBB survey:- Ealing 2013/14 4% Q1 3%
EH02K	Businesses license applications processed in a timely manner	Critical	July-Sept 2015	98.7%	95.0%	62/62	100.0%	5.3%	Improving	Efforts to obtain benchmarking data continues.
HCC01	Meeting religious burial requests	Critical	July-Sept 2015	100.0%	95.0%	16/16	100.0%	5.3%	Same	Barnet specific indicator.
KPI 1.1 NM	Implementation of the Annual programme relating to Highway Safety	Critical	July-Sept 2015	100.0%	100.0%	1681/1681	100.0%	0.0%	Same	Barnet specific indicator.

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
	Inspections									
KPI 1.4 NM	Implementation of the Annual Programme relating to other highway improvement schemes		July-Sept 2015	No Activity	100.0%	2/2	100.0%	0.0%		Barnet specific indicator.
KPI 1.6 NM	Implementation of the Annual programme of weed prevention		July-Sept 2015	100.0%	100.0%	1/1	100.0%	0.0%	Same	Barnet specific indicator.
KPI 1.7 NM	Implementation of the Annual programme of Gully Cleansing		July-Sept 2015	93.7%	92.0%	5482/5935	92.4%	0.4%	Worsening	Barnet specific indicator.
KPI 1.8 NM	Implementation of the Annual programme relating to Bridge Inspections		July-Sept 2015	100.0%	100.0%	18/18	100.0%	0.0%	Same	Barnet specific indicator.
KPI 1.9 NM	Implementation of the Annual programme relating to Cyclic		July-Sept 2015	No Activity	100.0%	12/12	100.0%	0.0%		Barnet specific indicator.

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
	Bridge Maintenance									
KPI 2.1 NM	Number of Highways Emergency Defects Rectification completed on time		July-Sept 2015	100.0%	100.0%	71/71	100.0%	0.0%	Same	Barnet specific indicator.
KPI 2.2 NM	Category 1 Defects Rectification Timescales completed on time (48 hours)		July-Sept 2015	100.00%	100.00%	355/355	100.00%	0.0%	Same	2013/14- APSE Performance Network (Wales). Percentage of CAT 1 defects made safe within response times. Bridgend County Borough Council 97.26% Highest in group 100% Average of Group 90.85% Lowest in group 62.19%

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
KPI 2.4 NM	Highways Insurance Investigations completed on time		July-Sept 2015	100.0%	100.0%	70/70	100.0%	0.0%	Same	Barnet specific indicator.
KPI 2.5 NM	Responses within timescales in dealing with complaints relating to weeds on the public highway		July-Sept 2015	100.0%	100.0%	191/191	100.0%	0.0%	Same	Barnet specific indicator.
KPI 2.6 NM	Responses within timescales in dealing with Highway Licence applications		July-Sept 2015	100.0%	100.0%	51/51	100.0%	0.0%	Same	Barnet specific indicator.
KPI 2.7 NM	Processing of Vehicle Crossover Applications within timescale for providing quotes		July-Sept 2015	100.0%	100.0%	84/84	100.0%	0.0%	Same	Barnet specific indicator.

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
KPI 2.8 NM	Construction of Vehicle Crossovers within timescales following receipt of payment		July-Sept 2015	100.0%	100.0%	74/74	100.0%	0.0%	Same	Barnet specific indicator.
KPI 2.10 NM	Response to complaints relating to a drainage malfunction and/or flooding event		Apr-June 2015	100.0%	100.0%	120/120	100.0%	0.0%	Same	Barnet specific indicator.
KPI 3.1 NM	Timely response to Highways works permit requests (Number of permits answered on time/Number of permit applications received)		July-Sept 2015	100.00%	100.00%	3608/3608	100.00%	0.0%	Same	2013/14 Timely response to permit requests, according to LoPs (London Permit Schemet):- Brent – 98.62% Enfield – 99.99% Haringey – 99.81%

