
AGENDA ITEM: 9Page nos. 49 - 63

Meeting	Budget and Performance Overview and Scrutiny Committee
Date	25 November 2010
Subject	Corporate Performance results for Quarter 2 2010/11
Report of	Performance team, Chief Executive's Service
Summary	This report presents progress against the Corporate Plan performance targets and improvement initiatives for quarter two 2010/11.

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Status (public or exempt)	Public
Enclosures	Appendix A: Directorate performance results Appendix B: Corporate Plan Improvement Initiatives progress
For Decision By	The Committee
Function Of	Executive
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1. RECOMMENDATIONS

1.1. That the Committee reviews the quarter 2 performance results to decide the topic of one or more in-depth reports to the 22 February 2011 Committee meeting. It is recommended that one or both of the following two topics are selected:

- Value for money
- The attainment gaps between children with special education needs and their peers, and children eligible for free school meals and their peers

2. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

2.1 This report presents the latest available information for all performance targets and Corporate Plan Improvement Initiatives in relation to the three Corporate Priorities in the Corporate Plan 2010-13.

3. RELEVANT PREVIOUS DECISIONS

- 3.1 This Committee on 3 June 2010 agreed that the format and focus of reporting performance to this Committee change from a focus on whole council performance to a focus on particular themes, selected in advance by the Committee.
- 3.2 The Annual Council meeting on 19 May 2009 agreed the new scrutiny arrangements, which includes the reporting of Corporate Plan performance measures to this Committee.

4. RISK MANAGEMENT ISSUES

4.1 In-depth review of pre-selected performance issues by this Committee should contribute to performance improvement, and therefore mitigate the risk of non-improvement and failure to meet Corporate Plan performance targets.

5. EQUALITIES AND DIVERSITY ISSUES

5.1 The following performance indicators raise equalities concerns because people accepted as homeless are recognised as a marginalised group, and a disproportionate number are from black and minority ethnic backgrounds or are households led by women:

- CPI 25 – Number of households living in temporary accommodation
- CPI 26 - Number of households accepted as homeless under the provision of the 1996 Housing Act

6 USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

6.1 The following performance indicators are particularly relevant to our Use of Resources:

- CPI 17 – Value for money (basket)
- CPI 19 – amount of waste sent to landfill (basket)

7. LEGAL ISSUES

7.1 No legal issues are raised by this report.

8. CONSTITUTIONAL POWERS

- 8.1 The roles and terms of reference of all scrutiny committees are contained within Part 2, Article 6 of the Constitution; and in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution). This Scrutiny Committee, amongst other duties, will be responsible for scrutinising the overall performance, effectiveness and value for money of Council services, including the planning, implementation and outcomes of all corporate improvement strategies.

9. BACKGROUND INFORMATION

- 9.1 Barnet's Corporate Plan 2010-13 sets out performance targets and improvement initiatives for the Council by corporate priority. Appendix A sets out all progress against these targets at the end of quarter one. Appendix B sets out progress on the Corporate Plan Improvement Initiatives.
- 9.2 This quarter there is data available for 32 of the 41 indicators. Amongst those reported, twenty have been met (62%) and twelve have been missed (38%) There are still nine indicators where no data has yet been reported, of which three relate to residents' perceptions.

A summary of results by Directorate is presented below.

Directorate	Total Corporate Plan targets	Total Corporate Plan indicators	Indicators reporting data in Q2	Indicators achieved	Indicators missed	Indicators with negative DoT
Children's Service	6	9	8	4	4	2
Planning, Housing & Regeneration	6	6	5	1	4	2
Environment & Operations	4	6	2	0	2	2
Chief Executive's Service	1	6	5	4	1	1
Deputy Chief Executive	1	2	1	1	0	N/A
Adult Social Services	3	3	3	2	1	0
Commercial Service	3	4	4	4	0	0
Corporate Governance	4	5	4	4	0	1
Total	28	41	32	20	12	8

- 9.3 Performance results are traffic lighted according to a four point traffic light scale: Green, Green Amber, Red Amber and Red. The mathematical method for allocating these traffic lights is derived and shown in the table below.

