

MEETING

PERFORMANCE AND CONTRACT MANAGEMENT COMMITTEE

DATE AND TIME

TUESDAY 17TH NOVEMBER, 2015

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

**TO: MEMBERS OF PERFORMANCE AND CONTRACT MANAGEMENT COMMITTEE
(Quorum 3)**

COUNCILLORS

Chairman: Anthony Finn
Vice Chairman: Sury Khatri

Geof Cooke	Kathy Levine	Shimon Ryde
Rohit Grover	John Marshall	Peter Zinkin
Anne Hutton	Arjun Mittra	Reema Patel

Substitute Members

Gabriel Rozenberg	Lisa Rutter	Caroline Stock
Devra Kay	Paul Edwards	Amnar Naqvi

In line with the Constitution's Public Participation and Engagement Rules, public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is 10AM on Thursday 12 November 2015. Requests must be submitted to Sarah Koniarski 020 8359 7574 sarah.koniarski@barnet.gov.uk

You are requested to attend the above meeting for which an agenda is attached.

Andrew Charlwood – Head of Governance

Governance Service contact: Sarah Koniarski 020 8359 7574 sarah.koniarski@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039 sue.cocker@barnet.gov.uk

ASSURANCE GROUP

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of the Previous Meeting	1 - 6
2.	Absence of Members	
3.	Declarations of Members Disclosable Pecuniary Interests and Non-Pecuniary Interests	
4.	Report of the Monitoring Officer (if any)	
5.	Public Questions and Comments (if any)	
6.	Members' Items (if any)	
6.1	Member's Item: Councillor Cooke	To Follow
7.	West London Economic Prosperity Board: Call-in Procedure	To Follow
8.	Members' Enquiries Service: A Review	7 - 34
9.	Quarter 2 Performance Monitoring 2015/16	35 - 160
10.	Committee Forward Work Programme	161 - 168
11.	Any Other Items that the Chairman Decides are Urgent	

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Decisions of the Performance and Contract Management Committee

1 September 2015

Members Present:-

AGENDA ITEM 1.

Councillor Anthony Finn (Chairman)
Councillor Sury Khatri (Vice-Chairman)

Councillor Geof Cooke
Councillor Rohit Grover
Councillor Kathy Levine
Councillor John Marshall
Councillor Peter Zinkin
Councillor Reema Patel
Councillor Shimon Ryde
Councillor Dr Devra Kay (as substitute)
Councillor Ammar Naqvi (as substitute)

Apologies for Absence:-

Councillor Anne Hutton
Councillor Arjun Mittra

1. MINUTES OF THE PREVIOUS MEETING

RESOLVED – That the minutes of the meeting held on 12 May 2015 be agreed as a correct record.

2. ABSENCE OF MEMBERS

Apologies for absence were received from Councillor Anne Hutton, who was substituted by Councillor Dr Devra Kay, and Councillor Arjun Mittra, who was substituted by Councillor Ammar Naqvi.

3. DECLARATIONS OF MEMBERS DISCLOSABLE PECUNIARY INTERESTS AND NON-PECUNIARY INTERESTS

The following interest was declared:

Councillor	Agenda Item	Nature of interest	Details of interest
John Marshall	7	Non-pecuniary	Councillor John Marshall is a director of The Barnet Group.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

There was none.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

Details of the questions asked and the published answers were provided with the agenda papers for the meeting. Verbal responses were given to supplementary questions at the meeting.

6. MEMBERS' ITEMS (IF ANY)

There were none.

7. QUARTER 1 PERFORMANCE MONITORING 2015/16

The Education and Skills Director, Ian Harrison, was invited by the Chairman to discuss how Barnet is performing in respect to school results. An update was provided on how Barnet is performing in respect to school results, with attention paid to Primary Schools, Key Stage 2, Secondary Schools and Key Stage 5.

Following discussion of the issue Councillor Finn moved a motion to request that the following be added to Recommendation 1:

- That the Committee request the Children, Education, Libraries and Safeguarding Committee to consider catchment areas in a more logical way, with a focus on how children living in roads nearby schools can be better considered within the school allocation process.

The motion was duly seconded by Councillor Zinkin. The Committee voted on the motion, with votes recorded as follows:

For	11
Against	0
Abstain	0

The motion was therefore carried.

The Assistant Director of Finance for CSG, Paul Thorogood, was invited by the Chairman to provide an overview of the Council's budget, with attention paid to meeting service targets, service budgets and the whole Council budget. The Adults and Communities Director was then invited by the Chairman to provide an overview of how the Adults and Communities delivery unit is performing in respect to meeting budgetary targets.

Following discussion of the issue Councillor Finn moved a motion to request that the following be added to the recommendations:

- That the Committee request that the recovery plan for the Adults and Communities delivery unit be shared at the next meeting of the Committee.

The motion was duly seconded by Councillor Zinkin. The Committee unanimously agreed the motion, therefore meaning that the motion was carried.

The Assistant Director of Finance for CSG provided an overview of the financial issues that the Family Services (which sits within Children's Service) is facing.

The Director of Operations for Barnet Homes, Derek Rust, was invited by the Chairman to provide an overview of Housing performance. The Committee specifically considered the Empty Homes Strategy and the financial performance of Barnet Homes.

The Street Scene Director, Lynn Bishop, was invited by the Committee to provide an overview of the performance of waste and recycling services.

The Chairman then introduced the performance of Public Health. The Committee discussed the take of Health Checks in the borough.

Following discussion of the issue, Councillor Finn moved a motion to request that the following be added to Recommendation 1:

- That the Committee request the Health and Wellbeing Board to consider how the take up of Health Checks can be improved.

The motion was duly seconded by Councillor Khatri. The Committee unanimously agreed the motion, therefore meaning that the motion was carried.

The Head of Customer Strategy and Programmes was invited by the Committee to provide an overview of customer perception performance.

The Chairman then moved to the recommendations. Votes were recorded as follows:

For	11
Against	0
Abstain	0

The following was therefore resolved:

1. The Committee is asked to agree the following referrals to other committees:

Committee	Referral
Policy and Resources	None
Adults and Safeguarding	The Committee to note the ongoing financial, performance and demand pressures within the remit of the committee
Assets, Regeneration and Growth	None
Children, Education, Libraries & Safeguarding	The Committee request the Children, Education, Libraries and Safeguarding Committee to consider catchment areas in a more logical way, with a focus on how children living in roads nearby schools can be better considered within the school allocation process
Community Leadership	None

Environment	The Committee is requested to consider, as a matter of urgency, an action plan to address performance when setting a future Waste Strategy.
Housing	The Committee are asked to note the changes in national policy in regards to rent, welfare changes and the potential performance impact to ensure appropriate mitigation activity is commissioned.
General Functions Committee	None
Health and Wellbeing Board	That the Committee request the Health and Wellbeing Board to consider how the take up of Health Checks can be improved.

