

Policy and Resources Committee

17 June 2019

Title	End of Year (EOY) 2018/19 Strategic Performance Report
Report of	Chairman of the Policy and Resources Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: Corporate Risk Register
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Summary

This report provides an **annual strategic overview** of performance for **2018/19** focusing on budget outturns (revenue and capital) and performance on activities and key indicators, as well as risk information related to the corporate priorities in the Corporate Plan 2018/19 Addendum.

Officer Recommendations

- 1. The Committee is asked to note the revenue and capital outturn for 2018/19.**
- 2. The Committee is asked to note the savings delivered in 2018/19.**
- 3. The Committee is asked to scrutinise the performance and risk information related to the corporate priorities in the Corporate Plan 2018/19 Addendum, including the strategic and high level (scoring 15+) service/joint risks that form the corporate risk register at Appendix A.**

PURPOSE OF REPORT

1 Introduction

- 1.1 This report provides a **strategic overview** of performance for the **End of Year (EOY) 2018/19** focusing on the budget outturns and outcomes for the corporate priorities in the Corporate Plan 2018/19 Addendum. It also includes high level (scoring 15+) risks linked to the delivery of the corporate priorities
- 1.2 The report is in addition to the EOY 2018/19 Themed Performance Reports to each Theme Committee (8 May to 20 June 2019) and the EOY 2018/19 Contracts Performance Report to Financial Performance and Contracts (FPC) Committee on 19 June 2019. These reports will be published on the committee section of the council's website at: <https://barnet.moderngov.co.uk/ieDocHome.aspx?bcr=1> prior to the committee.

2 General Fund

- 2.1 The General Fund revenue outturn for 2018/19 was a net overspend of £0.822m; the comparable Month 11 figure was £1.427m. This outturn was stated after the net contribution to/from specific and general earmarked reserves.

Table 1: General Fund Revenue Outturn

Service	Revised Budget £000	Outturn £000	Variance from Revised Budget Adv/(fav) £000	Reserve Movts £000	Outturn after Reserve Movts £000	Variance after Reserve Movts Adv/(fav) £000
Adults and Communities	95,493	95,101	(392)	(191)	94,910	(583)
Assurance	6,348	6,892	544	(277)	6,615	267
Central Expenses	44,790	41,636	(3,154)	303	41,939	(2,851)
Children's Services	66,718	67,718	1,000	(256)	67,462	744
Commissioning Group	19,510	17,946	(1,564)	121	18,067	(1,443)
CSG and Council Managed Budgets	25,062	24,559	(503)	3,315	27,874	2,812
Housing General Fund (Tackling Homelessness)	6,926	7,454	528	(418)	7,036	110
Public Health	17,160	18,090	930	(930)	17,160	-
Development and Regulatory Services (Including Re)	684	1,900	1,216	(409)	1,491	807
Street Scene	12,053	12,937	884	75	13,012	959
Total General Fund	294,744	294,233	(511)	1,333	295,566	822
Housing Revenue Account	754	2,682	1,928	0	2,682	1,928

- 2.2 The main reasons for the General Fund outturn overspend of £0.822m are set out below.

Adults and Safeguarding

- 2.3 The service recorded an underspend of £0.583m.
- 2.4 The non-placements budgets underspent by £0.598m, which is the net effect of £0.766m underspend on staffing budget and £0.167m overspend mostly due to voluntary organisations budget and Deprivation of Liberty safeguards (DOLs) assessment costs. The voluntary organisations budget pays for several contracts on prevention services.
- 2.5 The placements budget overspent by £0.015m with adverse variances in working age Learning and Physical Disability clients being offset by underspends in Older Adults and Mental Health clients. The placements budget includes Winter Pressures funding from the Government of £1.400m which was allocated to the relevant client budgets to reflect pressure from hospital discharge.
- 2.6 There are several significant debtors (such as the CCG) for the service which could result in debt write offs being written back to the service. The service management are working hard to resolve the debt issue and the council has put in place a Debt Board to look at how debt is managed and pursued.

Assurance

- 2.7 The revenue outturn position for Assurance was an overspend of £0.267m with the variance being driven by an overspend in the HB Public Law contract (£0.713m) offset by an underspend in Elections (£0.311m). The underspend on election costs was partially caused by the £0.15m expected contribution to the Elections Reserve not being made for 18/19 owing to prior year contributions being sufficient to meet future commitments. The HB Public Law service is a demand-led service and this year demand has exceeded the available budget. The outturn for 2017/18 was a £0.789m overspend. This increased in 2018/19 due to a combination of increased contract prices and demand for the service.

Central Expenses

- 2.8 The revenue budget for Central Expenses outturn position was an underspend of £2.851m relating mainly to capital financing costs caused by slippage on the capital programme (£2.110m). This was coupled with underspends on levies (£0.184m) and insurance costs (£0.775m). The significant underspend was partially offset by the one-off payment of pension strain arrears due to the Pension Fund (£0.218m).

Commissioning Group

- 2.9 The revenue budget for Commissioning Group was underspent by £1.443m, with the below areas being the key contributors to this position.
- 2.10 Environment elements of the Commissioning Group underspent by £0.607m due primarily to the adjustment to NLWA levy to reflect lower volumes of household waste

processed in 2018/19. NLWA will apply the reduction to the 2019/20 levy charge however, as it relates to prior year accrued balances, a year end debtor was recognised and subsequently the majority of the surplus was transferred to reserves.

- 2.11 The Special Parking account underspent by £1.058m and was due to additional income for Moving Traffic Contraventions.
- 2.12 Resources outturn position was an underspend of £0.410m due to additional Housing Benefit overpayment.
- 2.13 Street Lighting achieved an underspend of £0.324m due to actions taken throughout the year to reduce costs such as active management of the lighting network and improved contract management.
- 2.14 The Strategic Commissioning Board (now Council Management Team) overspent by £0.118m, due to interim staff costs.
- 2.15 Information management outturn position was an overspend of £0.254m due to overspends in the confidential waste contract, on O365 licences, and additional temporary staffing in Civil Protection agreed as part as a corporate review of the Authority's arrangements.
- 2.16 Human resources outturn position was an overspend of £0.690m due to staff costs in Trade Unions (£0.058m), HR staff costs (£0.235m) and additional costs in relation to project work including work on Pay Modelling, Equal Pay Audit Review and Apprenticeship Scheme 2017.
- 2.17 Adults and health underspent by £0.110m due to part-year vacancies being held in the Joint Commissioning Service.
- 2.18 Growth and Development underspent by £0.039m. The net position was due to an overspend on the Local Plan, Regeneration Strategy and related policy workstreams that the council were required to deliver however no permanent budget provision exists. This is partially offset by an underspend on the Care Leavers Participation staffing budget.
- 2.19 The Registrar service overspent by £0.047m, primarily due to staff cost increases (£0.021m) and a reduction in the Government contribution to the citizenship ceremony grant (£0.015m).

CSG and Council Managed Budgets

- 2.20 The revenue budget for CSG and Council Managed Budgets was an overspend of £2.812m, with the below areas being the key contributors to this position.
- 2.21 The overspend was due to pressure on the CSG Managed Budget (£1.120m) which was due to ongoing structural pressures within the Estates budget. Towards this £0.919m pressures funding has been allocated for 2019/20. Income shortfalls on retained income lines (£0.425m), the loss of Agency admin recharge of £0.899m (for which a benefit has been recognised in frontline service areas) and £0.610m due to Collection Fund gainshare costs (where the additional income was credited to the

Collection Fund) are all causing a £1.692m pressure on the CSG Management Fee line.

Children's Services

- 2.22 Children's Services reported an adverse outturn variance of £0.744m on a budget of £66.718m. Cost pressures to be managed within the Children Services at the start of 2018/19 were £12.375m in addition to the service savings identified of £2.337m. The majority of these pressures have been mitigated and savings achieved. The overspend has arisen from staffing projections, placement pressures, non-pay pressures and inspection preparation. These have been offset by additional income relating to Cambridge Education Contract, the use of grants and a reduction in agency costs due to the new contract, of approximately £0.590m. The overall position is offset by the use of £2.3m one-off funding. Pressures remaining at the end of the year were recognised during the 2019/20 budget setting process.
- 2.23 The nature of services provided to children and families by Family Services manage significant levels of risk. The implementation of the Barnet Children's Services Improvement Action Plan based on inspection findings and recommendations reduce this risk and drive forward improvements towards good quality services.
- 2.24 Family Services Management has a £4.649m underspend as additional resources from the Performance and Resources Committee of February and June 2018 are being held here. The service has not yet allocated this budget across the department.
- 2.25 Education skills have a £0.671m underspend, principally due to £0.231m reductions in costs for the CE contract and additional unbudgeted DSG contributions in relation to £0.300m SEN support and inclusion costs charged to the DSG.
- 2.26 The Corporate Parenting, Disability and Permanence service has a £4.741m overspend. The service is broken down into Social Care Management (£0.225m), CSC 0-25 (£0.605m), Permanence Transitions and Corporate Parenting (£1.287m) and Placements (£2.624m). The overall service overspend was due to a staffing variance of £1.342m and a non-staffing variance of £3.399m generated principally by use of agency staff and increases in the number and unit cost of placements and support packages.
- 2.27 Assessment, Intervention and Planning reported an overspend of £2.692m. £1.785m was principally due to agency staffing and over-establishment and £0.849m of this overspend was a result of Section 17 costs and people with no recourse to public funding pressures.
- 2.28 Early Help 0-19 underspent by £0.494m, principally generated by credits received for overpayment of Centrepoint accommodation and additional DSG income.
- 2.29 Risk and Vulnerability underspent by £0.361m, mainly relating to the receipt of the Youth Justice Board Grant.
- 2.30 Central Education underspent by £0.350m, principally to receipt of a Schools grant.
- 2.31 De-minimis variances across the service result in a projected £0.119m underspend.

- 2.32 Libraries and Community Engagement overspent by £0.055m due to late notification of £0.122m backdated rate charges to 2017/18 for Church End library. This was offset by £0.061 reduction for security costs. In addition, credits for utilities were received for £0.012m which were backdated to 2017/18.

Housing General Fund (Tackling Homelessness)

- 2.33 The revenue budget for Housing General Fund (Tackling Homelessness) has overspent by £0.110m. The outturn includes mitigations put in place, including the acquisition of affordable properties to replace temporary accommodation, additional Flexible Homelessness Support Grant and appropriate recharging of costs to the HRA.

Public Health

- 2.34 The revenue budget for Public Health achieved a balanced position against its budget.

Development and Regulatory Services (including Re)

- 2.35 The revenue outturn for Re Guaranteed Income and Management Fee was an overspend of £0.807m.
- 2.36 There was a shortfall in income totalling £1.280m, generated primarily by income targets on a number of areas not being achieved. The adverse variance is offset by income to the HRA that was allowed against Re's contractual target, but which cannot contribute to the budget as this is in the General Fund. The Management Fee underspent by £0.491m due to a £0.350m Brent Cross rebate and additional contributions from CIL/S106 admin fee.

Street Scene

- 2.37 The Street Scene outturn variance was an overspend of £0.959m, an improvement of £0.189m when compared to the Period 9 (Q3) position. The key contributor to this position was Waste (frontline) – this service overspent by £2.015m. The delays in the start of, and difficulties embedding, the recycling and waste service changes resulted in increased expenditure relating to the recognition of the existing overspend and enhanced by the non-delivery of historic savings. This was exacerbated by increased costs of transformation due to the service not being fully embedded by Christmas and additional unresolved pressure generated by increased costs of maintenance on the recycling and waste fleet as it ages. The adverse variance was partially offset by an underspend of £0.385m relating to ground maintenance, generated by grass cutting savings due to weather conditions, as well as an underspend of £0.672m relating to planned management and service support savings.

Housing Revenue Account (HRA)

- 2.38 The Housing Revenue Account (HRA) has a budgeted contribution from balances of £0.754m in 2018/19. The outturn shows a deficit of £2.681m. There was a year-end balance of £12.321m as at 31 March 2019.

Table 2: HRA Outturn

	Revised Budget	Outturn	Variance from Budget Adv/(Fav)
	£000	£000	£000
Dwelling rents	(49,810)	(49,902)	(92)
Service and other charges	(9,133)	(7,832)	1,301
Housing management	20,375	21,717	1,343
Repairs and maintenance	7,570	7,553	(17)
Provision for bad debts	250	325	75
Regeneration	837	116	(720)
Capital charges	30,760	30,863	103
Interest on balances	(95)	(159)	(65)
Total	754	2,681	1,927

2.39 The main reasons for the variance from budget are set out below.

2.40 **Income** - Dwelling rents over achieved by £0.092m compared with the revised budget. The outturn for Service and Other Charges shows that this under recovered by £1.301m. The variance relates to the following: garage and commercial rents, service charges and water services. Garage and commercial rental income was a £0.490m underachievement due to a higher level of voids and lower numbers of relets (i.e. how long it takes to re-let after they become void). Service Charges to tenants and leaseholders was a £0.602m underachievement primarily related to the number of voids on regeneration sites prior to demolition. There was a reduction in the income received on the commission for collecting water rates from tenant.

2.41 **Expenditure** - Housing management costs mainly reflect the core management fee of £17m paid to Barnet Homes to manage the housing stock in addition to £3m for Insurance and other service costs. This budget was overspent by £1.343m as follows: £0.545m increase in the insurance premiums on the housing stock for fire and leaseholder insurance and fees relating to commissioned services of £0.798m which includes the cost of wardens on the regeneration estates, costs of decanting, revenue costs relating to the fire on Guilfoyle and additional bin collections.

2.42 The repairs and maintenance budget of £7.570m relates to the management fee paid to Barnet Homes for the repair and maintenance of housing stock and refurbishment of properties when they become void. The outturn showed an underspend of £0.017m.

2.43 The housing regeneration showed increased income of £0.721m for cost recovery from developers on several regeneration schemes at Dollis Valley, Grahame Park, West Hendon and Granville Road.