Traffic Light	% of targeted improvement achieved	Description
Green	100% or more	Meeting or exceeding target
Green Amber	>80% <100%	Near target with some concerns
Red Amber	>65% <80%	Problematic
Red	<65%	Serious concerns

- 9.4 Any target that is met or exceeded achieves a Green traffic light.
Targets that have not been met, but where 80% or more of the targeted improvement has been achieved, will be given a Green Amber traffic light.
If the targeted improvement is below 80% but above 65% the indicator will get a Red Amber rating.
For example, if the baseline is 80 people and the target is 100 people, the targeted improvement is 20 people. 80% of 20 is 16, so the outturn would need to be at least 96 people to achieve Green Amber and at least 93 people to achieve a Red Amber.
- 9.5 Whilst initial traffic lights will be based on these objective criteria, they may subsequently be changed through discussion between Directorates and the Performance team, based on the individual circumstances and prospects for each target. This quarter, discretion had been used for traffic lighting 'cost per head of back office support' because the result is so close to the target.
- 9.6 Indicator results are also compared with the previous relevant results¹ in order to measure the Direction of Travel (DoT). This may show improvement (▲), deterioration (▼) or stability (↔) .
- 9.7 Of the eleven priority improvement initiatives (reported in Appendix B) all but two have received a Green traffic light, meaning that all milestones have been met. The initiatives with a Green Amber traffic light, meaning that slight slippage has occurred are:
- Ensure sufficient primary school places are available in the right areas, led by the Children's Service
 - Develop an organisational dashboard and indicators for better measuring of customer satisfaction and value for money, led by Corporate Customer Services
- 9.8 Cabinet Resources Committee receives a quarterly budget and performance monitoring report in which Directorates provide commentary about their performance results. This can be viewed here:
<http://committeepapers.barnet.gov.uk/democracy/meetings/meetingdetail.asp?meetingid=6143>
- 9.9 The quarter two performance results are also published on the council's website here:
<http://www.barnet.gov.uk/cp-annual-performance-monitors.htm>

9. LIST OF BACKGROUND PAPERS

- 9.1 None

Legal: MM
CFO: MC

¹ The previous result used will either be the previous quarter, or the same quarter of the previous year. The same quarter of the previous year will be used for annual indicators, cumulative indicators (where the numbers add up during the year and are reported as 'year to date') and if the indicator is affected by seasonal fluctuations

Appendix A – Directorate performance results

Children's Service

(P) Indicates data is provisional

CPI no	Performance Indicator	Period Covered	Numerator and Denominator	Relevant previous outturn	Target	Outturn	Target Variance	DoT	Benchmark data
5	% Schools inspected in the current academic year given an overall effectiveness rating by Ofsted of good or outstanding	Sep 09 – Jul 10	18/22	79%	84%	82.0%	2.4%	▲ 3.8%	53% national average
8	% of children in care, aged under 16, who are in LBB foster placement	Apr 10 – Sep10	103/237	47%	54%	43.5%	19.4%	▼ 7.1%	No benchmarking data available (unique to Barnet)
9	Number of children in care	Apr 10 – Sep 10	N/A	311	320	316	1.3%	▼ 1.6%	Barnet 43 per 10,000 (under 18 pop). England 55, London 65 (2009 data)
4	Attainment gap between children with the greatest disadvantage and average attainment (basket)	Red Amber							
4a	% point achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 (NI 102a)	Sep 09 – July 10	Not supplied by Dept of Education	N/A	19%	There is currently no data published for Barnet due to the large number of schools who boycotted the Statutory Assessment Tests in Summer 2010			
4b	% point achievement gap between pupils with special educational needs achieving 5 A*-C GCSE, including English and Maths, and their peers (NI 105, LAA)	Sep 09 – July 10	Not supplied by Dept of Education	53%	47%	52.0% (P)	10.6%	▲ 1.9%	46.5% national average
4c	% point achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 4 (NI 102b)	Sep 09 – July 10	Not supplied by Dept of Education	30%	18%	28.7%(P)	59.4%	▲ 4.3%	27.8% national average
4d	% of children in care achieving 5 A*-C (or equiv) at KS4 inc English and Maths (NI 101)	Sep 09 – July 10	4/25	16%	16%	16% (P)	0%	↔ 0%	9.8% national average
6	% achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold) (NI 75, LAA)	Sep 09 – July 10	Not supplied by Dept of Education	61%	66.0%	66.0% (P)	0%	▲ 7.5%	Statistical neighbours 61.6% (benchmarking data is for Academic year 09/10)
7	% achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal, Social and Emotional Development and Communication, Language and Literacy (NI 72, LAA)	Sep 09 – July 10	Not supplied by Dept of Education	57%	56.3%	64.0% (P)	13.7%	▲ 12.3%	56% national average (benchmarking data is for Academic year 09/10)