2. **The Committee is asked to note the quarter 1 2015/16 revenue budget and capital position contained in paragraphs 1.11 and 1.17.**
3. **The Committee is asked to note the Agency Costs for the quarter 1 2015/16 as detailed in paragraph 1.19.**
4. **The Committee is asked to note the Transformation Programme position as at the 30 June 2015 as detailed in paragraph 1.20.**
5. **The Committee is asked to note the Treasury position outlined in paragraph 1.21**
6. **The Committee is asked to note the £7.98m capital slippage of the outturn for 2015/16, as outlined in Appendix D.**
7. **That the Committee request that the recovery plan for the Adults and Communities delivery unit be shared at the next meeting of the Committee.**

8. MEMBERS' ENQUIRIES SERVICE - A REVIEW

The Chairman introduced the item, which related to Members' Enquiries. The Customer Services Operations Director, Jim Gibbs, was invited by the Chairman to answer questions relating to the item.

Following discussion of the item, the Committee agreed to defer the item until the next meeting of the Committee due to there being insufficient time to consider the item at this meeting.

9. COMMITTEE FORWARD WORK PROGRAMME

The Chairman introduced the item, which related to the forward work programme for the Committee.


Following discussion of the item, the Committee **RESOLVED** – to note the items included in the 2015/16 work programme.

10. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

There were none.

The meeting finished at 9.59 pm

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	<p>Performance and Contract Management Committee</p> <p>17 November 2015</p>
Title	<p>Members' Enquiries Service: A Review</p>
Report of	Customer Services Operations Director
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	<p>Appendix A: Initial Improvement Plan Appendix B: New Actions Arising From Workshops Appendix C: Members' Enquiries Service Performance Data Appendix D: Detailed Notes From Workshops</p>
Officer Contact Details	<p>Jim Gibbs, Customer Services Operations Director, Capita Local Government, 07766 397578, james.gibbs@capita.co.uk</p> <p>Kari Manovitch, Head of Customer Strategy & Programmes Commercial, Commissioning Group, London Borough of Barnet, 020 8359 7628, Kari.Manovitch@barnet.gov.uk</p>

<p>Summary</p>
<p>CSG Customer Services provide and manage a Members' Enquires service. As a result of some Members receiving an inconsistent service, a review of the service was requested by Members of this Committee to ensure that the service standards were understood and to identify areas for improvement.</p> <p>This report follows up a report to this Committee on 1 September 2015, and contains the outcomes of two meetings that have taken place with Members of this Committee to better understand and address concerns about how the service works. It therefore contains a number of additional actions to be taken forward. These include actions for the Council, such as ensuring stronger induction processes for new Members, and providing a forum for complex ward issues to be identified and prioritised by ward members. It also includes further process improvements to be introduced to the members' enquiries process by Customer Services.</p>

Recommendations

- 1. That the Committee consider and agree that the outcomes from the informal working group, as outlined in Appendices A and B, accurately reflect Members' collective position**
- 2. That the Committee note the actions that have been taken, together with those that are planned and agree that they are appropriate based on the discussions that took place with the informal working group.**
- 3. That the Committee agree that a follow up action plan progress report will be provided for the next Committee meeting.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The Customer Services team provides an enquiry handling service for all Members of the Council and local MPs. The service ensures that all enquiries are logged, routed to the appropriate Officer for a response, tracked, and resolved. Although the Customer Services contact centre at Coventry operates the Members' Enquiries service, it is important that all parts of the council manage Members' Enquiries consistently and meet Member expectations.
- 1.2 Feedback had been received by Members regarding problems they had experienced with the service. A report was presented to this Committee in September which provided an analysis of the examples of problems that had been received from Members, and a detailed action plan to resolve the root causes of the problems.
- 1.3 One of the actions from the last Committee meeting was that workshops be organised to enable members to provide more detailed feedback and for them to get an understanding of how the Members' Enquiries service works. These workshops took place on 12 October 2015 in Barnet and on 19 October at the Customer Services site in Coventry, where the Members' Enquiries team is situated.
- 1.4 This report was requested by Members in order to provide an update on the actions outlined in the previous report and the key outcomes of the planned workshops.
- 1.5 Customer Services has implemented a number of improvements, and the results can be seen in the increased number of members enquiries both responded to and resolved in five days. Between 1 January 2015 and 22 October, the Members' Enquiries team has handled 3,459 enquiries; 2,448 of which have been closed within five days (71%) and 3,277 (95%) have been responded to within five days.
- 1.6 October to date exceeds these averages with 266 out of 312 enquiries resolved within five days (85%) and 306 of those enquiries being responded to within five days (98%). The full data for 1 January 2015 to 22 October 2015 can be found in Appendix C.
- 1.7 In addition, Customer Services has been actively encouraging officers in delivery units to close enquiries. In the workshop on 19 October 2015 Members requested information regarding how long enquiries had been open. Table 1 (below) shows open Members' Enquiries as at 22 October 2015:

Table 1

Position at 22/10/15	Less than 10 days old	10 to 19 days old	20 to 29 days old	30 to 39 days old	40+ days old	Total > 10 Days
Adults & Communities	3	0	0	0	0	0
Commissioning Group	13	1	0	0	0	1
CSG	7	0	0	0	0	0
Education & Skills	5	0	0	0	0	0
Family Services	0	0	0	0	0	0
RE	44	5	1	0	0	6
Street Scene	26	0	0	0	0	0
Total	98	6	1	0	0	7

This compares to a report produced using the same search criteria searched on 22 September 2015 in Table 2 below.

Table 2

Position at 22/09/15	Less than 10 days old	10 to 19 days old	20 to 29 days old	30 to 39 days old	40+ days old	Total > 10 Days
Adults & Communities	3	0	0	0	0	0
Commissioning Group	8	0	0	1	2	3
CSG	6	2	0	0	4	6
Education & Skills	1	0	0	0	0	0
Family Services	2	0	0	0	0	0
RE	39	0	0	0	2	2
Street Scene	13	1	0	0	0	1
Total	72	3	0	1	8	12

The contrasting results show a reduction in the number of enquiries that have been open for more than 10 days and a significant improvement in the number of enquiries that have been open for more than 20 days.

Table 3 below indicates the volume and percentage of members enquiries closed within five days across the delivery units:

Table 3

Position at 22/10/15	% closed in 5 days in Q3 to date 01/10/15 to 22/10/15		% closed in 5 days in Q2 July to Sept 2015		% closed in 5 days in Q1 April to June 2015	
	Vol	%	Vol	%	Vol	%
Adults & Communities	7	85.7%	28	92.9%	17	70.6%
Commissioning Group	39	79.5%	73	72.6%	24	83.3%
CSG	27	92.6%	133	74.4%	190	76.3%
Education & Skills	10	100.0%	35	85.7%	39	61.5%
Family Services	3	66.7%	15	60.0%	14	78.6%
RE	133	83.5%	614	66.1%	514	58.0%
Street Scene	91	86.8%	260	88.8%	201	68.2%
Total	310	85.2%	1,158	73.7%	999	64.8%

Table 3 shows a significant improvement in the rate of closure of enquiries within five days.

Details of Informal Working Group

1.8 As requested by the Committee the Customer Services Management Team contacted Committee Members and invited them to join an informal workshop to discuss members’ concerns and suggestions for improving the service. Two workshops were arranged; the first in North London Business Park in Barnet on 12 October 2015, the second in Capita’s offices in Coventry on 19 October 2015. Seven members of this Committee attended one of these, in addition to the Customer Services Management Team.