Dedicated Schools Grant (DSG)

- 2.44 The DSG budget for 2018/19 was revised to take into account the brought forward reserve of £0.501m, £0.500m prior year Early Years adjustment and additional High Needs funding from Central Government of £0.964m announced in December 2018. The £0.501m carry forward has, as planned, been offset against the position, giving a total underspend of £1.543m.
- 2.45 The High Needs block was an overspend of £0.246m due to top-up funding for high needs pupils. The high needs funding system supports provision for children and young people with special educational needs and disabilities (SEND) from their early years to age 25, enabling both local authorities and providers to meet their statutory duties under the Children and Families Act 2014. High needs funding is also intended to support good quality Alternative Provision for pre-16 pupils who cannot receive education in schools.
- 2.46 DSG High Needs funding has not kept up with inflation or the rate of demographic growth in recent years, whereas demand, driven by a mixture of demographic change, the growing complexity of needs and the new framework created by the SEN reforms, has grown significantly. Local authorities across England are facing similar problems and many are known to have faced significant overspending on their High Needs budgets.
- 2.47 The High Needs pressure was partly offset by underspends in the Schools Block. The Growth Fund for expanding schools was underspend by £0.073m, the late conversion of a school to the maintained sector has resulted in a £0.234m underspend.
- 2.48 Although the Early Years Block underspent by £0.983m, clawback of funding is expected in 2019/20 where there has been a change between January 2018 and January 2019 in early years pupil numbers.
- 2.49 The Council had submitted a request to the Secretary of State in relation to the transfer from the school's block of DSG to the high needs block in order to address pressures in this area. However, following a funding announcement in December where an additional £0.964m was allocated for 2018/19 and 2019/20, this request was withdrawn.
- 2.50 There have been no previous transfers between funding blocks under the new ring-fenced arrangements for funding blocks. In previous years there has been underspending in the overall Schools Budget, which helped to create reserves that could be used to address new pressures, such as the need to allocate 'growth funding' for new and expanding schools. However, the reserves have generally reduced, largely to pay for growth funding and because of the growing pressures on the High Needs budget.
- 2.51 This is a reflection of the fact that there was an overall shortfall in the High Needs Block nationally. 'London Councils' is continuing to lobby the Government to request this is dealt with as part of the Comprehensive Spending Review.
- 2.52 At year end a recovery plan was in place to secure savings within the High Needs Block. Savings of £1.2m have already been achieved and plans are in place to achieve further savings of over £1m in 2019/20, rising to £2m in 2020/21. Combined

with the additional funding announced in December of £1.928m over two years for the High Needs block, this should remove the deficit 2019-20, provided demand pressures are in line with current forecasts.

Table 3: Dedicated Schools Grant

	Revised Budget £000	Outturn £000	Variance from Budget Adv/(Fav) £000
Schools			
- Individual Schools Budget	141,227	140,993	(234)
- Growth Fund	897	825	(72)
- Central Schools Expenditure	1,268	1,268	0
- ESG Retained Funding	852	852	0
Sub-total	144,245	143,938	(306)
Early Years Block	29,037	28,054	(983)
High Needs Block	45,182	45,428	246
Sub-total	218,464	217,420	(1,043)
DSG Income	(217,963)	(217,963)	0
DSG c/f	(501)	0	501
Early Years 2017/18		(500)	(500)
DSG Total	0	(1,044)	(1,044)

Capital Programme

2.53 The outturn on the council's 2018/19 capital programme was £241m, of which £208m relates to the General Fund programme and £33m to the HRA capital programme. This was £55m less than the currently approved 2018/19 budget of £296m. Table 4 summarises the actual expenditure, budget and variance by service.

Table 4: Capital Outturn

Service	18/19 Budget £000	Additions/ (Deletions) £000	(Slippage)/ Accelerate d Spend £000	18/19 Outturn £000	Variance from Approved Budget £000	Variance from Approved Budget %
Adults and Communities	2,400	(481)	(388)	1,531	(869)	(36.2)
Commissioning Group	53,856	(128)	(4,954)	48,774	(5,082)	(9.4)
Children's services -Education and Skills	21,361	0	(1,401)	19,961	(1,401)	(6.6)
Children's services - Family Services	6,046	(170)	(421)	5,455	(591)	(9.8)
Housing Needs and Resources	44,246		5,208	49,454	5,208	11.8
Parking and Infrastructure	1,517		(461)	1,056	(461)	(30.4)
Regional Enterprise (Re)	129,603	187	(50,093)	79,697	(49,906)	(38.5)
Street Scene	3,825	(225)	(1,493)	2,107	(1,718)	(44.9)
General Fund Programme	262,855	(816)	(54,003)	208,035	(54,820)	(20.9)

HRA (Managed by Barnet Homes)	33,564		(517)	33,047	(517)	(1.5)
Total Capital Programme	296,419	(816)	(54,521)	241,082	(55,337)	(18.7)

2.54 All but one service areas had slippage, with five areas identifying deletions. The principal variances from budget and the reasons for these are highlighted below.

- **Adults and Communities** had slippage of £0.388m and a deletion of £0.481m on the Mosaic project. The deletion was due to project costs being transferred to revenue and funded under the flexible use of capital receipts as approved by Council in March 2019.
- **Commissioning** had slippage of £4.95m and deletions of £0.128m. The deletion was as a result of the community centre fit out and the Tarling Road community centre projects being combined, releasing funds that were no longer required. The slippage related primarily to the Office build where construction will not be completed until 2019/20 and the ICT Strategy where implementation of systems is now scheduled in 2019/20.
- The **Children's Services (Education)** has slippage of £1.401m, this was largely due to re-phasing works within the Schools Modernisation Programme and the budget held for emergency reactive works not being required (£0.655m). Underground contamination problems caused delays to the Blessed Dominic build which resulted in £0.745m slippage.
- The **Children's Services (Family Services)** had slippage of £0.421m. This was primarily due to delays to Meadow Close (£0.162m), re-profiling of Early Education and Childcare place sufficiency works into 2019/20 (£0.186m) and delays in Foster Carers adaptations (£0.110m).
- The **Housing General Fund (Tackling Homelessness)** reported an overspend of £5.208m. This was largely due to accelerated spend of £7.300m for Direct acquisitions where there have been additional acquisitions and the Open Door project where further funds were required to be drawdown to facilitate the new build. The Empty Properties programme also slipped by £1.670m as a number of CPO's were delayed.
- The **Parking and Infrastructure** programme slipped by £0.461m. This was as a result of expenditure on the lines and signs project being completed in the next financial year; the upgrade of pay and display machines will take place in 2019/20 and the Highways permanent re-instatements, which is ongoing, and will continue into the next financial year.
- The **Re (Regeneration)** outturn was £66.512m (slippage of £49.583m). The Thameslink Station (£31.544m) slippage was due to a delay in signing the Implementation Agreement and securing HMG funding following Brent Cross North's deferral. Slippage on the Strategic Infrastructure Fund (£16.000m) resulted from the Legal Agreement taking longer than expected.

- **Street Scene** slippage was £1.493m, which together with deletions of £0.225m, resulted in a programme that was £1.718m less than budget. The slippage mainly related to vehicles where further purchases will take place in 2019/20; the procurement of the Data Management System which completed in April 2019 and the next stage of the Green spaces development project will commence in 2019/20.
- The **HRA** capital programme was £33.047m against a revised budget of £33.564m, resulting in a forecast variance of £0.517m. The most significant movements were:
 - The HRA fire and safety programme accelerated spend of £1.009m following a review of the plans for delivery of all the various improvements to the tower blocks.
 - The Upper and Lower Fosters project slipped by £0.480m following a review of the profile of the spend and the phasing of the project.
 - The extra care pipeline project slipped by £0.585m following delays in the purchase of leaseholder properties
 - Ansell Court (formerly Moreton Close) slipped by £0.600 mainly due to the retention payment which is due in 2019/20.
 - The main housing programme has accelerated expenditure of £0.139m due to increased works across the programme.

Funding of Capital Programme

2.55 Table 5 shows how the 2018/19 forecast capital programme was funded.

Table 5: Funding of 2018/19 Capital Programme

Service	Grants/ Other Contribns £000	S106 £000	Capital Receipts £000	Revenue/ MRA £000	CIL £000	Borrowing £000	Total £000
General Fund Programme	57,875	8,617	13,289	0	29,092	99,162	208,034
HRA	1,773	0	4,997	26,276	0	0	33,047
Total Capital Programme	59,648	8,617	18,286	26,276	29,092	99,162	241,080

2.56 Table 6 shows the impact of the movements in the forecast of the capital programme when compared to the budget.

Table 6: Funding movements of 2018/19 Capital Programme

Service	Grants/ Other Contribns £000	S106 £000	Capital Receipts £000	Revenue /MRA £000	CIL £000	Borrowing £000	Total £000
General Fund Programme	(28,777)	(496)	(2,303)	(546)	115	(22,812)	(54,820)
HRA	1,713	0	4,168	928	0	(7,327)	(517)
Total Capital Programme	(27,064)	(496)	1,865	382	115	(30,139)	(55,338)

3 Staffing

3.1 There were 1,711 staff in established posts (1,416 FTEs) and 316 agency staff (199 agency FTE) in March 2019 (see tables 7a, 7b, 8a and 8b).

Table 7a: LBB Staff Headcount (Q4 2018/19)

Service	Jan-19	Feb-19	Mar-19
Adults and Communities	318	318	316
Commissioning Group	249	249	241
Family Services	677	680	675
Street Scene	477	477	479
Overall	1,721	1,724	1,711

**Figures exclude vacancies and Education and Skills
Source: HR Establishment Pack*

Table 7b: LBB Staff Full Time Equivalent (Q4 2018/19)

Service	Jan-19	Feb-19	Mar-19
Adults and Communities	284	284	282
Commissioning Group	229	229	223
Family Services	500	503	500
Street Scene	409	409	411
Overall	1,422	1,425	1,416

**Figures exclude Education and Skills
Source: HR Establishment Pack*

3.2 At the end of September 2018, Family Services had agency Social Workers covering 28.9% of the Qualified Social Worker workforce¹. This included all employees that were Social Work qualified e.g. Managers, Quality Assurance staff, etc. In comparison with other Outer London Boroughs, Barnet was 8th out of 17. This is an improving position, with local data indicating a steady decline in reliance on agency Social Workers and a more stable workforce.

Table 8a: Agency Headcount (Q4 2018/19)

Service	Jan-19	Feb-19	Mar-19
Adults and Communities	23	21	22
Commissioning Group	28	28	30
Family Services	150	141	144
Street Scene	107	126	121
Overall	308	316	316

**Figures exclude Education and Skills
Source: Agency data extracted from Matrix 10 days after the end of the month. The figures exclude agency staff outside of Matrix and non-active agency staff e.g. not paid or contract ended on Matrix.*

¹ DfE return.

Table 8b: Agency Full Time Equivalent (Q4 2018/19)

Service	Jan-19	Feb-19	Mar-19
Adults and Communities	15	12	13
Commissioning Group	20	22	23
Family Services	115	99	94
Street Scene	46	60	69
Overall	196	192	199

*Figures exclude Education and Skills

Source: Agency data extracted from Matrix 10 days after the end of the month. The figures exclude agency staff outside of Matrix and non-active agency staff e.g. not paid or contract ended on Matrix. Agency FTE is calculated by dividing total hours worked by FTE hours in period.

3.3 Agency staff expenditure included in the revenue outturn is shown in table 8c. Agency spend for the year up to 31 March 2019 was **£16.652m**, £2.541m less than last year (£19.193m).

Table 8c: Expenditure on Agency Staff (2018/19)

Service	17/18 Outturn £000	18/19 Outturn £000	Change %
Adults and Communities	2,510	1,653	-34.2
Assurance	16	10	-37.3
Children's Services	10,407	9,600	-7.8
Commissioning Group	1,501	2,210	47.2
Customer Support Group	50	93	86.9
HRA	0	1	N/A
Public Health	8	176	2102.4
Development & Regulatory Services (including Re)	0	68	N/A
Street Scene	2,427	1,868	-23.0
Capital	2,274	973	-57.2
Total	19,193	16,652	-13.2

3.4 A range of health and wellbeing initiatives helped to reduce sickness absence over the year, which fell from 10.10 days in April 2018 to 8.24 days in March 2019 (see table 9).

Table 9: Sickness Absence (Q4 2018/19)

Service	Average days lost per FTE (rolling 12 months)		
	Jan-19	Feb-19	Mar-19**
Adults and Communities	7.85	7.63	6.92
Commissioning Group	3.28	3.44	3.76
Family Services	7.17	7.07	7.06
Street Scene	12.24	12.60	12.16
Overall*	8.13	8.18	8.24

*Figures include Education and Skills

**Figures reflect revised structure, so may not be directly comparable to previous months. For purposes on this report Commissioning Group in Mar-19 = Assurance, Growth & Corporate Services and CEO

Source: HR Dashboard (average over rolling 12 months)

4 Performance and Risk

- 4.1 The corporate priorities were set out in the Corporate Plan 2018/19 Addendum. These were the top 15 priorities for the council. As well as these, the Theme Committees had additional priorities that have been reported to them as part of the performance and risk reporting framework. Information relating to the additional priorities is not included in this Strategic Performance Report, except where there were indicators that did not meet the annual target and/or high level (scoring 15+) risks.
- 4.2 The update on **corporate priorities** is presented by Theme Committee and includes performance and risk information as follows:
- Progress on activities
 - Performance of key indicators²
 - High level (scoring 15+) risks from the Corporate Risk Register³
- 4.3 In addition, any indicators that did not meet target and/or high level (scoring 15+) risks linked to **additional priorities** for the Theme Committee are presented; along with any strategic issues/escalations related to the Theme Committee's Terms of Reference.
- 4.4 There were a number of indicators in the Corporate Plan Addendum 2018/19 that were due to reported as part of the Residents' Perception Survey. These indicators are not included in the report, as the survey has been delayed until autumn 2019.
- 4.5 An overall status is given for each corporate priority (see table 10). This reflects the EOY 2018/19 position for budget forecasts, progress on activities, performance of key indicators and any high level (scoring 15+) risks.

Table 10: Overall Status for Priorities (EOY 2018/19)

Corporate priority	Overall status
Children, Education and Safeguarding	
Children's Services Improvement Action Plan	Amber
Delivering the family-friendly Barnet vision	Amber
Adults and Safeguarding	
Embedding strength-based practice	Amber
Integrating local health and social care	Amber
Assets, Regeneration and Growth	

² RAG rating reflects the percentage variance of the result against the target as follows: On target = GREEN (G); Up to 9.9% off target = AMBER (A); 10% or more off target = RED (R). The Direction of Travel (DOT) status shows the percentage variation in the result since last year e.g. Improving (↑ I), Worsening (↓ W) or Same (→ S). The percentage variation is calculated as follows: EOY 18/19 result minus EOY 17/18 result equals difference; then difference divided by EOY 17/18 result multiplied by 100 = percentage variation. Any results not for the full year are illustrated by (s) snapshot at end of year or (r) rolling 12 months.

³ The Corporate Risk Register includes strategic risks (strategic and business critical risks) and high level (scoring 15+) service/joint risks (service and contract delivery risks). All risks are managed in line with the council's risk management framework. The risk registers are live documents and the Q4 18/19 Corporate Risk Register provides a snapshot in time (as at end March 2019). All risk descriptions for the strategic and high level (scoring 15+) service/joint risks are available in Appendix A.