Adult Social Services

CPI no	Performance Indicator	Period Covered	Previous relevant outturn	Target	Outturn	Target Variance	DoT	Benchmark data
1	Social care clients and carers receiving Self Directed Support (service users receiving direct payments and personal budgets)	July 10 – Sep 10	724	1,070	1,249	16.7%	▲ 75.2%	932 is the average amongst outer London boroughs
2	Participation in regular volunteering	Oct 10	N/A	85% ^a	83.0%	2.04%	-	Not available; indicator definition unique to Barnet
3	Achieving independence for older people through rehabilitation/intermediate care	April 10 – June 10	86.4%	87%	86.6%	0.47%	▲	82.1% is the average amongst Institute of Public Finance statistical neighbours group

^a This is a provisional target given the newness of the indicator. The Target Descriptor is the “number of volunteers referred to voluntary sector organisations providing services intended to serve AdSS Business Plan objectives as a % of total volunteering opportunities”. Data is sourced via CommUNITY Barnet.

Environment & Operations

CPI no	Performance Indicator	Period Covered	Numerator and denominator	Relevant previous outturn	Target	Outturn	Target Variance	DoT	Benchmark data
19	Amount of waste sent to landfill (basket)	Red							
19a	<i>Number of kgs of residual household waste per household (NI 191, LAA)</i>	Apr– Jun 10	N/A	711	625	730.4	17%	▼ 3%	Ranked 24th out of 29 London boroughs
19b	<i>% of household waste sent for reuse, recycling and composting (NI 192, LAA)</i>	Apr–Jun 10	N/A	36.5%	40%	36.0%	10%	▼ 1%	Ranked 15th out of 29 London boroughs
20	% (overall) satisfaction with the local area (NI 5, LAA)	Was to be reported as part of the Place Survey. The Chief Executive’s Service is developing a new perception survey – Environment & Operations (E&O) will engage in that process to ensure synergy with E&O’s ‘Understanding our Customers’ agenda for user engagement. The E&O programme is being designed to provide data and analysis through direct engagement with stakeholders on local needs, issues, aspirations and values.							
21	Dealing with local concerns about anti-social behaviour and crime by the local council and police	Was to be reported as part of the Place Survey. However the Police conduct a similar survey the latest data available is July 2009 – June 2010 with 34% of 640 respondents satisfied that police are dealing with concerns. However this was an 8% improvement on the previously reported figure. .This is taken from Public Attitude Survey 2010/11 which is based on a rolling 12 month period.							
22	Maintenance of roads (basket)								
22a	<i>Principal roads where maintenance should be considered</i>	A proxy indicator number of service requests for potholes is being worked on for reporting in Q3, data quality checks to be carried out before a baseline is determined.							
22b	<i>Non-principal roads where maintenance should be considered</i>								

Planning Housing & Regeneration

CPI no	Performance Indicator	Relevant previous outturn	Period Covered	Target	Outturn	Target Variance	DoT	Benchmark data
23	% of net additional homes suitable for families	64% (2008/9)	Apr 10 – Mar 11	70%	70.0% (Estimated)	0%	-	No benchmarking data available (unique to Barnet)
24	Number of net additional homes provided (NI 154, LAA)	1,156	Apr 10 – Mar 11	1,388	1,258	9%	▲ 9%	Ranked 6 th best out of 19 London boroughs 2009/10
25	Number of households living in temporary accommodation (TA) (NI 156)	2,192	Jul 10 – Sep 10	2,080	2,150	3%	▲ 2%	Ranked 29 th best out of 33 London boroughs (26/33 per 1000 households). London average 1,149 (Q1 10/11) sourced from CLG.
	Households in TA Regeneration Stock	923		n/a	924	n/a	0%	Not available
	Households in TA outside of regeneration estates	1,269		n/a	1,226	n/a	▲ 3%	
26	Number of households accepted as homeless under the provision of the 1996 Housing Act	122	Apr 10 – Sep 10	110	124	13%	▼ 2%	Ranked 19 th best out of 33 London boroughs and 15/33 per 1000 households (Q1 10/11) sourced from CLG.
27	Number of households being re-housed in the private sector via the Housing Service	421	Apr 10 – Sep 10	425	227	47%	▼ 46%	No benchmarking data available (unique to Barnet)
28	Satisfaction of businesses with local authority regulation services	69%	Apr 10 – Sep 10	80%	92.0%	15%	▲ 33%	Ranked 11 th best out of 26 London boroughs 2009/10