1.9 The key outcomes are outlined below.

Key Outcomes from 12 October Workshop

Description
<p>Induction and Training: Several Councillors commented that the induction and training for Members is lacking in this area, resulting in confusion. While significant institutional knowledge exists, it can be difficult for new Members to navigate the system and be as effective as they would like to be.</p>
<p>Better Status Updates: A key area for improvement was status updates, including updates post-completion. Councillors did not feel adequately informed of progress with their issues, which fed through to them being inadequately informed when discussing particular issues with the Public. Additionally, having accurate and timely reports of completion of works was flagged as greatly desired.</p>
<p>Greater Clarity on the Service Structure: Relating to the ‘Induction and Training’ item described above, there is at present a lack of clarity on the structure of the service, and the difference between types of interactions – for example between a Service Request and a Member’s Enquiry. Clarification of these distinctions and the overall structure would be useful for Members and allow a more efficient use of the service.</p>
<p>Clearer Mutual Expectations: At present, and relating to the lack of clarity on the service described above, there are areas where the mutual expectations between the Councillors and the Members’ Enquiries Team are not clear. A good example of this is the expectation of Councillors when they ‘cc’ the Members’ Enquiries Team into an email directly to a Council Officer.</p>

Key Outcomes from 19th October Workshop

Description
Escalations: A clearer understanding of the escalation points is required and is forthcoming in a communication to go to all members.
Service Requests vs. Members' Enquiries: Clarity on what is a Service Request vs. a Member's Enquiry is still required, and will be in the communication mentioned above. There was some debate about the practicalities of members not using the member enquiries service for service requests that were not previously raised by residents.
Member's Enquiries cc'd into an Email: The question raised about Councillors sending an email to an Officer directly, but cc'ing Members' Enquiries, was asked. The answer was that this should be monitored and tracked as usual by Members' Enquiries.
Multiple Stakeholders: The added utility of being able to keep multiple stakeholders informed via email was flagged as a critical difference between the email-based Members' Enquiry process versus web-based reporting. Going forward, this distinction is critical for Councillors who need to keep their Ward Colleagues (and other stakeholders) informed, and requires further examination.
Ward Level Reviews: Members would like more support in resolving key complex issues affecting their wards, where the Members' Enquiries process is not the best vehicle to raise or resolve these matters.

The detailed notes from each workshop can be found in Appendix D.

Actions Already Taken or In Progress

- 1.10 Prior to the working group being set up the Customer Services Team had already devised an action plan to tackle known issues with the service based on previous feedback from Councillors. Appendix A outlines the actions that have been taken and current status of each action.
- 1.11 Appendix B shows the actions we are planning to take as a result of the feedback from the workshops.

2. REASONS FOR RECOMMENDATIONS

- 2.1 To continue to improve the Members' Enquiries Service to ensure it meets customer needs and expectations to support the residents of Barnet.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

4.1 Many of the improvements described have already been implemented. The action plans in Appendices A and B provide more details of due dates.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 Customer Services is a corporate priority for Barnet as described in the Corporate Plan.

5.1.2 The Corporate Plan explains that Customer services will be intuitive and flexible, with increased user satisfaction:

- By 2020, the majority of customer interaction with the council will be via the web and other self-service channels which will be quicker and more flexible.
- Customers will experience a consistently high quality personalised service, focussed on achieving fast and effective resolution of queries and requests.
- Customer services will be intuitive, recognising the interests of users and sign-posting them to other services they might require.
- Resolution of issues raised at the first point of contact with the council will occur over 80% of the time and satisfaction with the services people receive will consistently exceed 90%.

5.1.3 The Performance Indicator for responding to Member Enquiries is 95% within five days, where responding includes advising of any delay. Customer Services is responsible for replying to delivery units' outstanding enquiries where delay is advised.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

5.2.1 The action plan utilises existing resources within Customer Services, there are no additional resource implications, and no requirement for additional IT investment. There are a few minor configuration changes to the email and Lagan CRM (customer relationship management) system resulting from the action plan the costs of these will be managed within existing resources.

5.3 Social Value

5.3.1 Continued improvements to the Members' Enquiries process will ensure Members receive quicker and more accurate responses to enquiries which are raised in response to concerns from residents, or are raised for the benefit of residents.

5.3.2 The Committee is advised that the Public Services (Social Value) Act 2013 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.

5.4 Legal and Constitutional References

5.4.1 [Council's Constitution, Responsibility for Functions, Annex A](#) details the functions of the Performance and Contract Management Committee which include (amongst other responsibilities):

- Overall responsibility for quarterly budget monitoring, including monitoring trading position and financial strategy of Council Delivery Units.
- Monitoring of Performance against targets by Delivery Units and Support Groups including Customer Support Group; Re; the Barnet Group Ltd (including Barnet Homes and Your Choice Barnet); HB Public Law; NSL; Adults and Communities; Family Services; Education and Skills; Street Scene; Public Health; Commissioning Group; and Assurance.
- To receive and scrutinise contract variations and change requests in respect of external Delivery Units.
- To make recommendations to Policy and Resources and Theme Committees on relevant policy and commissioning implications arising from the scrutiny of performance of Delivery Units and External Providers.

5.5 Risk Management

5.5.1 The process review and the improvements being undertaken will reduce the risk of Members' Enquiries not being resolved in a timely manner.

5.5.2 There have been no new risks identified as result of the implementation of the improvements from the action plan.

5.6 Equalities and Diversity

5.6.1 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies 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 people from different groups
- foster good relations between people from different groups

5.6.2 The improvements described in this report support Members in their advocacy for all Barnet residents. Improved processes ensure that all residents have their cases managed effectively and that any protected characteristics are taken into account appropriately.

5.7 Consultation and Engagement

5.7.1 The improvements in this report do not require consultation with the public.

5.8 **Insight**

- 5.8.1 An effective Members' Enquiries process supports the council in understanding the concerns of residents and applying this to service improvement decisions.

6. **BACKGROUND PAPERS**

The following link can be used to access the report submitted to the committee on 1 September 2015

<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=693&MId=8401&Ver=4>

Appendix A

INITIAL IMPROVEMENT PLAN

Plan updated as at 22nd October 2015

ACTION		Owner	Due Date	Status
1	Improved escalation process to be agreed and implemented, and agreed with Delivery Units	CSG Operations Manager	12/06/2015	Complete
2	Generate an ME escalation mailbox (Barnet.gov.uk) for Members to use to escalate enquiries which have not been dealt with, which is to be monitored regularly and at least daily.	CSG Head of Business Assurance	12/06/2015	Complete
3	Identify the escalation points for each delivery unit service area with the lead officer and regularly check the accuracy of this list in Service Improvement Meetings on an annual basis for review.	CSG Customer Experience Manager	19/06/2015	Complete
4	Review the documented Members Enquiries process to reflect process improvements made, produce revised process document & training materials. Issue to the Head of Customer Strategy & Programmes with a proposal for dealing with categorisation issue and define deadline.	CSG Head of Business Assurance	30/11/2015	In progress
5	Review the Members' Enquiries process with appropriate Delivery Units / service areas. The process differs by service area and would be more efficient if all Members' Enquiries were managed with a common system.	CSG Operations Manager	14/08/2015	Complete & Ongoing
6	Ensure completed process improvements are communicated to Members.	CSG Operations Manager	31/08/2015	Complete
TRAINING				
7	Deliver scenario based training workshop based on actual real life examples and results of training needs analysis to colleagues that manage Members Enquiries. This is part of our regular training regime for staff dealing with Members Enquiries.	CSG Operations Manager	26/06/2015	Complete
PEOPLE				
8	Review resource allocated and existing skill set within Members' Enquiries team. Target Operating Model in place. Job advert issued and development plan discussed. Recruit and train new case officers.	CSG Operations Manager	31/08/2015	Complete Training to be scheduled
9	Organise a visit to the Coventry contact centre for Members to see the Members' Enquiry process and the quality procedures in place.	CSG Operations Manager	30/08/2015	Complete