Corporate priority	Overall status
Regenerating Brent Cross Cricklewood	Amber
Increasing the housing supply	Amber
Helping people into work	Green
Housing	
Building compliance and fire safety	Green
Environment	
Modernising environmental services	Amber
Delivering highways improvements	Amber
Community Leadership and Libraries	
Safer communities	Amber
Tackling issues with domestic violence, mental health and substance misuse	Amber
Policy and Resources	
Implementing The Way We Work programme	Amber
Continuing to improve customer services	Amber
Medium and long term strategic planning	Amber

5 CHILDREN, EDUCATION AND SAFEGUARDING (CES) COMMITTEE

Children's Services Improvement Action Plan

- 5.1 Children's Services in Barnet were judged by Ofsted to be inadequate when Ofsted undertook a Single Inspection Framework (SIF) of these services in April and May 2017. The council fully accepted the findings of the report and has worked collectively with the partnership to drive the improvements needed to transform social care services for children, young people and their families from inadequate to good rapidly.
- 5.2 Under the Inspection of Local Authority Children's Services (ILACS) Framework, local authorities judged as inadequate are subject to ongoing monitoring activity from Ofsted; in Barnet, this has included an action planning visit, quarterly monitoring visits and a full ILACS inspection after February 2019 due to satisfactory progress noted during monitoring visits.
- 5.3 Since November 2017, Ofsted have conducted six monitoring visits of Barnet Children's Services, focusing on 'front door' services, Duty and Assessment, Intervention and Planning, Children in Care, work with vulnerable adolescents and Care Leaver services. During this period, Ofsted have found there to be a steady and strong focus on improving services and the quality of social work practice in Barnet. Although the pace of change has established improved social work practice over the last year, there is more work to do to ensure consistent quality of practice across all services.
- 5.4 A sixth monitoring visit took place on 14 and 15 February 2019. This focused on the leaving care service, Onwards and Upwards, and young people transitioning to leaving care. Ofsted have confirmed that this was the last monitoring visit for the local authority. The next visit by Ofsted was the full ILACS inspection in May 2019, which was a re-inspection of all services.
- 5.5 The latest progress report was presented to CES Committee on 8 May 2019 and is available online at:
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=9471&Ver=4>
- 5.6 There were two key indicators linked to this priority in the Corporate Plan. Overall progress against the Children's Services Improvement Action Plan is shown in the table below.

Indicator	Polarity	Annual Target	EOY 18/19		EOY 17/18	Benchmarking
			Result	DOT	Result	
Overall progress against Children's Services Improvement Action Plan	Monitor	Monitor	Pace of change begun to establish improved social work practice	New for 18/19	New for 18/19	No benchmark available
Findings of Ofsted Monitoring Visits	Monitor	Monitor		New for 18/19	New for 18/19	No benchmark available

- 5.7 In addition to these, CES Committee received a comprehensive datapack of indicators that were subject to additional focus through the Children's Services

Improvement Action Plan. This included updated data on **caseloads**, which has been extracted for information below (see paragraph 1.23). The latest Performance Matters (February 2019) was presented at the May 2019 meeting and is available online at:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=9471&Ver=4>

Caseloads

- 5.8 The council has invested in additional staffing in Family Services to keep caseloads down, especially in the Duty and Assessment (DAT) and Children in Care (CIC) teams. The data for March 2019 (see table 11) shows that since the Ofsted inspection, the average caseload has decreased across all teams except one, with a notable decrease of circa 45 per cent in the Duty and Assessment Team.
- 5.9 Caseloads have increased slightly in the Onwards and Upwards service. This is linked to the increase in unaccompanied children arriving in Barnet, prior to and since the Ofsted inspection; the number of unaccompanied children has increased by 16 per cent since 2016/17. Unaccompanied Asylum Seeking Children often arrive in Barnet’s care with multiple risks and vulnerabilities, and require additional support to deal with issues such as immigration status and health checks. To sufficiently support this cohort to recover from their experiences and provide consistent support with fewer points of transition, the Transitions Protocol was updated in 2018.
- 5.10 Under the new protocol, all newly arrived unaccompanied asylum seeking children are now allocated directly to Onwards and Upwards for assessment, once initial checks have been undertaken by the MASH team. This means that from the point of transfer, unaccompanied young people are now allocated to one personal Advisor within the team. This enables more consistent planning and decision making for this cohort, and their lived experience to be better understood by one worker who supports them from the point of arrival.
- 5.11 The feedback letter from the Onwards and Upwards (February 2019) Ofsted Monitoring visit noted this change, stating that “Caseloads were reported to be manageable for most staff, although some were high, and for others had recently increased.”

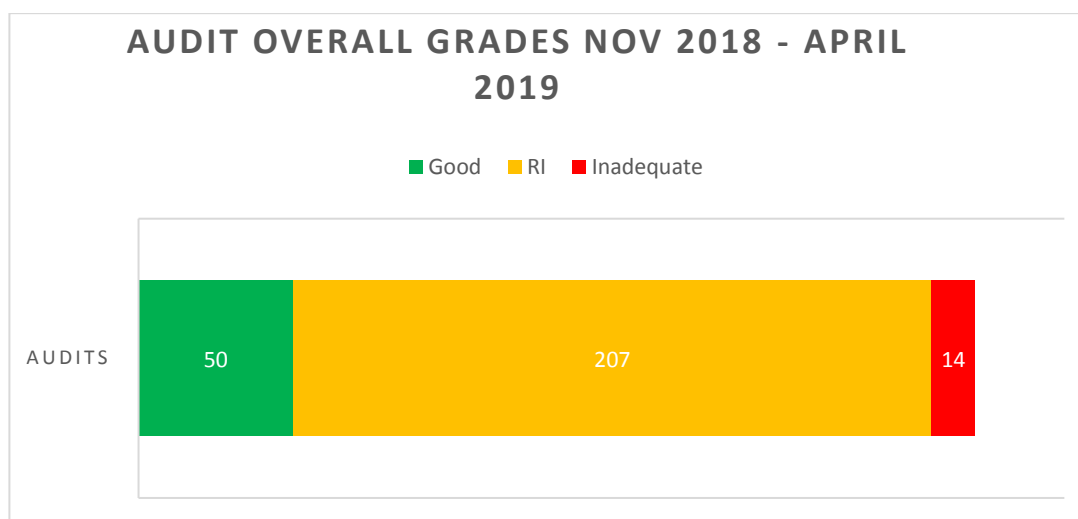
Table 11: Average Caseloads (March 2019)

	Apr/May-17 (Ofsted Inspection)	March 2019
Duty and Assessment (DAT)	28.3	15.6
Intervention and Planning (I&P)	17.3	16.7
Children in Care (CIC)	15.9	12.7
0-25	17.6	17.0
Onwards and Upwards	21.2	21.5
REACH	9.8	9.0

Source: Data Dashboard, Performance Matters, March 2019

Quality Assurance

- 5.12 Quality Assurance (QA) processes measure practice against the Practice Standards and instil clear expectations and a strong sense of accountability in staff for the impact of their work on the lives of children and families. QA activities aim to ensure staff are supported to deliver best practice through appreciative inquiry and reflective and meaningful feedback, which focuses on practice strengths and encourages learning. The process is closely aligned to the Workforce Development Strategy and informs workforce development and training offer.
- 5.13 A variety of audits across predefined areas of practice, which form regular audit activity are completed. Themed audits are decided quarterly based on strategic priorities or identified areas for learning and are allocated to auditors (QA Officers, IRO/CRO's, Team Managers) for completion. Key learning points are disseminated across the service and where appropriate across the local partnership. Impact is monitored through routine case tracking and analysis and quality assurance approaches.
- 5.14 Data from the six months between November 2018 and April 2019 showed audit outcomes at 5.1% Inadequate, 76.3% Requires Improvement (RI) and 18.4% Good.



- 5.15 There was one high level (scoring 15+) strategic risk linked to this priority in Q4 2018/19.
- **STR021 - Delivery of Ofsted Improvement Action Plan and strengthening safeguarding (residual score 16).** Ofsted undertook a sixth and final monitoring visit on 14 to 15 February 2019, which focused on the quality of practice in the care leavers service. Inspectors found the quality of social work practice is improving steadily and changes to the service are making a positive difference with appropriate support offered to care leavers. Inspectors noted high levels of consistent, regular and skilled planning was helping to achieve positive outcomes for young people but acknowledged that some challenges remain.

Delivering the family-friendly Barnet vision

- 5.16 A new Children and Young People's Plan (CYPP) was approved by the CES Committee in March 2019, following a period of public consultation in April 2019. Key outcomes to support the aspiration of a 'family-friendly Barnet' included a series of mental health initiatives to support children and young people, enhanced plans to prevent young people from getting involved in violence, crime and anti-social behaviour, as well as increasing the number of schools in Barnet rated as good or outstanding.
- 5.17 The CYPP takes account of the changing needs of the large and growing number of children, young people and families in the borough. The approach supplements the ambition to be the most 'Family-Friendly Borough' by 2020'. It has been informed by conversations with young people, elected members, council officers, heads of service and partner agencies to drive out the best outcomes. The results enable the council, partners and young people to work in a more responsive and empowering way.
- 5.18 In addition, Barnet has a three-year agreement with UNICEF to deliver the Child Rights Partners Programme across the borough, working in partnership to ensure all children, including the most vulnerable, can be supported to grow up healthy, happy, safe and resilient. Over 36 months Barnet will work towards six badges that will be assessed by UNICEF and will underpin the new CYPP.
- 5.19 A Young People's Perception Survey is carried out every two years. The survey provides insight to what young people think about living in the borough, their perception of the council, the services they receive and helps with understanding young people's priorities and concerns. The latest survey showed 84 per cent of young people thought Barnet was a family-friendly place to live. Top personal safety concerns were gangs, bullying and drug taking. These results have helped to inform the new CYPP and responses will assist with better targeting and improvement of services
- 5.20 A full update on progress against the family-friendly Barnet priority was presented to CES Committee on 8 May 2019 and is available online at: <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=9471&Ver=4>
- 5.21 The quality of Barnet's schools is a significant contributory factor to making the borough a popular and desirable place to live and supports the council's priority to be the most family-friendly borough in London.

Barnet was among the top performing local authority areas in the country in relation to the achievement of children and young people and the quality of schools. Barnet's aspiration continues to be among the top 10% of local authorities in relation to the quality of provision in its schools. The results for national examinations and assessments that took place across the early years, primary and secondary phases in summer 2018 have been published. Barnet's secondary schools continued to perform very well and there were improvements across early years and primary schools, with Barnet performing in the top quartile of local authorities for most indicators and in the top 10% on several measures.

- The percentage of Good and Outstanding schools in Barnet at the end of March 2019 was 94.3%. This was within the top 10% in the country.

- Primary attendance was 96.1%, with Barnet's ranking improving from 82nd in 2016 to 15th in 2018.
- At Key Stage 2 (KS2), attainment of the expected standard in Reading, Writing and Mathematics combined was in the top 10%, with Barnet ranked 8th out of 152 local authorities. Attainment in Writing was in the top 20% of local authorities, with Barnet's ranking improving from 100th in 2016 to 21st in 2018.
- Barnet was ranked 1st in the country for attainment in Reading, Writing and Mathematics combined by Key Stage 2 pupils on SEN Support.
- Attainment in Reading, Writing and Mathematics combined by disadvantaged KS2 pupils was in the top 10% of local authorities, with Barnet ranked 9th in the country.
- End of Key Stage 4 (KS4) GCSE attainment and progress was in the top 5% nationally (Attainment 8 and Progress 8) for all pupils and for disadvantaged pupils.
- Barnet's Attainment 8 rank was 5th and its Progress 8 rank was 2nd (behind the Isles of Scilly, which only had 14 pupils in the relevant cohort).
- On all measures at KS4, Barnet pupils on SEN Support were among the top 10% nationally.
- For disadvantaged pupils Barnet's Attainment 8 rank was 5th best and its Progress 8 score was ranked 4th.
- The gap between Barnet's disadvantaged pupils and non-disadvantaged pupils nationally at Attainment 8 was the 5th smallest in the country. On the Progress 8 measure Barnet disadvantaged pupils performed better than non-disadvantaged pupils nationally.

5.22 A report providing information on the validated results for 2017/18 assessments and national examinations was presented to CES Committee on 13 March 2019 and is available online at:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CIId=697&MIId=9470&Ver=4>

5.23 There were no key indicators linked to this priority in the Corporate Plan; and no high level (scoring 15+) risks in Q4 2018/19.

Strategic issues/escalations

5.24 There were no strategic issues/escalations in relation to the EOY 2018/19 CES Committee performance for P&R Committee.

6 ADULTS AND SAFEGUARDING (A&S) COMMITTEE

Embedding strength-based practice

- 6.1 Strength-based social care practice has continued to be embedded throughout the year. This has involved regular quality checks managed through the panel authorisation process, training, and internal and external audit activity. Significant improvements have been seen in the relevant ASCOF measures (reported in Q3) and external audit results (reported in Q4).
- 6.2 The Adult Social Care User Survey for 2017/18 showed that performance for key indicators on strength-based practice had been maintained or improved; and Barnet performed strongly against comparator local authorities. Overall satisfaction (those who stated they were extremely or very satisfied) with care and support increased from 61.7% in 2016/17 to 63.6% in 2017/18, with Barnet ranked 2nd against the comparator group of 16 local authorities. Barnet also maintained strong performance in relation to social care-related quality of life and ranked 4th against the comparator group, and Barnet ranked 2nd when people were asked about the impact of social care on their quality of life against the comparator group.
- 6.3 New services to support individuals into employment have been prototyped in the latter part of the year, involving close work with senior operational managers, and will be rolled out more widely in 2019/20.
- 6.4 There were 11 key indicators linked to this priority in the Corporate Plan. Five met the annual target; three cannot be reported because of difficulties reporting from the case management system (Mosaic); and three did not meet the annual target.
- **Adults with learning disabilities in paid employment (RAG rated RED) – 8.9% against an annual target of 10.9%.** There was a slight fall in the numbers of adults with learning disabilities in paid employment known to the council’s adult social care service, from 78 to 74 adults, with the percentage score reduced due to a substantial increase in the learning disabilities cohort during Q4 from 802 to 830. This cohort includes all adults with learning disabilities who have been in receipt of a long-term service over the course of the year. To support these adults, the new day opportunities and employment support service has been prototyped with service users and social workers have used the annual care and support plan review process to identify adults suitable for referral into the employment support service.
 - **Adults with mental health needs in paid employment (RAG rated AMBER) – 7.3% against an annual target of 7.5%.** The new day opportunities and employment service is due to be rolled-out to adults with mental health needs in 2019/20. Although slightly below the annual target, the service has performed better than the London and England averages. To allow the council to benchmark its performance, this indicator follows a national definition which counts all adults with significant mental health needs rather than only adults in contact with council adult social care services. This means that the cohort covered by this indicator is much larger than those supported by adult social care.
 - **Adults with mental health needs who live independently with or without support (RAG rated AMBER) – 80.9%% against an annual target of 83%.** In Q4, there was an increase in the number of new referrals to the service with a housing

need, via hospital wards, crisis resolution teams and the Recovery House. Although slightly below the annual target, the service has performed better than the London and England averages. Again, this indicator counts all adults with significant mental health needs rather than only adults in contact with local authority social care services.