Deputy Chief Executive's services

CPI no	Performance Indicator	Period Covered	Numerator and dominator	Relevant previous outturn	Target	Outturn	Target Variance	DoT	Benchmark data
17	Value for money basket								
17a	Total net value of on-going cash-releasing value for money gains (NI 179)*	NI 179 is going to be removed from quarterly reporting because it's no longer being monitored by Government. It has been identified that it would be more helpful to look and monitor value for money. A new value for money measure in Q3 will be identified that can be benchmarked via CIPFA, the Chartered Institute of Public Finance Accountants							
17b	Cost per head of back office support*	April 10- March 11	£20,543,978/ 345,800	£64.91	£59.21	£59.41	0.34%	N/A	Work to establish benchmark currently underway

*The cost centres included in the cost per head of back office support indicator have changed since last year and therefore there is no directly comparable figure for assessing the direction of travel. The figure is calculated from the quarterly revenue outturn projections made for the 49 cost centres that are

considered back office support. However we recognise that the council's true back office costs, when taking into account back office functions embedded in frontline services, are much higher than this and we are working to calculate this figure in a way that can be reliably benchmarked against other authorities via the Cipfa club. We anticipate to be able to provide this new baseline figure in Q3.

Commercial Services

CPI no	Performance Indicator	Relevant previous outturn	Period Covered	Q2 Target	Q2 Outturn	Target Variance	DoT	Benchmark data	Year end target
10	Effective contract management (basket)								
10a	% of contracts held by the Council have been reviewed	0	Jul-Sep 10	5%	10.0%	100%	▲	Local indicator	50%
10b	% of contracts deemed to require renegotiation have commenced renegotiation*	New indicator	Jul-Sep 10	5%	5.0%	0%	New indicator	Local Indicator	50%
11	% of 50 largest vendors under formal contract	0	Jul-Sep 10	5%	5.0%	0%	▲	Local Indicator	80%
12	% rental voids on Commercial property portfolio*	New indicator	Jul-Sep 10	4.9%	0.5%	89.9%	New indicator	Cipfa benchmarking for support services will report at Q3	4.9%

*The Commercial Management team re-evaluated the Directorate's Corporate Plan performance indicators and the Commercial Director agreed to change the definition of 10b and 12. The original definitions were:

10b - % of contracts deemed to require renegotiation have been renegotiated

12 - % of rent reviews on commercial properties completed when contractually due.

Chief Executive's Service

CPI no	Performance Indicator	Period Covered	Numerator and denominator	Relevant previous outturn	Target	Outturn	Target Variance	DoT	Benchmark data
18	Customer services accessibility and satisfaction (basket)								
18a	% demand met by telephone within corporate ring time (5 rings)	Jul 10 – Sep 10	169,442/261,889	57%	65%*	64.7%	1%	▲ 13%	Bexley @ 82% Richmond upon Thames @ 79%
18b	Percentage of emails acknowledged within 2 working day		4719/4843	100%	90%	97.4%	8%	▼ 3%	No comparison data available because other councils use automated acknowledgements
18c	Percentage of emails responded to within 10 days		3433/3850	80%	85%	89.2%	5%	▲ 11%	84% achieved by Hackney
18d	Satisfaction with face-to-face customer service		277/296	93%	85%	94.0%	11%	▲ 1%	85% achieved by Harrow in Q4 2009/10
18e	Satisfaction with contact centre telephone service		N/A	N/A	85%	To date, the sample size of 18 calls is too low to generate this outturn. The result so far is 85% satisfaction but a more reliable figure should be available by Q3			
18f	Average time (in minutes) spent waiting at corporate reception points		N/A	6.70	11	6	45%	▲ 10%	12 mins, compared against Richmond and Ealing boroughs in Q1 2010 (Only data available)

*The target rises to 85% in Q4.