MANAGEMENT INFORMATION				
10	Review the opportunities to deliver proactive reporting regarding delivery of Member enquiries by DU. This will be communicated via CSWG.	CSG Customer Experience Manager/Operations Manager	30/09/2015	Complete
11	Provide case data for the weekly customer bulletin.	CSG Customer Experience Manager	31/07/2015	Complete
12	Conduct additional investigation into Members Enquiries which are reported to have been incorrectly categorised, and give attention to correct categorisation of service requests & FOI with feedback on improvements being made to the operational team. <i>This Action ties into process document review.</i>	CSG Operations Manager	30/08/2015	Complete
QUALITY MANAGEMENT				
13	Continued implementation of improved quality management regime into the contact centre which includes all communication channels and services.	CSG Head of Business Assurance	30/10/2015	In progress
14	Continued monitoring of emails by the Business Assurance team, feedback and coaching to be delivered by the Team Manager, and root cause analysis to be included in Service Improvement Plans. Monitoring includes assessing misdirected enquiries and enquiries which have been incorrectly categorised.	CSG Head of Business Assurance	On-going	Ongoing
15	Investigate the use of systems to provide further analysis of Members' enquiries to enhance root cause analysis.	CSG Head of Business Assurance	31/10/2015	In progress
16	Identify opportunities to improve management information regarding the length of time taken to close cases.	CSG Management Information Manager	31/10/2015	Open
ACTIONS ADDED SINCE LAST COMMITTEE REPORT				
17	ME case only to be re-opened or reclassified with appropriate approval – incorporate into the process	CSG Operations Manager / Contract Manager	14/09/2015	Closed
18	Take examples of categories and workshop them with Streetscene and Re to arrive at the robust solution (feedback and process improvement), feedback to Head of Customer Strategy & Programmes	CSG Operations Manager	15/11/2015	Open
19	Create Customer Service working group with members	CSG Operations Director	31/10/2015	Closed
20	Diarise the due dates of enquiries that have been 'delay advised' and follow up with Delivery Unit to ensure update is sent to the Member	CSG Contract Manager	31/10/2015	Ongoing

21	New task to be added to LAGAN to allow tracking number of chasers. Reporting to include days to close.	CSG CDT / Operations Manager	31/10/2015	Process change dependent
22	<p>Agree and document new processes with Delivery Units in particular the following</p> <p>Where a closed case requires an update to the Member implement a solution that flags the due date to the ME Team to follow up with the Delivery Unit. In the interim this will be managed via a spreadsheet process</p> <p>Work with Delivery Units to provide examples of enquiries that have not had the required follow up to satisfy Members expectations</p> <p>Work with Delivery Units to target responding on 4th day at the latest to ensure cases do not exceed the expected service level</p>	CSG Operations Manager	30/11/2015	In progress
23	Clarify with Bill Murphy and Head of Customer Strategy & Programmes the definition of a service request - include into workshop discussion with members	CSG Operations Manager	09/10/2015	Closed

Appendix B

NEW ACTIONS ARISING FROM WORKSHOPS

Plan Formulated on 26th October 2015

ACTION	Owner	Due Date	Status
1	Investigate how best to support members in resolving key complex issues affecting their wards, where the Members' Enquiries process is not the best vehicle	Strategic Commissioning Board	31/11/15 Open
2	Ensure Members receive a communication that clarifies how to use the Members' Enquiries process and in particular how to escalate any issues	Head of Customer Strategy & Programmes CSG Operations Manager Barnet Partnership – Customer Services Director	30/11/15 Open
3	Review process for keeping Members updated on progression of works	Barnet Partnership – Customer Services Director	31/12/15 Open
4	Follow up Members feedback regarding induction process	Assurance Director	31/12/15 Open
5	Ask the person responding to the member's enquiry to ensure all that those originally copied in by the Member are also copied into the response, unless the member requests otherwise or there is a confidentiality issue.	CSG Operations Manager	06/11/15 Open
6	Identify how well the primary customer channels such as My Account can support members when they raise service requests (such as request to repair a road or clear flytipping) on behalf of residents, so that key stakeholders can be kept informed and these items do not need to be duplicated through the members enquiries process	Head of Customer Strategy & Programmes	30/11/15 Open
7	Ensure Members Enquiries team are adhering to the expectations of Members to progress chase enquiries that they are copied into	CSG Operations Manager	31/10/15 Open
8	Where an Enquiry has generated multiple reference numbers due to more than one Delivery Unit being involved, emails back to Members should be clear on the originating issue/reference number, and should include the email trail for ease of reference.	CSG Operations Manager	31/10/15 Open
9	Work with Delivery Units to ensure responses to Service Requests and Members' Enquiries include notification of whether a budget issue is likely to arise in relation to the Request	CSG Operations Manager Barnet Partnership – Customer Services Director	30/11/15 Open

10	Look to track and report on sending an enquiry to the correct Officer and the time for the Officer to notify Customer Services if the enquiry is routed incorrectly. Work with Officers to ensure they triage all enquiries as soon as possible to prevent unnecessary delay in the event of being routed incorrectly.	CSG Operations Manager Barnet Partnership – Customer Services Director	31/12/15	Open
11	Review the content of emails and standard templates being sent to Members regarding the status of the enquiry to make sure that the update is more specific and less generic (template driven) and implement improvements	CSG Operations Manager / Head of Business Assurance	30/11/15	Open

Appendix C

Members' Enquiries Service Performance Data

The following table shows the total volume of enquiries submitted and the closure and response rates. This illustrates an improvement in both measures since March 2015

Month	Items due	Closed in 5 days	% Closed in 5 days	Not closed in 5 days	% Not closed in 5 days	Delay advised	% Delay advised	Responded to in 5 days	% Responded to in 5 days
January	298	220	73.8%	78	26.2%	64	21.5%	284	95.3%
February	324	239	73.8%	85	26.2%	69	21.3%	308	95.1%
March	365	221	60.5%	144	39.5%	102	27.9%	323	88.5%
April	374	231	61.8%	143	38.2%	129	34.5%	360	96.3%
May	288	210	72.9%	78	27.1%	69	24.0%	279	96.9%
June	340	207	60.9%	133	39.1%	113	33.2%	320	94.1%
July	449	334	74.4%	115	25.6%	90	20.0%	424	94.4%
August	305	227	74.4%	78	25.6%	64	21.0%	291	95.4%
September	404	293	72.5%	111	27.5%	89	22.0%	382	94.6%
October up to 20/10	312	266	85.3%	46	14.7%	40	12.8%	306	98.1%
Total	3,459	2,448	70.8%	1,011	29.2%	829	24.0%	3,277	94.7%