Indicator	Polarity	Annual Target	EOY 18/19		EOY 17/18	Benchmarking
			Result	DOT	Result	
Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	Smaller is Better	468.5 ⁴	381.4 (G)	↓ W +22%	312.5	CIPFA Neighbours 383.4 London 406.2 England 585.6 (NASCIS, 17/18)
Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64	Smaller is Better	12.0	9.1 (G)	↓ W +181%	3.2	CIPFA Neighbours 8.8 London 9.6 England 14.0 (NASCIS, 17/18)
Adults with learning disabilities who live in their own home or with their family	Bigger is Better	72.5%	78% (G)	↑ I +4%	75%	CIPFA Neighbours 70.9% London 73.3% England 77.2% (NASCIS, 17/18)
Adults with learning disabilities in paid employment	Bigger is Better	10.9%	8.9% (R)	↓ W -11%	10.1%	CIPFA Neighbours 9.3% London 7.5% England 6.0% (NASCIS, 17/18)
Adults with mental health needs in paid employment	Bigger is Better	7.5%	7.3% (A)	↑ I +8%	6.7%	CIPFA Neighbours 7.8% London 6% England 7% (NASCIS, 17/18)
Adults with mental health needs who live independently, with or without support	Bigger is Better	83%	80.9% (A)	↓ W -2%	82.4%	CIPFA Neighbours 67.1% London 61% England 57% (NASCIS, 17/18)
Contacts that result in a care package	Monitor	Monitor	No result ⁵	N/A	22.9%	No benchmark available
Service users receiving ongoing services with telecare	Bigger is Better	26.5%	No result ⁶	N/A	25.4%	No benchmark available
Instances of information, advice and guidance provided to carers	Bigger is Better	3600	No result ⁷	N/A	3874	No benchmark available

⁴ This target has been revised to bring it into line with the trajectory agreed in Better Care Fund monitoring.

⁵ This indicator cannot be reported because of difficulties with Mosaic configuration, reports and data quality.

⁶ This indicator cannot be reported because of difficulties with Mosaic configuration, reports and data quality.

⁷ This indicator cannot be reported because of difficulties with Mosaic configuration, reports and data quality.

Indicator	Polarity	Annual Target	EOY 18/19		EOY 17/18	Benchmarking
			Result	DOT	Result	
People who feel in control of their own lives (Annual)	Bigger is Better	73%	75.8% ⁸ (G)	↑ I +8%	69.9% ⁹	CIPFA Neighbours 74.1% London 73.2% England 77.7% (NASCIS, 17/18)
Service users who find it easy to get information (Annual)	Bigger is Better	69.8%	69.1% ¹⁰ (G)	↓ W -4%	72.1% ¹¹	CIPFA Neighbours 71.2% London 70.1% England 73.3% (NASCIS, 17/18)

6.5 There were four high level (scoring 15+) risks linked to this priority in Q4 2018/19. One was a strategic risk and three were service risks.

- STR007 - Significant adults safeguarding incident (residual score 15).** The safeguarding risk in Adult Social Care is being managed by various policies and procedures, including adoption of the Pan-London procedures, practice standards, training; and quality assurance, including case audits and supervision audits. The service reports to CMT Assurance, Barnet Safeguarding Adults Board, Adults and Safeguarding Committee and the Health and Wellbeing Board annually. Oversight of safeguarding has been effectively maintained during the restructuring period and the implementation of the new senior management structure which is underway. The Safeguarding Board and Quality Assurance sub-group have met to ensure safeguarding standards are met across the council and partners. An external case audit took place early in Q4 and all safeguarding cases audited met safeguarding standards of practice. The Quality Assurance programme is ongoing and led by the Executive Director of Adults and Health.
- AC001 - Increased overspend to meet statutory duties (residual score 20).** The uncertainty of the operating environment could lead to insufficient resources for the service to meet its statutory duties. The demand for care services has continued to increase, particularly in complexity and the cost of individual care packages. Recovery planning has been ongoing and measures implemented, including holding vacant posts; scrutiny of new spend by an Assistant Director to ensure care planning is appropriate and proportionate; recruitment of additional capacity to carry out financial assessments to ensure income is realised. These actions have contributed to a forecast underspend position for 2018/19 but the medium-term pressures remain and 2019/20 will be extremely challenging.

⁸ This survey indicator has a confidence interval of +/-4.2%pts.

⁹ The EOY results for 2017/18 show the results of the annual social care survey for 2016/17, which are reported a year in arrears. The measures from the survey were subject to further validation which was not reflected in the published NHS Digital results or in previous reports. This survey indicator has a confidence interval of +/-3.4%pts.

¹⁰ This survey indicator has a confidence interval of +/-5.0%pts.

¹¹ The EOY results for 2017/18 show the results of the annual social care survey for 2016/17, which are reported a year in arrears. The measures from the survey were subject to further validation which was not reflected in the published NHS Digital results or in previous reports. This survey indicator has a confidence interval of +/-4.7%pts.

- **AC031 – Budget management (residual score 16).** Delays in resolving issues with Mosaic have limited the ability to produce routine budget reports, which could result in budget issues not being identified and addressed in a timely fashion leading to an overspend. Following the procurement of Bettergov to deliver the implementation of the Mosaic system, the Mosaic programme plan focuses in its initial stages on streamlining the brokerage processes to ensure more timely purchasing of care. The new finance reporting solution is in use with trend analysis tools being developed and tested for rollout at the end of Q4.
- **AC028 - Lack of fully functioning case management system (residual score 15).** If the substantial remedial work required to Mosaic is not implemented in a timely manner, the lack of a fully functioning case management system will have an impact on key business processes and on data/information. The main commercial process has completed and a new contractor, Bettergov, has been procured to complete implementation of Mosaic. Good progress has been made in programme delivery.

Integrating local health and social care

- 6.6 Although there has been a slight increase in overall health and care delays to hospital discharge in Q4, those attributable to social care have remained low throughout the year. This reflects close working with partners in the NHS and the ongoing commitment to support timely discharge. Increasing capacity in the homecare market in Q3 also contributed to the achievement of this outcome.

The council has worked closely with the Clinical Commissioning Group (CCG) on the Care Closer to Home Programme over the year. This programme has supported the development of six Care Closer to Home Networks (CHINs). In Q4, a diagnostics project to improve quality and reduce variation in care was mobilised. The programme is now focused on further developing social prescribing in Barnet, targeting Dementia and Diabetes within specific CHINs and exploring opportunities for digital transformation.

The Transforming Care Partnership has performed well throughout the year, with the only hospital admissions being in Q3. There is no financial impact for ongoing placements on Barnet Adult Social Care due to agreements with other local authorities. A number of complex cases have arisen where funding responsibilities are subject to dispute with other CCGs and legal advice has been sought on these. Officers continue to work closely to identify and manage risks; although it is likely that the risks will be held by the CCG.

- 6.7 There were two key indicators linked to this priority in the Corporate Plan. Reducing Delayed Transfers of Care (DTC) has been a priority for Adult Social Care, with national targets set for DTC reduction in July 2017 and the improved Better Care Fund (iBCF) was linked to achieving this target.

- **Delayed transfers of care (DTC) from hospital per day per 100,000 population (aged 18+) which are attributable to NHS and adult social care (RAG rated RED) – 9.45 against an annual target of 6.84.** This measure shows performance in February 2019 (the most recent month for which data was available at the time of reporting). Barnet achieved the target for social care delayed discharges in February 2019 and has kept social care delays below target since April 2018, despite a more aggressive target being set in July 2018 which reduced the target rate of 2.6 delays

per day per 100,000 population down to 2.03 delays per day per 100,000 population. The total rate of delayed discharges did not achieve the target due to higher rates of NHS and joint delays.

Despite an increase in care provision since the autumn, the main reason for delays has continued to be due to provider capacity for complex needs, including housing support, availability of residential/nursing placements and non-weight bearing provision in the community. Winter pressures also had an impact on this final result for 2018/19.

Indicator	Polarity	Annual Target	EOY 18/19		EOY 17/18	Benchmarking
			Result	DOT	Result	
Delayed transfers of care from hospital per day per 100,000 population (aged 18+) which are attributable to NHS and adult social care (s)	Smaller is Better	6.84 ¹²	9.45 ^[2] (R)	↓ W +0.5%	9.4 ¹³	CIPFA Neighbours 5.61 London 6.17 England 10.9 (Feb 18, Department of Health)
Delayed transfers of care from hospital per day per 100,000 population which are attributable to adult social care only (s)	Smaller is Better	2.03 ¹⁴	2.01 ^[5] (G)	↑ I -13%	2.3 ¹⁵	CIPFA Neighbours 1.77 London 1.93 England 2.92 (Feb 18, Department of Health)

6.8 There were two high level (scoring 15+) service risks linked to this priority in Q4 2018/19.

- AC002 - Failure of care provider (residual score 20).** The failure of a care provider could lead to services not being delivered. Due diligence is undertaken at the start of all contracts to ensure the quality and sustainability of providers; and regular contract monitoring take place. The service works across the care market to share best practice, support staff development and improve the quality of care. A provider failure / closure approach is in place to manage closure of homes and the safe transition of service users. The quality of social care providers continues to be broadly good across Barnet. There continues to be a low level of provider concerns identified. However, there remains a focus on supported living providers in the borough and through this work the Care Quality team is identifying providers where significant improvements are required to improve quality. The inflation bidding process is underway for 2019/20 and uplifted minimum sustainable price rates have been communicated to the market. The potential provider failure of Allied Healthcare in Q3 2018/19 has been avoided after a rescue deal was agreed with Castlerock

¹² The DTOC targets are set by NHS England at a national level and were subject to revision when the Corporate Plan 2018/19 Addendum was published. Subsequently, the target changed from 9.1 to 6.84.

^[2] The results for the DTOC indicators are a snapshot of performance in the most recent month for which data is available at the point of report production (February 2019) – they do not show data over the preceding year.

¹³ A new methodology was introduced for DTOC indicators by the Department of Health in 2017/18, so results are not comparable.

¹⁴ The DTOC targets are set by NHS England at a national level and were subject to revision when the Corporate Plan 2018/19 Addendum was published. Subsequently, the target has changed from 2.6 to 2.03.

^[5] The results for the DTOC indicators are a snapshot of performance in the most recent month for which data is available at the point of report production (February 2019) – they do not show data over the preceding year.

¹⁵ A new methodology was introduced for DTOC indicators by the Department of Health in 2017/18, so results are not comparable.

Recruitment Group (CRG) in December 2018. The risk score remains unchanged due to the continued fragility across the industry.

- **AC005 - Challenges to recruit and retain qualified staff (residual score 16).** A challenging job market could lead to difficulties in recruiting and retaining sufficient staff. An increasing number of posts are being held vacant to support financial recovery planning and in other cases recruitment has been postponed. This has an impact on remaining staff who are managing increased caseloads and holding higher volumes of incoming work as a result. The service is monitoring the effect on staff morale. Most agency staff who are not in project-based posts have been transferred to permanent contracts or left. Work has continued to monitor any additional risks posed by the office move to Colindale and Brexit.

Additional priorities

- 6.9 There were three additional priorities for A&S Committee: **Needs-based support; Improving leisure facilities and physical activity; and Health and wellbeing.** EOY budget, performance and risk information in relation to these will be reported to A&S Committee on 5 June 2019. Any indicators that did not meet the annual target and/or high level (scoring 15+) risks linked to these **additional priorities** are presented below.
- 6.10 There were two key indicators linked to the additional priority “**Improving leisure facilities and physical activity**”. Neither indicator met the annual target.
- **Population taking part in sport and physical activity at least twice in the last month (RAG rated AMBER) – 72.2% against an annual target of 78.5%.** This indicator is measured through the Active Lives Survey. The sample size for the survey was 500 people and the variation from target equates to three people. The council has invested in a number of schemes to support the improvement of physical activity infrastructure and opportunities in the borough, including new leisure facilities, sports facility enhancements via master planning exercises at Barnet Copthall, West Hendon, King George V Playing Fields, and the FAB campaign. In addition, work with key stakeholders has led to new community based initiatives, including new weekly Parkrun events in Friary Park (juniors) and Sunny Hill Park.
 - **Total number of leisure attendances (RAG rated AMBER) – 1,133,326 against an annual target of 1,163,000.** The EOY result was impacted by lower than anticipated attendances in Q1 and new facilities being installed during the year. All facilities have seen increased year on year usage, with Burnt Oak seeing the highest growth which can be linked to the opening of the nursery, uplifted usage from the improved 3G pitch and an increase in Health and Fitness members. The growth in FAB Card members since its launch in July 2018 has had a positive impact on centre usage.

Indicator	Polarity	Annual Target	EOY 18/19		EOY 17/18	Benchmarking
			Result	DOT	Result	
Population taking part in sport and physical activity at least twice in the last month (Annual) ¹⁶	Bigger is Better	78.5%	72.2% ¹⁷ (A)	↓ W -7%	77.9%	Rank 30 (out of 33 London Boroughs) (2018, Sport England)
Total number of leisure attendances	Bigger is Better	1,163,000	1,133,326 (A)	New for 18/19	New for 18/19	No benchmark available

6.11 There were five key indicators linked to this the additional priority “**Health and wellbeing**”. One indicator did not meet the annual target.

- **NHS Health Checks – Uptake (RAG rated AMBER) - 7812 against a target of 9300.** Health check invitations was above target, an improvement on last year where the target was not met. Uptake of health checks was below target. This target was ambitious, and the result was an improvement on last year.

Indicator	Polarity	Annual Target	EOY 18/19		EOY 17/18	Benchmarking
			Result	DOT	Result	
NHS Health Checks - Invites	Bigger is Better	20155	20225 (G)	↑ I +13%	17938	No benchmark available
NHS Health Checks - Uptake	Bigger is Better	9300	7812 (A)	↑ I +24%	6286	No benchmark available

6.12 There was one high level (scoring 15+) service risk linked to the additional priority “**Health and wellbeing**” in Q4 2018/19.

- **PH06 - Pandemic Influenza type disease outbreak (residual score 20)** - A Declaration of Pandemic Influenza by the World Health Organisation (WHO) could lead to severe resource and capacity issues for the council and partner agencies resulting in an impact on service delivery and the health protection of residents. [Pandemic Influenza is a national risk and is recorded on the Borough Resilience Forum Risk Register. Local Authority management of a Pandemic Influenza outbreak is in accordance with the council's category 1 statutory responsibilities and obligations, in line with the Civil Contingencies Act (2004)]. Mitigations are in place in terms of the Pandemic Flu plan – signed off in 2017 - which will be reviewed and updated. The controls and mitigations remain in place. The Pandemic Flu Plan has been updated during the quarter and sent to the Borough Resilience Forum for approval.

¹⁶ The Active Lives Adult Survey was sent out to a randomly selected sample of households across England in May 2018. The overall sample size was around 198,250 people, with 500 from Barnet. The data is weighted to the Office for National Statistics (ONS) population measures for geography and key demographics. The result is impacted slightly due to the ONS producing revised estimates of the sub-national population in June 2018, where Barnet's population has increased. A confidence interval of +/-2% points applies.