The table below shows the performance for each call centre against the target to answer 65% calls answered within 20 seconds/ 5 rings. The call centres shaded in grey are based in Corporate Customer Services.

Call centre	Q2 Target	Q2 Outturn	Variance	Direction of Travel	Comments
Overall corporate outturn	65%	64.0%	2%	▲	Improved performance from Quarter 1: The staging target of 65% has been narrowly missed this quarter. Overall performance has improved by 7 percentage points mainly due to a strong focus on achieving the target and better use of management information, in particular to match resourcing to peak demand
Environment & transport, Street Based Services	65%	59.0%	9%	▲	Performance has improved by 18 percentage points from Q1. Although call volumes have increased in comparison to Q1, overall performance has improved due to extra concentrated effort in ensuring all resources were available at peak periods.
Housing Advice	65%	49.0%	25%	▲	Following a mini-lean "decision accelerator" session, a new approach to handling was fully rolled out on Monday 23 rd August. In the new system the only staff performing the role became a new team of 26 Housing Needs Officers, all of whom are committed and trained in dealing with the types of queries we get via the phone and all see customers face to face. The team also has 6 dedicated team leaders who actively monitor and report on performance to the entire department. About 20% of calls to the contact

Call centre	Q2 Target	Q2 Outturn	Variance	Direction of Travel	Comments
					centre are forwarded calls from Housing Needs Officers. A new policy is being implemented in quarter 3 to route these calls to mobiles. Call demand to the contact is therefore expected to drop and performance to consequently improve
Planning	65%	53.0%	18%	▲	Performance has improved by 18 percentage points from Q1. Although call volumes have increased in comparison to Q1, overall performance has improved due to extra concentrated effort in ensuring all resources were available at peak periods.
Parking	65%	22.0%	66%	▲	In comparison to Q1, performance has improved by 3 percentage points and has failed to achieve the revised target by 44 percentage points. The overall volume of calls is higher than can be handled with the resources available. Customer Services is working closely with the Parking Service to reduce unnecessary calls to the Contact Centre and other options to improve performance such as increased use of web self service and better use of call routing. The Parking Contact Centre is expected to be formally transferred to customer services next month.
Adult Social Services	65%	62.0%	5%	▲	Performance has improved by 21 percentage points from Q1. Training of staff has continued to hinder performance as, following the start of a maternity cover; further training had to be provided to the covering member of staff whilst the remaining team members continued to take calls. Following discussions, a further member of staff was assigned to the contact centre as customer demand outweighed the number of available resources. As part of the remodelling work taking place in accordance with the Customer Service Organisation project, an extra option has been added to the queuing system which enables customers to access the Switchboard directly, as many callers were misdirected to Adult Social Services.
Registrars	65%	67.0%	3%	▲	Performance has improved as all staff are now fully trained to deal with calls and there is a focus on achieving the corporate target. At any given time during the office hours there are 2-3 officers covering calls.
Council Tax	65%	71.0%	9%	▲	There are a set number of agents on at all times but lower skilled agents are deployed in addition to this to meet periods of high demand. The telephones are resourced with all agents across the team for the two or three busiest days in the week. There are peaks each month when reminders, finals and sometimes summons are issued
Barnet Homes	65%	73.0%	12%	▼	The 65% has been exceeded again this month but performance has dropped by just over 3 percentage points due to slightly increased calls and increased call lengths.
Switchboard	65%	80.0%	23%	▲	Has continued to achieve the revised target through continued rota management during the peak periods.
Out of Hours	65%	83.0%	28%	▼	Has again met the revised target of 65%.
Housing Benefits	65%	88.0%	35%	▲	The original target was exceeded this quarter due to a reduction in call volumes from Q1 (high due to year end increases) and up-resourcing the contact centre at times of peak demand, as and when required.