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
KPI 3.2 NM	Ensure appropriate conditions are attached to Highways works Permits as per the London Permit Scheme (LoPS) (Total number of permits with appropriate conditions/total number issued)		July-Sept 2015	100.0%	100.0%	2512/2512	100.0%	0.0%	Same	Barnet specific indicator.
KPI 3.3 NM	Appropriateness of approved and rejected Highways works permits extension requests as per the London Permit Scheme (LoPS) (Total number of appropriate		July-Sept 2015	100.0%	100.0%	108/108	100.0%	0.0%	Same	

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
	responses/Total number granted and refused)									
KPI 3.4 NM	Compliance with chargeable inspection regime to quality-check works on highways (New Roads and Street Works Act)		July-Sept 2015	1	1	910/910	1	0.0%	Same	Commercially sensitive data (Not possible to obtain data)

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
KPI 3.5 NM	Levels of passed and failed Highways works inspections - no more than 15% of the challenges to inspections with a "Failed" decision is upheld (based on the New Roads and Street Works Act - NRSWA) (Total number of challenges upheld/total number of failed inspections)		July-Sept 2015	5.3%	15.0%	1/89	1.1%	92.5%	Improving	Commercially sensitive data (Not possible to obtain data)

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
KPI 3.6 NM	Processing of Section 50 (S50) Highways Works Licences within timescales (as per the Traffic Management Act) (TMA) (Total number of licensing request processed within timescales/total number of licensed requests processed)		July-Sept 2015	100.0%	100.0%	14/14	100.0%	0.0%	Same	Barnet specific indicator.

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
KPI 3.7 NM	Ensuring compliance with Section 74 (S74) and issuing sanctions on Highways works that are non-compliant as per the New Roads and Street Works Act (NRSWA) (Total number of S74 inspections carried out/total number S74 required)		July-Sept 2015	100.0%	100.0%	1940/1940	100.0%	0.0%	Same	Commercially sensitive data (Not possible to obtain data)
PoI KPI	Policy Compliance		July-Sept 2015	28	40	N/A	13	67.5%	Improving	Barnet specific indicator.
REGENKPI02	Regeneration budgetary and financial controls (% of invoices sent within timescales)		July-Sept 2015	100.0%	85.0%	1110062/1110062	100.0%	17.6%	Same	Barnet specific indicator.

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
REGENKPI03	Delivery of Regeneration projects' deliverables and milestones to meet outcomes and achieve benefits		July-Sept 2015	100.0%	80.0%	5/5	100.0%	25.0%	Same	Barnet specific indicator.
REGENKPI04	Improving Employment opportunities – Achieving agreed deliverables and milestones		July-Sept 2015	100.0%	100.0%	3/3	100.0%	0.0%	Same	Barnet specific indicator.
SPKPI03i	Percentage of Community Infrastructure Levy (CIL) cases cleared annually - payment of overall CIL obligations by developers to the Authority		July-Sept 2015	91.2%	80.0%	29/32	90.6%	13.3%	Worsening	Barnet specific indicator.

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
SPKPI03ii	Percentage of Community Infrastructure Levy (CIL) cleared annually – percentage of Top 20 Payments cleared		July-Sept 2015	95.0%	90.0%	19/20	95.0%	5.6%	Same	Barnet specific indicator.
TSLKPI02	Appropriate response to statutory deadlines in relation to the Licensing and Gambling Act. Service requests (e.g. applications) dealt with to pre-set standards / Total number of service requests		July-Sept 2015	99.7%	100.0%	155/155	100.0%	0.0%	Improving	Barnet specific indicator.

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
TSLKPI04	Appropriate response to statutory deadlines in relation to the Licensing and Gambling Act (dealt with to pre-set standards) (Service requests dealt with to pre-set standards/ Total number of service requests)		July-Sept 2015	97.7%	70.0%	371/379	97.9%	39.8%	Improving	Barnet specific indicator.