¹⁷ This is a provisional result, which will be confirmed in May 2019. Another survey was undertaken in November 2018, which will be published in 2019/20. Comparisons with other London Boroughs should be considered with caution, as a sample size of 500 was used regardless of the population size.

Strategic issues/escalations

- 6.13 There were no strategic issues/escalations in relation to the EOY 2018/19 A&S Committee performance for P&R Committee.

7 ASSETS, REGENERATION AND GROWTH (ARG) COMMITTEE

Regenerating Brent Cross Cricklewood

- 7.1 An update on Brent Cross Cricklewood was reported to ARG Committee on 25 March 2019. This reported on progress since November 2018, with particular focus on the Revised Funding Agreement (RFA) agreed with the Government to enable the Brent Cross Thameslink (BXT) scheme to proceed. Subsequently, the Schedule 2 (Rail Systems and Sidings) works were approved for commissioning and legal negotiations with Brent Cross North (BXN) Development Partners, Hammerson and Aberdeen Standard, which enabled the re-sequencing of work to bring forward the core critical infrastructure and deliver the first phases of Brent Cross Thameslink (BXT) and Brent Cross South (BXS). The report is available online at: <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9484&Ver=4>
- 7.2 The key challenge faced by the programme was the need to re-sequence delivery and secure a new funding strategy for the Thameslink Station following the announcement by Hammerson, the joint owner of the Brent Cross Shopping Centre with Aberdeen Standard Investments, that they were deferring start on site of the shopping centre expansion due to increased risks in the current market climate. Whilst there is no confirmed start on site, **Brent Cross North (BXN)** have re-confirmed their commitment to working with the council and Argent Related in ensuring the wider scheme can continue ahead of BXN.
- 7.3 The Reserved Matters Applications (RMA) for Plot 11 in **Brent Cross South (BXS)** was approved by Planning Committee in March 2019, along with the associated highways drop-in application. A further RMA for Plot 13 was considered by Planning Committee in April 2019. The council is continuing to assemble the land within the Claremont Industrial Estate, so the BXS site preparatory works can commence. Vacant possession of the Estate is close to being achieved.
- 7.4 The Early Works for the Thameslink Sidings in **Brent Cross Thameslink (BXT)** completed in early 2019. This will allow the start on site of the new sidings development and Train Operating Company (TOC) compound. The council has entered into contract with Graham's to deliver the TOC compound and fuel farm that forms part of the Thameslink sidings work package. Alterations have been made to the railways track and signalling equipment, as part of the staged works, to bring into use the newly constructed railway sidings by the end of the year. In February 2019, the OJEU Notice was issued to select a contractor for the delivery of the station platforms and station/pedestrian access bridge. Three contractors were selected to proceed to the Invitation to Tender stage, which is expected to take several months with a recommendation to be considered by ARG Committee in September 2019.
- 7.5 There were no key indicators linked to this priority in the Corporate Plan.
- 7.6 There were two high level (scoring 15+) service risks linked to this priority in Q4 2018/19.
- **G&C002 - Brent Cross funding strategy (residual score 15).** Risk that the funding strategy will not be agreed in time for the required committee approvals could lead to delays in the Brent Cross project, including delivery of the Thameslink station. A long-term funding strategy was expected to be agreed with the Government by the

end of March 2019 following regular meetings with the Treasury and Ministry of Housing, Communities and Local Government (MHCLG). An updated position was reported to P&R Committee on 20 February 2019. The risk remains at a high score as the potential for delays remain though this is expected to be lowered in Q1 2019/20 following final agreement of the funding strategy.

- **OP27 - Affordability of the Thameslink project (residual score 15).** If the Thames Link project becomes un-affordable this could lead to the project not going ahead and potentially the grant being clawed back from Government, impacting on the viability of Brent Cross South. The updated anticipated final cost was received from Network Rail and this was included in the updated funding strategy, which has been agreed with the Treasury and Ministry of Housing, Communities and local Government (MHCLG). Delivery of the project is now expected to occur. There is a residual risk of overspend as with all major infrastructure projects. A risk strategy is in place and the contract will be monitored by FPC Committee.

Increasing the housing supply

- 7.7 Stonegrove Spur Road regeneration scheme was the first of the council's **regeneration schemes** to complete in May 2018. 999 homes of mixed tenure and a new purpose-built community facility – One Stonegrove – which incorporates St Peter's Church, community centre, nursery and café (run and managed by the Stonegrove Community Trust) were created and surrounded by high quality public open spaces and communal gardens.
- 7.8 37 **affordable homes** across three sites at Gordon Court (13 homes), Basing Way Garages (14 homes) and Pyrus Court (10 homes) were completed as part of Opendoor Homes' affordable housing delivery programme (which will deliver 320 homes across 21 sites). Overall, 74% of the programme (16 of 21 sites) has been completed or are on-site. These 16 sites will deliver 225 homes.
- 7.9 Work progressed on the **extra care schemes** delivered by Barnet Homes. Ansell Court completed in January 2019 delivering 53 homes for rent. The first lettings took place in March 2019 with the official launch due April 2019. The programme for obtaining vacant possession of **Stag House** for the development of the extra care scheme was delayed until end May 2019.
- 7.10 ARG Committee approved the capital expenditure to progress the **Upper and Lower Fosters** scheme to RIBA stage 3. A bid to the Greater London Authority (GLA) for grant funding to support the delivery of **Upper and Lower Fosters** was confirmed and the Outline Business Case for delivery of an 18 home additional storey "top hatting" scheme at Burnt Oak Broadway flats was approved by ARG Committee in March 2019. ARG Committee also approved the Strategic Outline Case for delivery of c.200 new homes on the Pinkham Way site; and amendments to the Grahame Park Principal Development Agreement, which will allow demolition of Plot 10 and for Barnet Homes to take forward infill development at Little Strand.
- 7.11 Planning Committee approved the phase 2 planning application for the former Peel Centre site (**Colindale Gardens**) in November 2018, which will deliver 1,208 units and 7,094 sqm of non-residential floorspace. Works to Montrose and Silkstream parks commenced in November 2018.

- 7.12 The Compulsory Purchase Order (CPO) in relation to the pram sheds at **Granville Road** was confirmed in January 2019. The planning application for **Dollis Valley** phase 3, which will deliver 135 homes, was approved by Planning Committee in March 2019.
- 7.13 **West Hendon** phases 3B and C completed.
- 7.14 The Annual Regeneration Report 2018/19, providing a detailed update on the regeneration and development programmes, will be submitted to ARG Committee in June 2019.
- 7.15 There were five key indicators linked to this priority in the Corporate Plan. Homes started on site through the development pipeline is a 'Monitor only' indicator. The result for new homes completed is provisional (no RAG rating applied). Two Estates indicators did not meet the annual target.
- **New homes completed – 830 (provisional) against an annual target of 3100.** The result (as at end March 2019) is significantly below target and completions for last year (provisional 1183; final 2360). The provisional result is expected to change upwards when finalised in the autumn 2019. Two factors affected performance. Firstly, homes that had expected to be completed in Q1 were brought forward and included in the 2017/18 figures. Secondly, some developers suspended works in reaction to conditions in the housing market to maximise potential profits.
 - **Statutory compliance with civic estate (planned inspections) (RAG rated RED). 1947 against an annual target of 2267.** Poor performance from contractors at the start of the year, when some inspections were missed and amenities were out of order, impacted on the EOY result. In subsequent quarters, inspections were carried out within the required timeframes and tolerance. The missed inspections are now up-to-date.
 - **Running costs of estate (RAG rated RED) - £9.83m against a target of £6.89m.** The overspend for corporately managed buildings was due to property leases for Street Scene and additional security requirements for various buildings. Repair and maintenance costs were also higher than anticipated due to essential high value repairs that were undertaken. Other miscellaneous costs included the Freemantle care home legacy repair liabilities and property review programme.

The total available funding for Estates comprised income of £5.75m (£2.05m more than target - see table below) plus the Estates budget of £3.16m, which totalled £8.91m. The total expenditure was £9.83m, so the deficit associated with the Estates budgets was £0.92m (the difference between the total available funds and the total expenditure).

Indicator	Polarity	Annual Target	EOY 18/19		EOY 17/18	Benchmarking
			Result	DOT	Result	
New homes completed ¹⁸	Bigger is Better	3100	830 ¹⁹ (prov.)	↓ W -30%	1183 (prov.) 2360 (final)	No benchmark available
Homes started on site through development pipeline programme ²⁰	Bigger is Better	Monitor	206	↑ I +112%	97	No benchmark available
Statutory compliance with civic estate (planned inspections)	Bigger is Better	100% (2267) ²¹	1947 (R)	N/A	N/A ²²	No benchmark available
Income from the estate	Bigger is Better	£3.70m ²³	£5.75m (G)	↑ I +41%	£4.05m	No benchmark available
Running costs of estate (designated civic buildings only)	Smaller is Better	£6.89m ²⁴	£9.83m (R)	↓ W +95%	£5.03m	No benchmark available

7.16 There were no high level (scoring 15+) risks linked to this priority in Q4 2018/19.

Helping people into work

7.17 A wide range of initiatives were carried out by the council and partners, such as BOOST, to support people into work. In Q4, funding was secured from Section 106 employment and skills monies to support delivery of the BOOST project - £260k per year for three years, with a possible two-year extension. The funding, which represents c.43 per cent of the total budget, will be used to cover core staff costs as well as those associated with the STRIDES initiative, which builds motivation and confidence among those furthest from employment. This funding will be critical in ensuring the ongoing delivery of this project. With the roll-out of Universal Credit, more residents (and agencies) are expected to use the service.

7.18 The council also supported employment and skills outcomes via partners and external organisations, such as developers, with 59 residents commencing apprenticeships in the borough to help kick-start careers in construction. As part of Brent Cross Cricklewood regeneration, the council and partners will work with colleagues on the Thameslink development to ensure that the Employment and Skills Action Plan fully meets the council's expectations.

¹⁸ This indicator measures all new homes in the borough (including as part of regeneration schemes and private development schemes).

¹⁹ This is a provisional result (830) as at March 2019, so no RAG rating applied. The result is sourced internally and relates to the number of new homes added to council tax records. The final result will be confirmed in 2019/20. Last year's result (2360) was confirmed in May 2019. This differs to the 2208 reported in October 2018, as further data validation has taken place.

²⁰ This indicator relates to schemes developed by Opendoor Homes (the development pipeline), which planned 264 starts on site and 320 completions in 2018/19. Note, starts on site may not be completed within the same year.

²¹ The annual target may change throughout the year because of the number of items/amenities that require inspection may change.

²² Results not comparable due to significantly different number of buildings in the programme. In 17/18 the programme covered five buildings; whilst in 18/19 the programme covered 95 buildings.

²³ Annual target revised from £3.046m to £3.70m after publication of Corporate Plan 2018/19 Addendum.

²⁴ The 2018/19 budget has been increased from £4.54M to £6.88M contingency budget and this has been represented in the quarterly targets.

- 7.19 Some focused work on supporting care leavers into education, employment and training also commenced, with a re-engagement programme run by the local organisation, Bridging the Gap, to work on confidence and motivation. The young people will be supported into apprenticeships or other employment or training.
- 7.20 There was one key indicator linked to this priority in the Corporate Plan. The unemployment rate is a 'Monitor only' indicator. Unemployment (4.7%) has slightly increased on the same time since last year (4.4%) and is on a par with London.

Indicator	Polarity	Annual Target	EOY 18/19		EOY 17/18	Benchmarking
			Result	DOT	Result	
Unemployment (of people on out of work benefits) (r)	Smaller is Better	Monitor	4.7% (Jan - Dec 18)	↓ W -7%	4.4% (Jan - Dec 17)	London 4.7%, National 4.2% (Jan - Dec 18, NOMIS)

- 7.21 There were no high level (scoring 15+) risks linked to this priority in Q4 2018/19.

Additional priorities

- 7.22 There was one additional priority for ARG Committee: **Investing in key town centres and making Barnet the best place in London to be a small business.** EOY budget, performance and risk information in relation to this was reported to ARG Committee on 13 June 2019. Any indicators that did not meet the annual target and/or high level (scoring 15+) risks linked to these **additional priorities** are presented below.

- 7.23 There were four key indicators linked to the additional priority "**Investing in key town centres and making Barnet the best place in London to be a small business**". Two indicators did not meet the annual target.

- **Business survival rate (RAG rated RED) – minus 3.0%pts against an annual target of +3.5%pts.** The business survival rate in Barnet declined 3.0%pts from the 2011 baseline of 66.6% to 63.6% in 2018, and was lower than comparable London Boroughs (73.7%). Last year, the business survival rate in Barnet improved 3.9%pts from the 2011 baseline of 66.6% to 70.5%. This was also lower than comparable London Boroughs (76.5%). This indicator is influenced by national socio-economic factors and trends that can be challenging to mitigate at a local level such as Brexit. Specific projects to promote Barnet's High Street were outlined in the Skills and Enterprise Annual Plan.
- **Vacant High Street Properties (RAG rated RED) – minus 7.5%pts against an annual target of minus 8.4%pts.** Vacant high street properties in Barnet improved 7.5%pts from the 2011 baseline of 13.3% to 5.9% in 2018, and was better than comparable London Boroughs (6.8%). This was just short of target. Last year, vacant high street properties in Barnet improved 7.6%pts from the 2011 baseline of 13.3% to 5.7%. This was also better than comparable London Boroughs (6.8%). This indicator is influenced by national socio-economic factors and trends that can be challenging to mitigate at a local level such as increasing costs of business rents and competition from online retailers.

Indicator	Polarity	Annual Target	EOY 18/19		EOY 17/18	Benchmarking
			Result	DOT	Result	
Council spend with local businesses (excluding direct debits) (r)	Bigger is Better	Monitor	37%	↑ I +16%	32% ²⁵	No benchmark available
Business survival rate (Annual)	Bigger is Better	69.5% (+3.5%pts = 5%pts more than comparable boroughs)	63.6% (-3.0%pts ²⁶ (R))	↓ W -177%	70.5% (+3.9%pts)	Comparable boroughs 73.7% (-1.5%pts) (2018, ONS)
Vacant High Street Properties (Annual)	Smaller is Better	4.9% (-8.4%pts = 2.5%pts better than comparable boroughs)	5.9% (-7.5%pts) ²⁷ (A)	↓ W -1.6%	5.7% (-7.6%pts)	Comparable boroughs 6.8% (-5.9%pts) (2018, Experian)
Business satisfaction with the council and area (Annual)	Bigger is Better	Monitor	N/A ²⁸	N/A	27%	No benchmark available

Strategic issues/escalations

7.24 Approval was sought from P&R Committee in February 2019 on the Revised Funding Strategy (RFA) with the Government for Brent Cross Thameslink; along with authorisation for the Chief Executive in consultation with the Chairman of the Committee to finalise terms and enter into the RFA to commission Schedule 2 (Rail Systems and Sidings) works as set out in the Implementation Contract with Network Rail. This was identified as a significant strategic risk for the council.