The following table shows the volumes of enquiries, closure and response rates for each Delivery Unit between 1st January 2015 and 20th October 2015

DU	Items due	Closed in 5 days	% Closed in 5 days	Not closed in 5 days	% Not closed in 5 days	Delay advised	% Delay advised	Responded to in 5 days	% Responded to in 5 days
Adults & Communities	72	53	73.6%	19	26.4%	6	8.3%	59	81.9%
Assurance Group	8	5	62.5%	3	37.5%	3	37.5%	8	100.0%
Barnet Group	6	4	66.7%	2	33.3%	1	16.7%	5	83.3%
Commissioning Group	165	129	78.2%	36	21.8%	29	17.6%	158	95.8%
CSG	118	83	70.3%	35	29.7%	26	22.0%	109	92.4%
CSG - Benefits	62	52	83.9%	10	16.1%	6	9.7%	58	93.5%
CSG - Council Tax	128	81	63.3%	47	36.7%	44	34.4%	125	97.7%
CSG - Customer Services	216	181	83.8%	35	16.2%	18	8.3%	199	92.1%
Education & Skills	110	81	73.6%	29	26.4%	23	20.9%	104	94.5%
Family Services	45	30	66.7%	15	33.3%	14	31.1%	44	97.8%
RE	1,787	1,163	65.1%	624	34.9%	532	29.8%	1,695	94.9%
Street Scene	742	586	79.0%	156	21.0%	127	17.1%	713	96.1%
Total	3,459	2,448	70.8%	1,011	29.2%	829	24.0%	3,277	94.7%

Minutes of Workshops

Minutes of the Members' Enquiries Process Meeting

Date: 12th October 2015

Attendees: Cllr. Anne Hutton (C.AH) Cllr. Katherine Levine (C.KL) Cllr. Arjun Mittra
 (C.AM)
 Cllr. Rohit Grover (C.RG) Jim Gibbs (JG) Katherine Lyon (KL)
 Richard Budd (RB) Bill Murphy (BM) Natasa Patterson
 (NP)
 Gideon Shapiro (GS)

Apologies: Lucy Law (LL) Kari Manovitch (KM)

Agenda:

	Agenda Item	Time
1.	Tea & coffee and introductions	10:00 - 10:05
2.	Review of current process and identify discussion points	10:05 – 10:25
3.	Review known historical feedback from councillors about issues with service	10:25 – 10:45
4.	Open discussion – are there any other issues?	10:45 – 11:05
5.	Review actions already implemented or planned	11:05 – 11:25
6.	Open discussion – are there any further actions required to tackle perceived issues?	11:25 – 11:45
7.	Agree finalised action plan	11:45 – 11:55
8.	AOB & close	11:55 – 12:00

Key Outcomes:

Description	Raised by:
<p>Induction and Training:</p> <p>Several Councillors commented that the induction and training for Members is lacking in this area, resulting in confusion. While significant institutional knowledge exists, it can be difficult for new Members to navigate the system and be as effective as they would like to be.</p>	C.AM, C.RG & C.AH
<p>Better Status Updates:</p> <p>A key area for improvement was status updates, including updates post-completion. Councillors did not feel adequately informed of progress with their issues, which fed through to them being inadequately informed when discussing particular issues with the Public.</p> <p>Additionally, having accurate and timely reports of completion of works was flagged as greatly desired.</p>	C.AM,
<p>Greater Clarity on the Service Structure:</p> <p>Relating to the 'Induction and Training' item described above, there is at present a lack of clarity</p>	C.RG

Description	Raised by:
<p>on the structure of the service, and the difference between types of interactions – for example between a Service Request and a Member’s Enquiry. Clarification of these distinctions and the overall structure would be useful for Members and allow a more efficient use of the service.</p>	
<p>Clearer Mutual Expectations:</p> <p>At present, and relating to the lack of clarity on the service described above, there are areas where the mutual expectations between the Councillors and the Members’ Enquiries Team are not clear. A good example of this is the expectation of Councillors when they ‘cc’ the Members’ Enquiries Team into an email directly to a Council Officer.</p>	C.KL

Notes	Raised by:
<p>Induction:</p> <p>The existing process for inducting new Members is lacking, and an improvement there could help reduce friction in this process.</p> <p>Suggestion that any process maps/descriptions be written in such a way that they could be shared with new Members as part of their induction.</p>	KL & RB
<p>Keeping Members & The Public Informed:</p> <p>There is a general sentiment that the process for keeping Councillors informed of the progress of Enquiries could be improved.</p> <p>Cllr. Levine pointed out that it is especially important for Members to have good answers for the Public when they are questioned about the progress of particular cases. Cllr. Grover later made a similar comment about having a good explanation for Residents why a particular repair might be lower down the list of priorities for repairs.</p> <p>JG commented that this requires a significant degree of specificity for why delays or lower prioritizations might affect a Resident.</p>	BM
<p>Understanding the Process:</p> <p>Cllr. Grover pointed out that there is a lack of awareness/understanding about the distinctions between a Service Request and a Members’ Enquiry, and that this is leading to dissatisfaction with and non-optimum use of the Members’ Enquiries Service.</p> <p>BM pointed out that Kari Manovitch has broadly described the distinction thus: the Members’ Enquiries process is an escalation point for Service Requests that have not been handled appropriately in the first instance.</p>	C.RG
<p>Expedited Process for ‘Urgent’ Items:</p> <p>In response to an example about rubbish causing obstructions, and thus presenting as an ‘urgent’ issue, KL pointed out that certain things are raised as Service Requests with a very short SLA, and this should not be seen as conflicting with the Members’ Enquiries process,</p>	KL

Notes	Raised by:
which can address root cause questions for significant problems.	
<p>Ongoing Updates/Follow-ups:</p> <p>Cllr. Mittra raised the point that there is a lack of clarity on when things are completed. He reported that he had been told certain things – like cracked pavements – are reported as fixed but on inspection have not been.</p> <p>BM said that while he can't answer for all elements of the Council (like Barnet Homes, referenced in Cllr. Mittra's point), the areas under his purview were getting better at making sure these types of things were reported accurately and in a timely manner. BM also raised the point that, given the budgetary conditions prevailing, more needs to be done to help residents understand that certain non-emergency items are lower priority, and may not be fixed with the same speed as higher priority (risk-causing) repairs.</p>	C.AM
<p>DPA:</p> <p>Cllr. Hutton raised that it is not clear whether a resident's details should be included in the message to Members' Enquiries.</p> <p>Cllr. Grover and KL both commented that DPA consent is implicit in the Members' Enquiries process, and so it would not be a DPA issue to share the resident's data when communicating.</p>	C.AH
<p>Reply to the Member or to the Resident:</p> <p>BM flagged that it is not always clear whether the Members' Enquiry respondents are expected to respond directly to the Resident, or to send the response to the originating Member to allow them to take it to the Resident.</p>	BM
<p>Self-Service:</p> <p>KL indicated that encouraging more self-service will improve the Residents' customer experience, and also reduce the burden on the Members and the Members' Enquiry process.</p> <p>Cllr. Grover agreed that pushing towards self-service and the web in the first instance was appropriate, and that Residents could then escalate for additional support from Members if the normal process did not work as hoped. Cllr. Hutton stated she was less satisfied with this, indicating she did not want to redirect people who had come to her for help back to the web.</p> <p>Cllr. Levine suggested taking a laptop to Members' surgeries and 'assisted self-serving' in the meeting with constituents as a happy medium.</p>	KL
<p>Self-Service & Customer Advocacy:</p> <p>It was flagged that the goal is to move those who can self-serve towards that route, and then have more of the remaining resource dedicated to Customer Advocacy, especially for vulnerable customers, but also for those for whom the regular process has broken down (particularly around repeat requests for help on the same issue).</p>	KL & JG
<p>CC'ing Members' Enquiries – what is the expectation?</p>	JG