Corporate Governance

CPI no	Performance Indicator	Period Covered	Numerator and denominator	Relevant previous outturn	Target	Outturn	Target Variance	DoT	Benchmark data
13	Effectiveness and transparency of decision making within the council by improving the role of overview and scrutiny in decisions and policy developments (basket)								
13a	<i>Decisions considered by Overview and Scrutiny prior to being taken by Cabinet</i>	Jul 10 – Sep 10	N/A	N/A	2	2	0.0%	N/A	Unique to Barnet
13b	<i>Policy developments initiated by Overview and Scrutiny</i>	Jul 10 – Sep 10	N/A	New indicator	2	2	0.0%	New indicator	Unique to Barnet
14	% of households returning completed electoral registration forms	Jul 10 – Sep 10	86506/139256	92%	50%	62.1%	24%	▼ 33%	Unique to Barnet, will be looking into future comparator figure.
15	Increase the % of additional items in the Publication Scheme	Jul 10 – Sep 10	71/97	N/A	20%	36.6%	83%	N/A	Unique to Barnet
16	% increase in resident satisfaction with opportunities for democratic engagement	Due to report in quarter 4							

Appendix B - Corporate Plan improvement initiative progress

Children's Service

Corporate Priority & strategic objective	Top Project/ Top improvement initiative	Quarter 2 milestone/s	Status	Commentary	Quarter 3 milestone/s
Better services with less money <i>Intervene early to strengthen families and ensure that children and young people are able to achieve their potential</i>	Launch new foster carer recruitment campaign to increase opportunities for stable, local placements	<i>Produce report assessing the cost effectiveness of Barnet's current approach to recruiting foster carers and presenting options for the future</i>	Milestones fully met	A review of our foster and recruitment services has now been completed and potential options for a new approach are being considered.	<i>New recruitment strategy for foster carers to be finalised</i>
Sharing opportunities and sharing responsibilities <i>Embed a safeguarding culture throughout Barnet to make sure our children, young people and adults remain safe</i>	Use video technology to empower families to effectively participate in child protection planning	<i>Options paper for improving the overall participation of families in child protection planning (including an assessment of the pros and cons of video conferencing) presented to Safeguarding Divisional Manager</i>	Milestones fully met	Options paper completed and presented to Divisional Manager. Video technology researched and found to be too costly other models of empowering families now in process of implementation within the child protection arena.	-
Sharing opportunities and sharing responsibilities <i>Embed a safeguarding culture throughout Barnet to make sure our children, young people and adults remain safe</i>	Strengthen multi-disciplinary support for vulnerable families	<i>Establish 4 Multi-Agency Groups (MAGs) in Learning Network Areas</i>	Milestones fully met	Multi-Agency Groups set up in the 4 network areas. Early indications are that they are working well.	<i>Secure full and committed multi-agency representation on MAGs</i>
A Successful London Suburb <i>Ensure every school a good school for every child</i>	Ensure sufficient primary school places are available in the right areas	Ensure sufficient Reception places are available for children in September 2010	Milestones Mostly achieved	Additional places were added to ensure all reception children had a place. However, pressures now emerging in year 1 and additional capacity being added.	<i>Investment strategy for future years approved</i>

Adult Social Services (AdSS)

Corporate Priority & Strategic Objective	Top Project/ Top improvement initiative	Quarter 2 milestone/s	Status	Commentary	Quarter 3 milestone/s
<p>A Successful London Suburb</p> <p><i>Work with NHS Barnet to make sure residents can access good quality healthcare provision</i></p>	<p>Promote volunteering as a means to empower individuals, contributing to strong communities, adding value in the delivery of public services.</p>	<p>1) AdSS Senior Management Team (SMT) agreement of corporate indicator definition and interim target</p> <p>2) Agree data collection methodology and reporting arrangements with relevant voluntary sector agencies</p>	<p>Milestones fully met</p>	<p>Indicator agreed with SMT and data collection methodology agreed with CommUNITY Barnet.</p> <p>An indicator is in place to be reported by CommUNITY Barnet for Q3-4. Options for a 2011 indicator are under consideration. Consultation on a draft high-level plan is proceeding.</p> <p>The Q3-4 indicator agreed with CommUNITY Barnet is “the number of volunteers CommUNITY Barnet has matched / referred to voluntary sector organisations providing services intended to serve AdSS Business Plan objectives”.</p>	<p><i>AdSS SMT / Grants Unit agreement of commissioning strategy and performance framework for volunteer management, coordination and support First quarterly performance report – corporate PI</i></p>