²⁵ The indicator is reported for a 12 month period a quarter in arrears, so EOY 2018/19 covers January to December 2018. EOY 2017/18 updated to show April 2017 to March 2018 (previously reported as 31% for January to December 2017, as a quarter in arrears).

²⁶ This indicator compares Barnet's rate of improvement (from a 2011 baseline) with comparable boroughs (Brent, Bromley, Harrow, Havering). The comparable boroughs business survival rate of 73.7% represents a 1.5%pts decline on their 2011 baseline position (75.2%). Barnet's business survival rate of 63.6% represents a 3.0%pts decline on its 2011 baseline (66.6%). The target was for Barnet to be 5%pts better than the comparable boroughs %pts position (2011 to 2018), so Barnet needed to achieve a 3.5%pts increase of the 2011 baseline – the equivalent of 69.5% business survival rate in 2018.

²⁷ This indicator compares Barnet's rate of improvement (from a 2011 baseline) with comparable boroughs (Croydon, Havering and Hounslow). The comparable boroughs vacancy rate of 6.8% represents a 5.9%pts improvement on the 2011 baseline position (12.6%). Barnet's vacancy rate of 5.9% represents a 7.5%pts improvement on its 2011 baseline (13.3%). The target was for Barnet to be 2.5%pts better than the comparable boroughs %pts position (2011 to 2018), so Barnet needed to achieve an 8.4%pts decrease on the 2011 baseline – the equivalent of 4.9% vacancy rate in 2018.

²⁸ A decision was made during the year to change the frequency of the survey from annual to biennial. Therefore, the next survey will be carried out and results reported in 2019/20.

8 HOUSING COMMITTEE

Building compliance and fire safety

- 8.1 Significant progress was made on the £30m fire safety programme across the council properties managed by Barnet Homes throughout the year. The replacement of the cladding system to the three blocks at Granville Road was completed in October 2018 and work progressed on the Whitefield and Silk and Shoelands estates. The Government approved the £5m grant application for the cladding replacement works.
- 8.2 In January 2019, Housing Committee approved a proposal to increase the programme of improvement works to include the installation of sprinklers to all high-rise buildings with 10 or more floors and all sheltered settings and hostels. It also included a proposal for fire safety in medium and low-rise buildings and for the replacement of composite flat front entrance doors. With the approval of these proposals, the total provision for fire safety improvement across the council housing stock rose to £52m. During Q4, initial resident consultation exercises and designs for schemes at Longford Court and Prospect Ring/Norfolk Close were completed.
- 8.3 Following statements issued by the Government regarding systemic failures discovered within the fire door industry, updated fire risk assessments (FRAs) were completed for all blocks that contained GRP composite doors. There were 5,000 of these doors in the stock and a replacement programme was developed in accordance with risk assessment recommendations.
- 8.4 With regards to building compliance in Shops under Flats, all 66 leases were reviewed to understand the tenants' obligations and landlord's rights, in relation to works highlighted in the last FRAs. 18 tenants provided evidence that they were compliant. The remaining 48 tenants will be issued with the required signage, with clear guidance on how it should be displayed so they can install it themselves. Where other physical work is required or fire-fighting equipment is needed to be in place, a strategy will be developed to ensure tenants comply with the FRA recommendations. This may include formal enforcement against tenants where they are deemed to be in breach of the terms of their lease or other legal action.
- 8.5 There were two key indicators linked to this priority in the Corporate Plan. Both indicators met the annual target.

Indicator	Polarity	Annual Target	EOY 18/19		EOY 17/18	Benchmarking
			Result	DOT	Result	
Scheduled fire risk assessment completed (council housing) on time	Bigger is Better	100%	100% (G)	↑ I +3%	96.7%	No benchmark available
Priority 0 and 1 fire safety actions completed on time	Bigger is Better	90%	100% (G)	→ S	100%	No benchmark available

- 8.6 There were no high level (scoring 15+) risks linked to this priority in Q4 2018/19.

Additional priorities

8.7 There were three additional priorities for Housing Committee: **Tackling homelessness; Driving up the quality of the private rented sector; and Providing suitable housing to support vulnerable people.** EOY budget, performance and risk information in relation to these will be reported to Housing Committee on 20 June 2019. Any indicators that did not meet the annual target and/or high level (scoring 15+) risks linked to these **additional priorities** are presented below.

8.8 There were ten indicators linked to the additional priority “**Tackling homelessness**”. Families with children in temporary accommodation is a ‘Monitor only’ indicator. The results for affordable housing completions and new homes that are affordable are provisional (no RAG rating applied). Four indicators did not meet the annual target.

- **Affordable housing completions – 211 (provisional) against an annual target of 294.** A significant reduction of completions at the West Hendon development, the largest scheme for 2018/19, impacted the EOY result. 119 completions were projected but 54 were completed. This was due to delays in obtaining fire certification from the London Fire Brigade, which resulted in delayed handover of sites to Metropolitan and Thames Valley Housing; and the financial collapse of the mechanical and engineering sub-contractor for Barratts, which resulted in a delay in completing the remaining homes until 2019/20. A new mechanical and engineering contractor has been appointed and is on-site completing the outstanding works.
- **New homes that are affordable – 37% (provisional) against an annual target of 40%.** See comment above.
- **Average re-let time for routine lettings (RAG rated RED) - 15.6 days against an annual target of 12 days.** A combination of factors affected performance, including void works not completed on time; refusal of offers/appeals process; essential fire safety works; and lettings of sheltered units. Performance was significantly worse compared to last year (10.7 days). Actions to improve performance include a more rigorous inspection process to ensure potential delays of void works by contractors can be identified and addressed quicker; and a review process for refusals.
- **Respondents very or fairly satisfied with repairs and maintenance (RAG rated Amber) – 95.1% against an annual target of 96%.** A drop in performance in Q4 (90% satisfaction) affected the EOY result. There were a higher number of complaints, particularly in relation to delays in repairs, customer care and missed appointments.
- **Emergency Temporary Accommodation (ETA) (RAG rated RED) - 275 against an annual target of 200.** Whilst the overall number of households in Temporary Accommodation (TA) fell slightly to 2545 (from 2579 last year), the number of households in ETA increased to 275 (from 244 last year). There has been a lack of affordable supply of longer-term accommodation due to sub-standard properties being handed back to the provider and the procurement of fewer longer-term accommodation for financial reasons.
- **Current arrears as a percentage of debit (RAG rated AMBER) – 3.2% against an annual target of 3.1%.** This equates to £56k from a total rent roll of £57.6m. IT

issues affecting the upload of housing benefit and debit details caused some delays to 'rent in time' and Barnet Homes is working with the contractor, Aareon, to address this. The processes are also being reviewed as part of the Customer Experience Project. Although overall performance was slightly worse than target, there was an improvement on last year (3.3%) due to additional resources allocated to targeted works and effective management of Universal Credit arrears.

Indicator	Polarity	Annual Target	EOY 18/19		EOY 17/18	Benchmarking
			Result	DOT	Result	
Affordable housing completions	Bigger is Better	294	211 ²⁹ (prov.)	↓ W -30%	303 (prov. & final)	No benchmark available
New homes that are affordable (net) (Annual)	Bigger is Better	40%	37% ³⁰ (prov.)	↑ I +42%	26% (prov.) 27% (final)	Rank 14 (out of 33 London Boroughs) (2017, GLA) ³¹
Average re-let time for routine lettings (days) (s)	Smaller is Better	12	15.6 (R)	↓ W -44%	10.7	Rank 1 (out of 7 London Boroughs) (Q3 18/19, Housemark)
Respondents very or fairly satisfied with repairs and maintenance	Bigger is Better	96%	95.1% (A)	↓ W -4%	98.7%	Rank 1 (out of 2 London Boroughs) (Q2 18/19, Housemark)
Families with Children in Temporary Accommodation	Smaller is Better	Monitor	60.5%	↑ I -4%	62.9%	No benchmark available
Emergency Temporary Accommodation (s)	Smaller is Better	200 ³²	275 (R)	↓ W +13%	244	Rank 12 (out of 33 London Boroughs) (Q4 17/18, DCLG)
Current arrears as a percentage of debit (s)	Smaller is Better	3.1%	3.2% (A)	↑ I -3%	3.3%	Rank 3 (out of 9 London Boroughs) (Q3 18/19, Housemark)

Strategic issues/escalations

8.9 There were no strategic issues/escalations in relation to the EOY 2018/19 Housing Committee performance for P&R Committee.

²⁹ This is a provisional result (211) as at March 2019, so no RAG rating applied. The result is sourced from GLA data releases. The final result will be confirmed in 2019/20. Last year's result (303) is the final result, as confirmed in October 2018; and will be published in the GLA Annual Monitoring Report in 2019.

³⁰ This is a provisional result (37%) as at March 2019, so no RAG rating applied. The result is sourced from GLA data releases. The final result will be confirmed in 2019/20. Last year's result (27%) is the final result, as confirmed in October 2018; and will be published in the GLA Annual Monitoring Report for 2019.

³¹ The GLA Annual Monitoring Report is published in May each year, prior to the final results being confirmed in the summer. Therefore, the benchmarking refers to the final results published in the previous summer (summer 2016) for the 2015/16 financial year. Barnet's 2015/16 result was 12%, as published in summer 2016.

³² The target is 200 at any point in time due to the supply of accommodation and demand availability.

9 ENVIRONMENT COMMITTEE

Modernising environmental services

- 9.1 As part of achieving the MTFs savings for Street Cleansing, changes were made to the service, including a reduction in staffing levels. To mitigate against the impact of these staffing changes, capital funding was invested into new mechanised cleansing equipment namely small “Hako” mechanical sweepers and “Glutton” pavement vacuums. This equipment was to increase productivity of the town centre cleansing; enable mechanised pavement sweeping; and increase the speed and dexterity with which residential roads could be swept. The implementation of this plan was disappointing. The changes within the main town centres both to the shift pattern of the town keepers and the use of the “Glutton” pavement vacuums made improvements to these areas. The pavements were clearer of litter and litter bins were emptied more regularly through the day. The smaller elements of detritus, including cigarette butts, were also significantly reduced. However, the deployment of small “Hako” mechanical sweepers was not to the level expected. This was in part due to the level of sickness absence within the service and management focus on the changes to the recycling and waste collection rounds. Steps are in place to increase deployment of the “Hako” mechanical sweepers in 2019/20.
- 9.2 Changes to the recycling and waste collection rounds were introduced in November 2018 to:
- Bring the recycling and waste service costs to within the budget envelope of the service
 - Balance the rounds using both data and local knowledge to ensure a more equitable work load between staff
 - Create an easier system for residents with all bins collected in one day
 - Create more productive rounds
 - Create a more resilient service by area based working mirroring of recycling and refuse rounds
 - Move garden waste collections into the week
- 9.3 Temporary service disruption and associated issues were expected with a change of this sort and were experienced across the borough. Particular problems emerged over the Christmas period and the service had settled by February 2019. Reported missed collections returned to around the pre- change level. Work is still needed to balance some collections and this will continue into 2019/20 as agreed by Environment Committee on 14 March 2019. The report can found on the website at: <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=9669&Ver=4>
- 9.4 Street Scene are in the process of procuring a Data and Works Management System. The system should transform the service through a digital and data driven method of managing service operations and information management. The system should also enable integration with and alignment to the corporate Customer Transformation Programme better utilising the Customer Relationship Management System.
- 9.5 There was one key indicator linked to this priority in the Corporate Plan, which did not meet the quarterly target.
- **Household waste sent for reuse, recycling and composting (RAG rated RED) - 32.6% against quarterly target of 40.1%.** The rate has fallen from 35.9% in Q2 and

performance is lower than last year (36.1%) due to a weather-related decrease in garden waste and the food waste recycling suspension pending service review.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Household waste sent for reuse, recycling and composting	Bigger is Better	36.9%	42%	40.1%	32.6% (R)	↓ W -10%	36.1%	Rank 10 (out of 32 London Boroughs) (17/18, Waste Dataflow)

9.6 There were no high level (scoring 15+) risks linked to this priority in Q4 2018/19.

Delivering highways improvements

9.7 The planned repairs programme under the Network Recovery Plan (NRP) for 2018/19 saw the completion of 19 carriageway surfacing schemes, 33 micro asphalt schemes and 31 footway relay schemes. Post works residents' satisfaction surveys showed that residents were satisfied with the NRP and informed prior to works commencing. The NRP for 2019/20 was approved at Environment Committee on 14 March 2019, with an additional £6million secured for the following two years. The report can be found on the website at:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=9669&Ver=4>

9.8 With the grant received from the Department for Transport, the successful infrared proactive patching programme was increased, with two machines operating throughout the year. In total, 17,805 square metres of patching were completed, across 236 roads.

9.9 The 2018/19 Local Implementation Plan (LIP) was completed, which will result in the funds allocation to be fully utilised on network improvements. The GLA approved the LIP Three submission and investment for the next three years.

9.10 A relatively mild winter in 2018/19, with average road surface temperatures warmer than last year, meant that less precautionary gritting was required.

9.11 IT issues affecting the transfer of information, instructions and photographs between Re and Conway Aecom continued. An interface to address the issues was implemented in October 2018 but there remains a backlog of interventions.

9.12 Vacancies within the Highways Service challenged performance but the vacancy rate has been reduced in recent months.

9.13 The Local Flood Risk Management Strategy was published in November 2018, with areas highlighted for improvement to mitigate future flood events. The strategy can be found on the website at: <https://www.barnet.gov.uk/roads-and-pavements/drains-and-gullies-flooding/flood-risk-management-strategy>.

9.14 There were five key indicators linked to this priority in the Corporate Plan. As mentioned above, vacancies within the Highways Service challenged performance and three indicators did not meet the annual target.

- **Highways Category 1 defects rectification timescales completed on time (RAG rated AMBER) – 78.8% against an annual target of 100%.** The EOY result was impacted by two main factors early in the year: an increase in potholes due to adverse weather conditions in 2017/18 and significant IT issues. The DLO assisted the contractor to help reduce the volumes for a short period of time; and a new interface was developed to resolve the issue of transferring information, instructions and photographs between the Exor and Icon systems. This IT issues have now been resolved, but continue to be monitored.
- **Highways Category 2 defects rectification completed on time (RAG rated RED) – 69.2% against an annual target of 100%.** See comment above.
- **Satisfaction with NRP repairs – footways (RAG rated AMBER) – 86% against an annual target of 93%.** An annual survey was carried out in March 2019 to identify public perceptions for footways and carriageways repairs. 68 surveys were completed for footways. Satisfaction with footways repairs was 86%, which was less than target (93%) and worse than last year (90%). Comments on dissatisfaction included the refusal of a vehicle crossover; and lack of communication about repairs. All comments were reviewed and changes will be considered for the NRP going forward.