Notes	Raised by:
<p>Some Members will write directly to the relevant Council Officer, and cc Members' Enquiries. This has created confusion for Members' Enquiries as the expectation is ambiguous on the teams' responsibilities in this instance.</p> <p>This was clarified by Cllr. Levine – the Cllr. said they would like these requests recorded and actioned in the normal way, as measuring these interactions was valuable for Members.</p> <p>JG suggested doing this in reverse – instead of writing to the Officer and cc'ing Members' Enquiries, write to Members' Enquiries and cc the Officer. KL added that writing to both the Officer and the Members' Enquiries Team can create problems by generating duplication and parallel conversations.</p> <p>Going through Members' Enquiries also allows for catching potential duplicates – that an Enquiry has already been raised via a different route and is raised again by the Member.</p>	
<p>Things that are not Members' Enquiries:</p> <p>BM highlighted a few areas, particularly in Planning, where the Members' Enquiries process cannot add much value. In particular, this relates to long-running issues or conversations with planning, such as where a planning decision is being awaited, or where a Member is dissatisfied with the outcome of a decision. Members' Enquiries should not be included in these conversations as they add minimal value.</p> <p>JG and BM presented the distinction with the examples that if someone is upset at not being given an opportunity to consult, that could fall into the Members' Enquiries process. If they are writing to contest the way things are progressing, that should not fall within Members' Enquiries.</p>	BM
<p>The Need for a Defined Process:</p> <p>KL stressed the value of a clear, well-defined process, including categories of what is a Members' Enquiry and what isn't. She suggested this should be as close to black and white as possible, but, in response to Cllr. Hutton's comment, not everything can (or should) be black and white. There will be areas which require a judgement call.</p>	KL
<p>Service Request vs. Members' Enquiries:</p> <p>Cllr. Levine flagged that previously she had not been aware of Service Requests, thinking that Members always used the Members Enquiries process to raise issues.</p>	C.KL
<p>Add More Detail to the Draft Communication:</p> <p>JG raised the draft communication being put together for all Members, and said the Members' Enquiries process and changes thereto would form part of that communication.</p> <p>KL stated that a clarification of the distinction regarding planning (discussed above) would be included in that communication.</p> <p>Additionally, that Communication should be updated with the key contact numbers for Councillors in the event of an emergency. (Key Action)</p>	JG & KL
<p>The More the System is Used, the Better it Will Be:</p>	JG & KL

Notes	Raised by:
<p>JG & KL both stated that while there would be no intention to try and stop Councillors from speaking to Council Officers directly (an impossible task in any case), the more the Members' Enquiries system is used the more robust and efficient it will become, providing a better service to Members.</p>	
<p>More Promotion of Self-Service:</p> <p>Cllr. Levine indicated that the self-service routes are not well-enough known and should be promoted more. KL stated that a broad promotional push for My Account will be rolling out imminently, and that this should help rectify that lack of awareness among Residents regarding self-service.</p>	C.KL

Minutes

The granular minutes and slides are available on request from the report author.

Description	Raised by:
<p>Multiple Stakeholders:</p> <p>The added utility of being able to keep multiple stakeholders informed via email was flagged as a critical difference between the email-based Members' Enquiry process vs. the web-based Report It. Going forward, this distinction is critical for Councillors who need to keep their Ward Colleagues (and other stakeholders) informed, and requires further examination.</p>	C.GC
<p>Process Changes/Suggestions:</p> <ol style="list-style-type: none"> 1) Where an Enquiry has generated multiple reference numbers due to more than one DU being involved, emails back to Councillors should be clear on the originating issue/reference number, and should include the email trail for ease of reference. (The Members' Enquiries Team) 2) Councillors are also requested to be clear on splitting out the individual questions (and numbering them) where a Request has multiple parts. (All Councillors) 3) Responses to Service Requests and Members' Enquiries lines should include notification of whether a budget issues is likely to arise in relation to the Request's or Enquiry's substance. (All Responding Officers in the Delivery Units) 4) A measure should be introduced to determine how frequently the Members' Enquiries Team send an Enquiry to the correct Officer the first time. (Sam Fennell and Natasa Patterson) 5) An SLA should be introduced for Officers responding to Members' Enquiries where they have been forwarded the Enquiry inappropriately, so as to prevent wasted time while the Members' Enquiries Team awaits their response. This performance should also be tracked. (Sam Fennell and Natasa Patterson) 6) A policy conversation is to be held with Kari Manovitch around Councillors using the Report It function on the website vs. the Members' Enquiries channel. (Kari Manovitch) 7) The communications to Councillors about what is being done, and what won't be done, must be more explicit, including budgetary information where access to funding is required to resolve an issue. (All Responding Officers in the Delivery Units) 8) Create a 'middle' response beyond the binary yes/no of satisfaction, stating a Councillor is happy with what has been received, but that it still requires further work. (Sam Fennell and Natasa Patterson) 9) The Members' Enquiries Team should respond to all stakeholders in an email, rather than just to the Councillor (unless clearly indicated otherwise). (The Members' Enquiries Team) 10) A conversation to be held with the Chief Exec recognising that some issues require a longer conversation rather than being processed as a member enquiry (e.g. street drinking). Each Ward to identify these issues (say 3) outside of the member enquiries process. (Bill Murphy) 	ALL

Discussion Notes:

Notes	Raised by:
<p>Members' Enquiries Team (henceforth referred to as 'MET') - Presence:</p> <p>Cllr. Zinkin opened the meeting by asking why the MET were not present. JG answered that they were represented by NP and SF, but the Members' Enquiries Officer Kerry Higgerson and her manager Mary Colorado were invited into the session at an appropriate moment, allowing all of the Councillors to discuss the process with them.</p>	<p>C.PZ</p>
<p>MET – Oversight:</p> <p>In response to a request from Cllr. Zinkin, NP and SF also clarified their expertise in overseeing the MET, particularly regarding past experience managing similar services and quality assurance thereof.</p>	<p>C.PZ</p>
<p>MET – Escalation:</p> <p>BM covered the continuing work to improve and clarify the escalation process across the organisation. The MET has improved this function, but there is still scope for greater efficiency, especially where Enquiries go around the organisation rather than to a single DU.</p> <p>(The question was left initially and returned to later)</p> <p>The escalation process was clarified with the MET that, previously, the chasers had just gone to the Lead Officer, but the Process had been redefined to include chasers/escalations to the manager of the Lead Officer in question. In this context, BM reported back that he receives a small number of calls each week about escalated Members' Enquiries for chasing as he sits over some of the relevant people and can help expedite things.</p> <p>Cllr. Khatri also asked about the person to whom Councillors should escalate when their concern was with the MET. JG responded that there was now a Members' Escalation Inbox centrally maintained and monitored. Cllr. Zinkin thought this might create issues as Members flooded that inbox. Communication of the presence of this inbox is being held by Kari Manovitch pending a full communication about the updated system (including the outcomes of the meeting last week and this workshop.)</p>	<p>BM and later C.GC and C.SK</p>
<p>MET – Knowledge Base / Knowledge Management & End-to-End Process:</p> <p>Cllr. Cooke asked how knowledge of the process and organisation is formally stored within the MET and within the service more broadly – is there both a formal process and a system for ensuring that knowledge is not simply tacit, and thus at risk of loss if a key staff member is absent for whatever reason. Cllr. Cooke (with a concurrence from Cllr. Zinkin) wanted to understand the end-to-end process from an Enquiry arriving through the process.</p> <p>JG suggested bringing in Mary Colorado and Kerry Higgerson as previously mentioned. When they joined the workshop, they talked the Councillors through the process and answered some specific questions (some of which are highlighted below in specific 'raised' examples, and more</p>	<p>C.GC</p>