Environment & Operations

Corporate Priority & strategic objective	Top Project/ Top improvement initiative	Quarter 2 milestone/s	Status	Commentary	Quarter 3 milestone/s
<p>Sharing opportunities and sharing responsibilities.</p> <p><i>Develop a new relationship with residents so they are able to more effectively contribute to making Barnet and its residents successful</i></p>	<p>Work with the Metropolitan Police and engage residents to achieve successful outcomes around shared objectives and community issues</p>	<p>Agree scope of communications plan with Corporate Communications July 2010.</p>	<p>Milestones fully met</p>	<p>Communications plan agreed. Burglary project commenced from Sept.</p>	<p>1) <i>Communications action plan agreed by safer communities’ partnership board August 2010</i></p> <p>2) <i>Monthly monitoring of action plan August - March 2011 with reports to safer communities partnership board quarterly March 2011 evaluation.</i></p>
<p>A Successful London Suburb.</p> <p><i>Protect and enhance our natural environment so that the borough is clean</i></p>	<p>Work with businesses and residents to prototype new and innovative approaches to reducing waste and energy use and improving the street</p>	<p>Preparation of Briefing on details and progress of both initiatives</p>	<p>Milestones fully met</p>	<p>Good progress has been achieved initiating contact, lines of communication and providing foundational support to Barnet Traders Association through funding and guidance.</p>	<p>1. <i>Evaluate progress on High Barnet project (Barnet Traders Association) against conditions for releasing balance of grant funding.</i></p>

Corporate Priority & strategic objective	Top Project/ Top improvement initiative	Quarter 2 milestone/s	Status	Commentary	Quarter 3 milestone/s
<i>and green</i>	environment in town centres			Good progress is also reported on planning for an official launch of an ECO teams event in Barnet as a joint initiative with Global Action Plan and Barnet residents	<i>2. Officially launch ECO Teams in Barnet as a joint initiative between Global Action Plan & LBB.</i>

Planning Housing and Regeneration

Corporate Priority & strategic objective	Top Project/ Top improvement initiative	Quarter 2 milestone/s	Status	Commentary	Quarter 3 milestones
Sharing opportunities and sharing responsibilities <i>Promote mixed communities</i>	Review housing allocations policy	Complete Consultation on Draft Policy	Milestones fully met	Consultation completed 15 October	<i>Cabinet Report to agree new policy following implementation</i>
A Successful London Suburb <i>Protect and enhance our natural environment so that the borough is clean and green</i>	Complete a business and enterprise scoping study for each priority town centre	<i>Initiate primary data collection in Edgware. Commence business forums</i>	Milestones fully met	1. Primary data collection completed in July. 2. Business Forum established in August.	<i>Complete data collection for Edgware, Finchley North and Central</i>

Chief Executive's Service

Corporate Priority & strategic objective	Top Project/ Top improvement initiative	Quarter 2 milestone/s	Status	Commentary	Quarter 3 milestone/s
Better services with less money <i>Improve customers' access to the council, and encourage more contact and transactions to be carried out online</i>	Develop an organisational dashboard and indicators for better measuring of customer satisfaction and value for money	Monitor progress and address any anomalies	Milestones Mostly achieved	Continuous monthly population & reviews carried out with relevant action plans. Development - working with other services to plug data gaps.	<i>Additional push to populate data gaps to be addressed at advisory board meetings</i>

Corporate Governance

Corporate Priority & strategic objective	Top Project/ Top improvement initiative	Quarter 2 milestone/s	Status	Commentary	Quarter 3 milestone/s
<p>Better services with less money</p> <p><i>Improve council policy and decision making through greater involvement by non-executive members</i></p>	<p>By analysing compliance with the Publication Scheme, implement a plan to improve transparency of the council's administration and achieve the maximum number of relevant publications in the scheme in 2011-12.</p>	<p>1) Carry out a review of the existing scheme information held on line - matching against ICO definition document and guidance (for compliance) and identifying information owners and current status of information</p> <p>2) Identify for each service the information not currently held in the scheme but that falls within the scope of the expansion criteria.</p> <p>3) Upload any 'ready to go' information.</p>	<p>Milestones fully met</p>	<p>1) Review on existing scheme completed and matching against ICO definition document and guidance also completed. Key contacts to assist identification of information owners and status of information identified.</p> <p>2) Information not currently held in the scheme across services identified and key contacts met with to identify the location and currency of such information.</p> <p>3)"Ready to go" information has been uploaded and available on Barnet Online</p>	<p>1. Progress the publication of information identified as ready for publication.</p> <p>2) Identify version control protocols and mechanisms for the speedy sign off and uploading of information as it becomes available.</p> <p>3) Set up procedures for the updating/replacing of outdated information.</p>