Indicator	Polarity	Annual Target	EOY 18/19		EOY 17/18	Benchmarking
			Result	DOT	Result	
Emergency defects rectification timescales completed on time	Bigger is Better	100%	100% (G)	↑ I +1%	98.9%	No benchmark available
Highways Category 1 defects rectification timescales completed on time (48 hours)	Bigger is Better	100%	78.8% (R)	↓ W -10%	87.5%	No benchmark available
Highways Category 2 defects rectification completed on time	Bigger is Better	100%	69.2% (R)	↓ W -4%	73%	No benchmark available
Satisfaction with NRP repairs – footways (Annual)	Bigger is Better	93%	86% ³³ (A)	↓ W -4%	90% ³⁴	No benchmark available
Satisfaction with NRP repairs – carriageways (Annual)	Bigger is Better	90%	96% ³⁵ (G)	↑ I +20%	80% ³⁶	No benchmark available

9.15 There were two high level (scoring 15+) service risks linked to this priority in Q4 2018/19.

³³ The result refers to the survey undertaken in March 2019. 68 surveys were completed for footways.

³⁴ The result refers to the survey undertaken in February 2018 and reported in Q1 2018/19. The result provides baseline data for the 2018/19 target 93%. 101 surveys were completed for footways.

³⁵ The result refers to the survey undertaken in March 2019. 89 surveys were completed for carriageways.

³⁶ The result refers to the survey undertaken in February 2018 and reported in Q1 2018/19. The result provides baseline data for the 2018/19 target 90%. 118 surveys were completed for carriageways.

- **PI022 - Ongoing operation of Central Management System (residual score 15).** The Harvard Central Management System operates street lights and provides reports to the Meter Administrator on energy consumption to inform monthly energy bills. The company went into Administration and obtaining replacement parts and reporting of data may not be possible. The Administrator announced that the business had been sold to a competitor in the same industry, LucyZodion. At end March 2019, it was unknown whether LucyZodion would continue to operate all parts of the business and what the impact of this would be.
- **PI011 - Winter Service (residual score 15).** The relocation of the gritting depot from Barnet to Harrow could lead to increased travel time and the effectiveness of the service. As there was no other alternative available during this winter season, this risk was tolerated with a focus on ensuring that decisions and deployment were carried out in a timely manner. The weather for the winter period for 2018/19 was mild, which meant the gritting service did not need to work in severe conditions such as heavy snow. Therefore, the contingency site at Gateway services was not utilised over the winter.

Additional priorities

- 9.16 There were three additional priorities for Environment Committee: **Delivering transport improvements; Investing in parks and open spaces; and Delivering efficient regulatory services.** EOY budget, performance and risk information in relation to these were reported to Environment Committee on 4 June 2019. Any indicators that did not meet the annual target and/or high level (scoring 15+) risks linked to these **additional priorities** are presented below.
- 9.17 There was one high level (scoring 15+) service risk linked to the additional priority **“Delivering transport improvements”** in Q4 2018/19.
- **TS013 - Passenger transport services (PTS) move (residual score 20).** The handback of NLBP will necessitate the relocation of PTS vehicles with operation to a suitable alternate site; not being able to secure a suitable site could result in additional costs to extend the current lease (subject to availability) or disruption to the Home to School transport service for Special Education Need children in and out of borough. The Project Board are investigating options at possible sites with a planning exercise at one potential site underway. The present arrangement where Passenger Transport are located at NLBP is being reviewed.

Strategic issues/escalations

- 9.18 There were no strategic issues/escalations in relation to the EOY 2018/19 Environment Committee performance for P&R Committee.

10 COMMUNITY LEADERSHIP AND LIBRARIES (CLL) COMMITTEE

Safer communities

- 10.1 Barnet remains one of London's safest boroughs. The overall crime rate is 23 per cent below the London average and the violence with injury rate is 34 per cent below the London average.
- 10.2 There were 28,745 total notifiable offences in Barnet over the rolling 12 months to February 2019. This was a seven per cent increase compared to a year ago (London has seen a three per cent increase). Barnet's crime rate per 1000 population is the 9th lowest and the rate of violence with injury offences is the 2nd lowest out of the 32 London Boroughs. There was a four per cent reduction in knife injury offences in the rolling 12 months to February 2019 compared to a year ago. There was also a one per cent reduction in anti-social behaviour reports to the Police in the 12 months to February 2019 and a 17 per cent reduction in the number of repeat victim anti-social behaviour reports compared to a year ago. A 40 per cent reduction in anti-social behaviour calls was seen in Burnt Oak following implementation of Barnet's first Public Space Protection Order (PSPO) in October 2018. Since then PSPOs to tackle street drinking related anti-social behaviour have been introduced in Edgware and Childs Hill.
- 10.3 During the year, the Barnet Safer Communities Partnership:
- o Increased engagement with local communities, informing residents of actions being taken to tackle crime and anti-social behaviour – over 12,500 residents signed up to the OWL (Online Watch Link) app, which provides the latest crime prevention advice and updates from the Neighbourhood Policing Teams and Neighbourhood Watch;
 - o Worked with local community groups to respond to Hate Crime through joint working with Barnet Mencap to deliver the Barnet Zero Tolerance to Hate Crime project, with 250 residents signing up to become Hate Crime Reporting Champions;
 - o Delivered a multi-agency response to areas subject to persistent crime and anti-social behaviour, including co-ordinating multi-agency weeks of action and increasing enforcement against environmental crimes such as littering and fly-tipping.
- 10.4 There were three key indicators linked to this priority in the Corporate Plan. The overall crime rate has worsened since last year.
- **Overall crime rate in Barnet – 74.12 compared to 71.8 last year.** Whilst overall crime has increased in Barnet, this is in line with other London Boroughs. Barnet remains the 9th lowest London Borough for overall crime and has the 2nd lowest rate of violent crime in the capital.

Indicator	Polarity	Annual Target	EOY 18/19		EOY 17/18	Benchmarking
			Result	DOT	Result	
Overall crime rate in Barnet (total notifiable offences) (r)	Smaller is Better	Sustained reductions	74.12 ³⁷	↓ W +3%	71.8 ³⁸	London 96.0 (Mar 18 - Feb 19, Met Police)
Racist and religious hate crime (r)	Smaller is Better	Monitor	729 ³⁹	↑ I -11%	815 ⁴⁰	No benchmark available
Proven re-offending rate (r)	Smaller is Better	Monitor	27.1% ⁴¹	↑ I -7%	29.1%	London 27.8% National 28.5% (Apr-Mar 17, Ministry of Justice)

10.5 There were no high level (scoring 15+) risks linked to this priority in Q4 2018/19.

Tackling issues with domestic violence, mental health and substance misuse

10.6 The Public Health and Community Safety teams undertook a joint piece of work to produce an in-depth analysis on domestic abuse, mental health and substance misuse. The key findings were presented to senior managers and the Violence Against Women and Girls (VAWG) Delivery Group and informed the development of recommendations for service delivery and practice.

10.7 The rate of Domestic Abuse (DA) incidents in Barnet was 12 per 1000 population (12 months to February 2019). This was the 3rd lowest rate of all 32 London Boroughs. There were 769 Domestic Violence with Injury offences in the 12 months to February 2019 compared to 806 last year (a decrease of three per cent). The Sanction Detections for DA Violence with Injury offences in the 12 months to February 2019 was 17.4 per cent (134 offences) compared to 27.1 per cent last year.

10.8 Through the Identification and Referral to Improve Safety (IRIS) project, the council and Barnet VAWG continued to work with primary health care practitioners to increase awareness of the signs of DA and the referral pathways available to support victims. By the end of Q4, 19 surgeries had engaged with the project and received training. A notable increase in DA referrals from these surgeries was seen.

10.9 There was one key indicator linked to this priority in the Corporate Plan. This is a 'Monitor only' indicator and has worsened since last year.

- **Sanction detection rate of Domestic Abuse – 16.9% compared with 23.4% last year.** The sanction detection rate has fallen for the fourth consecutive quarter (Q4 23.4%; Q1 23.0%; Q2 21.2%, Q3 18.4% and Q4 16.9%) and is lower than the rate for London (23.2%). Whilst noting that Barnet is below the Met average for London, the downward trend over the last couple of years in the sanction detection rate for DA is something that has been London-wide and not only in Barnet. The Police have

³⁷ Rolling 12 months to February 2019.

³⁸ 71.8 per 1000, 12 months to 30 March 2018.

³⁹ Rolling 12 months to February 2019.

⁴⁰ This was figure was reported as 178 as a data was available for a period of three months. This has been updated to reflect the rolling nature of the indicator.

⁴¹ Rolling 12 months to January 2019 (data refers to Apr 2016 – Mar 2017).

continued their efforts to ensure opportunities are taken to capture evidence to support prosecution in cases of domestic abuse. This includes the use of Body Ward Video to help improve the quality of evidence captured by officers responding to DVA calls and utilising a specialist Domestic Violence arrest car. Training has also been provided to Health Practitioners on identifying early signs of domestic abuse and campaigns on the Domestic Violence Disclosure Scheme (DVDS) have been promoted in Barnet.

Indicator	Polarity	Annual Target	EOY 18/19		EOY 17/18	Benchmarking
			Result	DOT	Result	
Sanction detection rate of Domestic Abuse - violence with injury offences (r)	Bigger is Better	Monitor	16.9% ⁴²	↓ W -28%	23.4%	London 23.2% (Mar 18 – Mar 19, Met Police)

10.10 There were no high level (scoring 15+) risks linked to this priority in Q4 2018/19.

Strategic issues/escalations

10.11 There were no strategic issues/escalations in relation to the EOY 2018/19 CLL Committee performance for P&R Committee.

⁴² Rolling 12 months to March 2019.

11 POLICY AND RESOURCES (P&R) COMMITTEE

Implementing The Way We Work programme

- 11.1 This programme focused on preparing the council's workforce for the office move to Colindale, ensuring staff had the right tools to be able to work from any location across the borough; and delivering the accommodation and travel arrangements that would enable staff to work effectively.
- 11.2 Office 2016, Skype for Business and Skype telephony were rolled out during the year; along with a Skype training programme for over 900 staff. These tools have enabled improved collaboration through instant messaging, calls, voice and video conferencing. Mailbox migration was undertaken in Q1 to give significantly increased storage capacity.
- 11.3 Handover of the Colindale office was delayed until April 2019, and a phased move of staff commenced in late April 2019. A financial risk remains due to the ongoing dispute with the contractor. 290 business user parking spaces have been leased from the RAF Museum and Middlesex University; and improvements have been made to the car park on Watling Avenue that will provide 180 spaces for commuters.
- 11.4 A development programme was delivered to equip staff and managers with the skills to work and manage teams in a more flexible working environment and utilising the new technology to support this. Team Principles have been drawn up to support this and create a positive team culture.
- 11.5 There were no key indicators linked to this priority in the Corporate Plan; and no high level (scoring 15+) risks linked to this priority in Q4 2018/19.

Continuing to improve customer services

- 11.6 A new website was launched in February 2019 with a focus on resident testing and engagement to ensure the website addressed key concerns and feedback. The new website has improved navigation and search, enabling residents to find information quicker and easier. Web satisfaction increased slightly in Q4 to 34%, but the EOY result was 32%. Improvements were also made to the 'MyAccount' functionality.
- 11.7 For the first time in three years, call volumes remained within the 10 per cent threshold since September 2018. Therefore, the council has not been charged additional costs for this. The reduction in call volumes should lead to further savings in 2019/20.
- 11.8 There were three key indicators linked to this priority in the Corporate Plan. Two indicators did not meet the annual target.
- **Satisfaction with the council's website (RAG rated RED) – 32% against an annual target of 55%.** The 'MyAccount' functionality impacted negatively on scoring throughout the year and the identified issues continue to be worked through. Issues with the Street Scene bin collection data were also responsible for negative feedback, which were resolved and ratings have improved for this service. The new website (launched in February 2019) was well received and further improvements were made to the 'MyAccount' functionality and Advantage Digital forms. A Web Performance

Group was set up in Q1 and continues to work on addressing individual issues. As an example, the password re-set process in the 'MyAccount' was made simpler. The GovMetric survey for the website saw fewer responses as the year progressed. An improved survey, which is intended to be more neutral and allows results to be filtered between operational and online ratings was designed and put in place. This should allow a more accurate view of satisfaction with the website and increase the overall response volumes.

- **Customer cases closed within agreed timescales (RAG rated AMBER) – 90% against an annual target of 94%.** The EOY result was impacted by performance in Street Scene (58%) and Re (89%). Operationally, Street Scene responded to cases such as missed bins on time, but systems were not always updated on time. Re improved slightly throughout the year, achieving 91% of cases closed on time in Q4 (but remained below target).

Indicator	Polarity	Annual Target	EOY 18/19		EOY 17/18	Benchmarking
			Result	DOT	Result	
Overall satisfaction with customer services (excl. web satisfaction)	Bigger is Better	89%	90% (G)	↓ W -1%	91%	No benchmark available
Satisfaction with the council's website	Bigger is Better	55%	32% (R)	↓ W -33%	48%	No benchmark available
Customer cases closed within agreed timescales	Bigger is Better	94%	90% (A)	↓ W -1%	91%	No benchmark available

11.9 There were no high level (scoring 15+) risks linked to this priority in Q4 2018/19.

Medium and long term strategic planning

11.10 Significant work was undertaken to resolve the £62m budget gap. The Corporate Plan (Barnet 2024), Medium Term Financial Strategy (MTFS) and Budget for 2019/20 were approved by Council in March 2019. Annual Delivery Plans setting out how the corporate priorities will be delivered in Year 1 were approved by each Theme Committee.

11.11 There were two key indicators linked to this priority in the Corporate Plan. Council tax and business rate collections both met the annual target.

Indicator	Polarity	Annual Target	EOY 18/19		EOY 17/18	Benchmarking
			Result	DOT	Result	
Council tax collection (Not in-year)	Bigger is Better	98.5% (4-year target)	98.7% (G)	↑ I +0.1%	98.6%	No benchmark available ⁴³

⁴³ The in-year council tax collection was: Barnet 96%; Outer London 97.1%; London 96.7% and England 97.1% (17/18, MHCLG)

Indicator	Polarity	Annual Target	EOY 18/19		EOY 17/18	Benchmarking
			Result	DOT	Result	
Business rate collection (Not in-year)	Bigger is Better	99.0% (4-year target)	99.4% (G)	→ S	99.4%	No benchmark available ⁴⁴

- **Council tax and business rate collections** are reported for a four-year period. There is currently no benchmarking data available for four-year collection rates, which makes it difficult to know how well Barnet is performing in comparison with other London Boroughs and nationally. This creates a potential financial risk to the council by increased bad debt provisions owing to aged debt being more difficult to collect. The benchmarking data available from MHCLG for in-year collection rates is set out in table 12 below. This shows that in-year collection rates for Barnet have been behind the Outer London Boroughs for some time.