Notes	Raised by:
of which can be found in the granular minutes if so desired).	
<p>'Edge Ward' Difficulties – Specific Example:</p> <p>Cllr. Zinkin raised a particular example of an Enquiry that had run into difficulties, but which was typical of certain Enquiries in 'edge wards' that border other Boroughs. The example itself highlighted some specific issues, but was raised for illustrative purposes around the difficulties encountered in liaising with other Councils.</p> <p>This particular example was flagged by Kerry Higgerson as one where, with hindsight, the specific handling could have been improved. However, Cllr. Zinkin was more concerned about the process where these multi-borough issues arise, and conceded that they were complex and not easily handled. BM also added that such issues often fall within the remit of TFL, meaning there is a further organisation with which to liaise, adding complexity.</p>	C.PZ
<p>The Option of Three, Different Responses Required:</p> <p>Cllr. Zinkin gave another example of difficulties when the issue relates to something like Planning Enforcement, which might take a long time to resolve. While the Councillor appreciates that the MET cannot expedite these matters, he expressed frustration that, firstly, there was no proactive informing of Councillors of the status of such issues, creating difficulties, but furthermore, that where responses did come back, Councillors can only respond with a binary 'yes/no' regarding whether the matter has been satisfactorily handled.</p> <p>This creates difficulties as in many instances the response might deal with part of the Enquiry, but leave other elements open, and so a 'middle' response would be beneficial in allowing Councillors to say they are happy with the response, but that it still requires further follow-up actions.</p> <p>BM conceded that keeping Councillors informed of status issues with planning was a point of particular attention at present and going forward. The nature of such issues and the general structure of the Council (Committee vs. Cabinet) and the impact thereof on the planning process were also briefly discussed.</p>	C.PZ
<p>Tracking and Monitoring of Enquiries:</p> <p>Cllr. Zinkin reiterated the question of how Enquiries are tracked and monitored, particularly when they will take a long time to resolve. He gave the example of a proposed new CPZ in his Ward... The Councillor's enquiry was around the specific structure and methodology of tracking and monitoring enquiries, and the metrics measured and reported on to show performance.</p> <p>The MET, when they joined the workshop, gave detail on this. They maintain two logs – one of Enquiries within SLA, and one of Enquiries that have fallen outside of SLA, but this latter log has reduced considerably since the Process has been revamped.</p>	C.PZ
<p>Understanding the Performance Metrics:</p>	JG and C.PZ

Notes	Raised by:
<p>JG responded to a Councillors question about performance by saying that the KPI is for 95% of Enquiries to be responded to within 5 days. Cllr. Zinkin queried whether that could be drilled down further, as the Councillor's experience is that an initial response saying 'it's gone to a particular Officer' very quickly, but the Councillor wanted to understand how that response relates to the KPI previously mentioned. JG clarified that the initial response being referred to was, within the organisation, intended to go out the day the Enquiry is received, to give the relevant Officer in the Council the maximum amount of time to work through the Enquiry.</p> <p>Cllr. Zinkin understood this, but queried whether we are measuring not just the speed, but the accuracy of these assignments – how often does the MET assign to the correct officer first time? JG conceded this was not currently done, but was worth exploring going forward as a performance measure.</p>	
<p>MET cc'd into Email with Officer:</p> <p>Cllr. Cooke raised the question, discussed last week as well, about instances where the MET is cc'd in an email directly to the relevant Officer. Cllr. Cooke acknowledged that this causes confusion and asked what could be done to fix this process. Cllr. Khatri added that he had previously developed his own personal system for tracking these things, but that the new Members' Enquiries process was supposed to supersede and standardize this, which was much needed. However, Cllr. Khatri feels the system has become very complicated, and is at times more a hindrance than a help in dealing with Residents.</p> <p>Cllr. Zinkin added that this comes down to the basic function of the MET, which he sees as falling into two categories:</p> <ol style="list-style-type: none"> 1) As a gateway to direct Enquiries where the Councillor is unsure of the appropriate owner; and 2) To track those Enquiries where the Councillor knows who is to answer it, but where the MET can provide support in monitoring progress and chasing as necessary. <p>If this separation were better built into the process, then the confusion would be reduced.</p> <p>JG mentioned that where the MET is cc'd, we do basically provide the second function, and the first is understood already, but we could do better particularly around measuring the accuracy of 'first time referral' to the appropriate Officer.</p> <p>In response to another example from Cllr. Zinkin about an Enquiry that kept circulating due to an Officer either being long-term sick or having left the organisation, BM mentioned that this was another way in which the standardized process would provide a superior service to Councillors who couldn't be expected to keep track of all the staff movements within the Council.</p>	<p>C.GC and C.SK</p>
<p>Explicit Description of Priorities:</p> <p>Cllr. Zinkin raised the point that some things are priority repairs, and some things will be put off due to budgetary restrictions. This was understood and accepted, but it was queried whether this could be made more explicit to better manage expectations.</p> <p>BM responded that Residents receive a standard response to that effect when they raise a Service Request, but Cllr. Zinkin responded that this could be more explicit, especially in the communication to Councillors.</p> <p>(This echoes a point raised last week).</p>	<p>C.PZ</p>