Table 12: In-year collection rates for council tax and business rates

Council tax collection (in-year)				Business rate collection (in-year)			
	Barnet	Outer London	England		Barnet	Outer London	England
15/16	96.1%	96.8%	97.1%	15/16	96.7%	98.4%	98.2%
16/17	96.1%	97.0%	97.2%	16/17	97.0%	98.6%	98.2%
17/18	96.0%	97.1%	97.1%	17/18	96.9%	98.7%	98.4%
18/19	95.8%	Not available	Not available	18/19	96.7%	Not available	Not available

11.12 There were 12 high level (scoring 15+) risks linked to this priority in Q4 2018/19. Eight were strategic risks and four were service risks.

- **STR004 - Future financial pressures and funding uncertainty (residual score 20).** This risk captures the uncertainty of the impact on Barnet finances of changes in the national and regional political landscape. Contingency and reserves are in place to mitigate the short-term impact; forward planning is undertaken to update the budget assumptions and monitor the Government's fiscal announcements; and a recruitment freeze is in place for non-frontline services. Actions have been identified to help mitigate the forecast overspend and future year MTFs savings are undergoing robust challenge to minimise future financial pressures. The 2019/20 budget was approved by P&R Committee on 20 February 2019 and there are significant risks with some budget savings put forward. To manage the risks there will be continuous monitoring in the progress of savings made alongside with regular updates to CMT.
- **STR033 - Implementation of 19/20 savings (residual score 20 – increased from 15).** This risk is on the financial challenges facing the council over the next five years. 2019/20 is a particularly challenging year and the savings identified as part of the MTFs are required to achieve a balanced budget and minimise the use of reserves. Actions to implement some of the savings have been identified as part of the Theme Committee Delivery Plans, including risks to implementation. Budget monitoring will take place monthly, as part of financial/performance/risk reporting arrangements for

⁴⁴ The in-year business rate collection was: Barnet 96.9% Outer London 98.7%; London 98.8%; England 98.4% (17/18, MHCLG)

2019/20 to senior management. The risk score has been increased from 15 to 20 as potential difficulties in making savings have been identified (reflected by an increased likelihood score).

- **STR034 – Debt management (residual score 16).** This risk relates to the management of debts to minimise unnecessary extra borrowing or an overspend on the revenue budget. A concerted effort has been allocated to major debtors; however, processes need to be reviewed for older debts. An officer working group has convened and management arrangements for the Accounts Receivable team have been revised.
- **STR013 - Brexit (residual score 15).** This risk relates to the effectiveness of the council's response to Brexit which may impact on the ability to deliver organisational objectives, financial impact and reputational damage. A paper on Brexit and associated risk register was approved at P&R Committee on 20 February 2019. Weekly meetings, chaired by the Deputy Chief Executive, are in place to identify and review the potential impacts of Brexit. These have been recorded on a Brexit 'impact log'.
- **STR023 - Commercial viability of strategic suppliers (residual score 15).** If the commercial viability of a strategic supplier declines this could lead to operational failures. This risk is being managed using the contract management framework and policy/procedures for commercial activity. Contract monitoring takes place monthly with quarterly reporting to the Financial Performance and Contracts (FPC) Committee. The contract register is kept under review with checks on the financial status of strategic suppliers. The council is continuing to collate relevant information should it be necessary to take over any services on short notice.
- **STR028 - Impact of insourcing Re and CSG services (residual score 15).** The insourcing of Finance and Strategic HR was approved by P&R Committee on 11 December 2018, subject to the outcome of public consultation; and the services transitioned to the council on 1 April 2019. Comprehensive programme governance is in place, with regular Programme Board meetings and a detailed risk register that is reviewed regularly. Phase 2 of the review covering Highways and Regeneration is underway.
- **STR031 - Financial controls (residual score 15).** This risk was identified because of known/identified weaknesses in internal controls. The actions from the Grant Thornton audit continue to be implemented to ensure internal financial controls are strengthened. An update on implementation of the actions was provided to Audit Committee in January and May 2019 by the Head of Finance and Head of Internal Audit. The latest progress report is available online at: <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=144&MId=9496&Ver=4>
- **STR035 - Failure of third party Pension administrator meeting standards (residual score 15).** The risk relates to the poor performance levels resulting in delays meeting statutory deadlines (e.g. annual benefit statements / valuations) and / or member benefits being inaccurate or paid late resulting in enforcement action by the Pensions Regulator. The council met with the Pension Administrator on 26 February 2019 to understand the number of outstanding pension admissions agreements / bonds. Around 25 outstanding admission agreements, bonds and/or cessation valuations were identified in the process. Discussions are ongoing around

who is responsible for the bond process. The review into the Pension Administration Strategy has been completed and recommendations are being followed up. There remain ongoing concerns about the data quality maintained and this is resulting in inaccurate benefit statements being sent and late submission of pension statements. A conditional data cleanse plan has been in place and the details of this have been sent to the Pensions Regulator. The HR data was submitted for an independent analysis of data conducted by Hymans Robertson who identified a significant number of critical errors that are to be addressed before the valuation. The council has requested another upload to Hymans Robertson for a second analysis.

- **G&C001 - Challenge to deliver capital projects (residual score 15).** Lack of capabilities to deliver capital and infrastructure projects within CSG Corporate Programmes could lead to strategic partners being unable to provide the required specialist resource resulting in projects being delivered over budget/time. A future structure for CSG Corporate Programmes has been agreed.
- **CSG99 - Brexit uncertainty leads to increase in the cost of goods and services (NEW) (residual score 15).** This was a new risk for Q4. The expected departure from the European Union could lead to implementation of tariffs and/or staffing shortages resulting in an increase cost of goods and services for the council. Adults and Communities, Family Services and Street Scene are managing risks associated with their major suppliers and this is being reported to the Brexit Group. Consideration is being given as to whether to extend existing contracts (where applicable) to mitigate any financial costs then pursue a procurement exercise.
- **CSG100 - Brexit uncertainty leads to delays in receiving procured goods and services (NEW) (residual score 15).** This was a new risk for Q4. The expected departure from the European Union could lead to delays in receiving procured goods and services resulting in an impact on service quality and outcomes. Areas of concerns are construction and energy/fuel sectors. The council's partners in these two sectors have been asked for an updated position on the possible impact and mitigations in place. Service areas will be encouraged to think ahead and begin procurement processes early if there is a tangible belief that there will be a significant delay between contract signing and goods being available.
- **CSG07 - Quality of CSG finance support falls below required standard (residual score 15).** Inadequate resourcing and/or poor processes could lead to incomplete or misleading financial information. The CSG Management Team continued to work closely with the client team to manage the risk and ensure resources were deployed in the most effective manner. This risk will be closed in Q1.

Additional priorities

11.13 P&R Committee has two additional priorities in the Corporate Plan: **“A culture of transparency and accountability for personal information”** and **“Emergency planning, preparedness and response”**. An update on these additional priorities is provided below.

A culture of transparency and accountability for personal information

11.14 The council continued to meet its obligations under data protection legislation to be accountable and transparent in the handling of personal information. The appropriate

measures required under the Data Protection Act (which came into effect on 25 May 2018) were put in place; and the GDPR legislation was incorporated into the council's policy framework and service-specific privacy notices.

- 11.15 The risk to the council of not meeting its statutory requirements to address privacy risks at the beginning of any project remains. Further consideration will be given to how to address this and build privacy into governance procedures; project planning; and committee and delegated powers reporting procedures.
- 11.16 Targeted communications improved data protection e-learning completion (c.60%) and work will continue to increase completion rates across all services areas.
- 11.17 Crucial projects and information sharing workstreams, especially in Family Services, required additional support from the Information Management Team. Appropriate Impact Assessments and Information Sharing Agreements are fundamental under the legislation and are key areas of risk if not actioned appropriately.
- 11.18 A commercial data protection package was designed and marketed to schools. Interest did not translate into clients largely due to financial pressures. The Information Management Team will develop smaller, tailored solutions at lower costs for schools, and continue to consider other streams of commercial work.
- 11.19 FOI performance remains high at 99%, with 43% of requests answered with information published on the Open Data Portal. Barnet was recognised as one of the highest performing councils in London in the 2017/18 'FOI Good Practice: A Survey of London Local Authorities'; and praised by the Campaign for Freedom of Information for the work to channel shift from FOI to self-service.
- 11.20 There were no key indicators linked to this priority.
- 11.21 There were three high level (scoring 15+) risks linked to this priority in Q4 2018/19. One was a strategic risk and two were service risks.
- **STR027 - Compliance with Equality Duty (residual score 15 – increased from 12).** The risk relates to non-compliance of the Public Sector Equality Duty under the Equality Act 2010. There have been challenges in embedding the new system, which has impacted on the integration of the equalities process and an increased risk score of 16. Additional training has been funded for equalities to support the new system and is expected to commence in June 2019.
 - **AG020 - Audit actions not implemented (residual risk 16).** If audit actions are not implemented this could lead to a deterioration in the council's control environment and result in the Head of Internal Audit providing a Limited Assurance Annual Opinion. Audit Committee was held on 1 May 2019, with four of the recommended actions in the Grant Thornton report on CPO Fraud ongoing. Performance improved in Q4 with implementation of high priority audit actions being at 82% (Q3 49%). All high priority audit actions relating to Strategic HR and Finance have been reviewed and ownership for those actions agreed between Capita and the council. The risk rating will remain at 16 until this improvement is evident over a sustained period.
 - **CSG08 - Misstatement of Pension Fund (residual score 15).** The lack of appropriate resourcing and non-escalation of issues to the appropriate manager

could lead to a misstatement of pension fund statutory accounting and reporting (errors and delays) resulting in a qualified audit report. The ongoing audit issues relating to the data quality of membership information for 2017/18 have continued and a conditional data cleanse plan has been in place. The details of this have been sent to the Pensions Regulator. The HR data was submitted for an independent analysis of data conducted by Hymans Robertson who identified a significant number of critical errors that are to be addressed before the valuation. The council has requested another upload to Hymans Robertson for a second analysis.

Emergency planning, preparedness and response (incl. business continuity)

11.22 An internal review of the council's emergency planning and business continuity arrangements commenced in Q3. The review was commissioned to ensure services remained robust and responsive to the changing standards across London, the evolving requirements of Barnet's residents and businesses, as well as to the challenges to service delivery. The recommendations of the review are now being implemented to refresh the emergency response arrangements and make them compliant with Resilience Standards for London. The council is now on course to take full part in exercise Safer City, in May 2019, a London-wide exercise managed by London Resilience and involving all London Boroughs.

A new council Business Continuity Plan was developed. Work on the refreshed Business Continuity Management System will continue into Q1, whilst the process of continuous review and updating of emergency response arrangements is now firmly established and will form part of ongoing improvement of emergency response in support of communities.

11.23 There were no key indicators linked to this priority.

11.24 There was one high level (scoring 15+) service risk linked to this priority in Q4 2018/19.

- **AG022 - Inability to effectively respond to Major Emergency Incidents (residual score 15).** The failure to implement the Emergency Planning 2020 recommendations and Resilience Standards for London could lead to the inability to effectively respond to a major emergency. Good progress has been made on implementing the workplan such as the recruitment campaign for volunteer roles, with almost all roles now filled. Training and exercises have taken place to prepare for a response to an incident. More work is ongoing to implement the workplan, which should reduce the risk score in subsequent quarters.

12 REASONS FOR RECOMMENDATIONS

12.1 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 6 March 2018.

13 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

13.1 None.

14 POST DECISION IMPLEMENTATION

14.1 None.

15 IMPLICATIONS OF DECISION

15.1 Corporate Priorities and Performance

15.1.1 The report provides an overview of performance for EOY 2018/19, including budget forecasts, staffing, progress on activities, performance of key indicators and any high level (scoring 15+) risks.

15.1.2 The EOY 2018/19 results for all Corporate Plan indicators are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>

15.1.3 Robust budget, performance and risk 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.

15.1.4 Relevant council strategies and policies include the following:

- Corporate Plan 2015-2020
- Corporate Plan - 2016/17, 2017/18 and 2018/19 Addendums
- Medium Term Financial Strategy
- Performance and Risk Management Frameworks

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

15.2 Resources (Finance and Value for Money, Procurement, Staffing, IT, Property, Sustainability)

15.2.1 The budget forecasts are included in the report. More detailed information on financial performance will be provided to FPC Committee.

15.3 Social Value

15.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are

going to buy them, could secure these benefits for their area or stakeholders. The council's contract management framework oversees that contracts deliver the expected services to the expected quality for the agreed cost. Requirements for a contractor to deliver activities in line with Social Value will be monitored through this contract management process.

15.4 Legal and Constitutional References

15.4.1 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.

15.4.2 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.

15.4.3 The council's Constitution, Article 7 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Policy and Resources Committee:

(1) To be responsible for:

- Strategic policy, finance and corporate risk management including recommending: Capital and Revenue Budget; Medium Term Financial Strategy; and Corporate Plan to Full Council
- Finance including:
 - Treasury management Local taxation
 - Insurance
 - Corporate procurement
 - Grants
 - Writing-off debt
 - Virements
 - Effective use of resources
- Procurement Forward Plan
- Local Plans (except for matters reserved to Full Council)
- Information Technology
- Strategic Partnerships
- Customer Services and Resident Engagement
- Emergency Planning

(2) To be responsible for those matters not specifically allocated to any other committee affecting the affairs of the Council.

(3) Consider for approval budget and business plan of the Barnet Group Ltd.

(4) To determine fees and charges for services which are the responsibility of the committee.

15.4.4 The council's Financial Regulations can be found at:

<http://barnet.moderngov.co.uk/documents/s46515/17FinancialRegulations.doc.pdf>

15.5 Risk Management

15.5.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. Risks are reviewed quarterly (as a minimum) and any high level (scoring 15+) risks are reported to the relevant Theme Committee and Policy and Resources Committee. The strategic risks and all high level (scoring 15+) risks associated with the priorities for this Committee are outlined in the report.

15.6 Equalities and Diversity

15.6.1 Section 149 of the Equality Act 2010 sets out the Public Sector Equality Duty which requires a public authority (or those exercising public functions) to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not.
- Fostering of good relations between persons who share a relevant protected characteristic and persons who do not.

15.6.2 The broad purpose of this duty is to integrate considerations of equality into everyday business and keep them under review in decision making, the design of policies and the delivery of services. The protected characteristics are: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation.

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

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

This is also what we expect of our partners.

15.6.4 This is set out in the council's Equalities Policy, which can be found on the website at: <https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity>

15.7 Corporate Parenting

15.7.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. There are no implications for Corporate Parenting in relation to this report.

15.8 Consultation and Engagement

15.8.1 Consultation on the Corporate Plan 2015-2020 was undertaken between summer 2013 and March 2015. Consultation on the new Corporate Plan 2019-24 was carried out in the summer 2018. The Corporate Plan will be approved by Council in March 2019.

15.9 Insight

- 5.9.1 The report identifies key budget, performance and risk information in relation to the Corporate Plan 2018/19 Addendum.

16 BACKGROUND PAPERS

- 6.1 Council, 6 March 2018 – approved 2018/19 addendum to Corporate Plan.
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=9162&Ver=4>