Notes	Raised by:
<p>Service Request vs. Member's Enquiry:</p> <p>BM raised the distinction between a Service Request and a Member's Enquiry, and how the Council Officers had instructed Capita to distinguish between the two. Cllr. Zinkin asked where this had been codified, and the response from JG and KL was that this codification was one of the outcomes of the ongoing improvement process of which this workshop was one element.</p> <p>The distinction – Service Request for first time raised, and Member's Enquiry for escalation or policy issues – was reiterated and largely accepted. Cllr. Zinkin had some questions around how things are measured – were historical Member-raised Service Requests being included or excluded from the reporting figures? JG – included. The different SLA's and resolution-routes for Service Requests compared to Members' Enquiries were also discussed.</p> <p>Cllr Zinkin and KL further discussed both the need for greater clarity in what is a Service Request vs. a Member's Enquiry, and also the need for greater explicitness for Members about what Service Requests had attached budgets for resolution of the underlying issue. KL highlighted that as the website improves (a continual piece, but something on which much work has already been done) Residents will increasingly self-serve, leaving only the more complicated, 'high value' issues for Councillors to deal with.</p> <p>Cllr. Cooke also queried why Members would have two systems – Service Requests and Members' Enquiries – when in the past he had had only the one (Members' Enquiries). He sees sticking with the 'email Members' Enquiries' as the path of least resistance and would need good cause to change. KL explained how, should everything work properly, the regular Service Request would often result in a faster SLA due to the lack of 'extra steps,' but that the MET would still be there as an escalation point when things didn't work as they should.</p>	<p>BM</p>
<p>Keeping Multiple Stakeholders Informed:</p> <p>Cllr. Cooke has an issue with the website in that where multiple stakeholders need to be kept informed (the other Ward Councillors and the original resident, for example) the website does not offer that functionality. He also stated that the MET sometimes did not respond to all the people cc'd in an email chain, requiring Cllr. Cooke to forward the response himself.</p> <p>KL and JG both indicated that the website does not have that level of sophistication at present, but that the type of issue which would require those stakeholders being kept informed would be a Member's Enquiry in any case. The issue of responding to all stakeholders in an email was a training/process point that could be picked up.</p> <p>Cllr. Zinkin added that the 'Report It' function can still be more laborious for Councillors, which is a problem if they're having to use it regularly (unlike Residents). Using this system could make it harder for Councillors to keep communicating with all the people they need to as part of their role... KL responded that, as discussed last week, the more this system is used, the more robust it will become, and so only those escalations really requiring a Member's attention will reach the Members.</p> <p>RB asked whether, if the website did have the functionality of keeping stakeholders informed in the way described above, it would be a preferable route. Cllr. Cooke replied 'yes, assuming it's easy,' but said reading his emails and forwarding them was pretty easy.</p> <p>KL summarised that there is a potential policy question here that will need to be worked through with Kari Manovitch and the Council.</p>	<p>C.GC</p>
<p>Fixing the Problem vs. Answering the Full Question:</p>	<p>C.PZ</p>

Notes	Raised by:
<p>Cllr. Zinkin gave another example to illustrate the point that sometimes we will fix the proximate cause of a problem, but ignore requests for an investigation into why the problem occurred in the first place. To illustrate, he described a Resident who had followed all the correct procedures, but still not received an appropriate response, and thus escalated to Cllr. Zinkin. The Councillor had received word that the problem itself was being addressed, but was concerned that the answer he received did not include the root-cause analysis also requested.</p> <p>JG and BM acknowledged both the need for, and difficulty of, this type of advocacy, but they also mentioned that in technical areas, it was hard for the MET to gainsay the Back Office on their answers. What could be more stringently quality-assessed was whether all parts of the question had received an answer, regardless of the propriety of that answer in terms of technical knowledge.</p> <p>In that line, each of the Councillors agreed that a clearer breakdown within an Enquiry as to the constituent parts of a question would be something they could do to make Enquiries easier to answer in their totality, and Kerry Higgerson had stated the MET could respond to complex requests with a clarification email stating what they'd understood was being requested so as to smooth this and not lose time to misunderstandings.</p>	
<p>Multi-Part Problems and Multiple Reference Numbers:</p> <p>Following from the issue about fixing the problem vs. answering the question, that example was flagged by Cllr. Khatri as the one issue had received three reference numbers. Cllr. Khatri asked whether there was a way to link the reference numbers quoted to Councillors as part of the Members' Enquiries process to ease recollection and reference for the Councillors.</p> <p>JG responded that this was not currently possible within the system, and for reporting purposes CSG needed to maintain each of the reference numbers. There could be a process of including the email trail in responses to make it easier for Councillors to refresh on the case to which each reference number refers, which was accepted. This was also highlighted by BM as significantly the responding Officer's responsibility as much as the MET, where the Officer should handle the complexity of a multi-part case, with the MET acting as advocate rather than respondent.</p> <p>Kerry Higgerson acknowledged that the process could include ways to make this easier on the Councillors, like the email trail change mentioned above.</p> <p>Cllr. Zinkin commented that this was relatively clear where each part of the question was to a different DU, but what about where the different parts go to the same DU. JG responded that the nominated Officers for responding to Members' Enquiries have the degree of seniority to handle these kinds of complex, multi-part issues, or at least know where to get them answered.</p>	<p>C.SK</p>
<p>SLA for Officers to Respond to MET:</p> <p>Cllr. Cooke raised the question of whether Council Officers have an internal SLA for responding to MET, even where the Enquiry is clearly not within their remit.</p> <p>JG said that there isn't, and that it's a problem that's being looked at as it causes a loss of time against the 5 day SLA. This is also part of why, in relation to the 'Multi-Part Issues' discussed previously, there is a need to track them separately. Each DU is measured against its response time, and this can only be done if each DU's element has its own reference number.</p>	<p>C.GC</p>
<p>Members' Enquiries that are Bigger than Members' Enquiries:</p>	<p>C.PZ and JG</p>

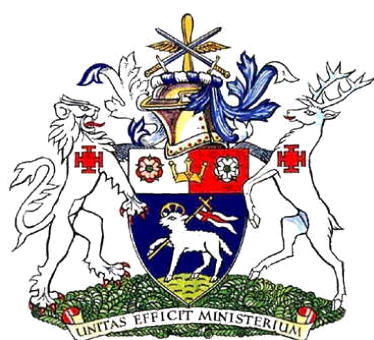
Notes	Raised by:
<p>Cllr. Zinkin and JG discussed some issues – like public drinking or rough-sleeping – that get raised through the Members’ Enquiries process, but which are much bigger than that and require a deeper policy conversation. BM mentioned that this type of issue was currently with the Chief Exec, and there should be a communication out soon around the next steps. Ward walks have not worked particularly well in the past as they either create a list of too many issues, or else focus on the same intractable issues year after year. Cllr. Zinkin added that, for the 2-3 intractable issues that it seems each ward has, there is also not enough ownership of follow up actions resulting from the Ward walk.</p> <p>Even if the MET cannot close such issues, ‘closure’ could simply be clarity on who the next step will be taken by and when that will be, according to Cllr. Zinkin.</p> <p>The change to the Council structure (Cabinet vs. Committee) and the planning processes were also discussed again in line with this issue. The necessity for a better expectation-setting induction, mentioned last week, was raised again.</p>	
<p>RE Members’ Enquiries and Other Mailboxes/Processes Internally:</p> <p>Cllr. Khatri flagged that there was some confusion as RE seemed to have their own Members’ Enquiries mailbox, but BM explained that this was just an internal mailbox for convenience, to keep all the emails around Members’ Enquiries going around RE routed through somewhere central and monitored. Cllr. Cooke stated that this could create confusion, and said it was probably best if all Councillors just went to the one inbox (the official MET inbox).</p> <p>However, Cllr. Cooke also flagged that the Children’s Service had their own process, and the divergence was confusing. SF noted that part of this difference was due to Data Protection concerns raised by the Children’s Service, which the MET had to respect, but it was acknowledged that more could be done to clarify this process and make it less peculiar and easier to navigate for Councillors.</p> <p>JG more work needs to be done to make sure that the MET have a good process for tracking enquiries that go into the Children’s Service, including those where a Lagan case should be created (allowing tracking by the MET) but hasn’t been.</p>	<p>C.SK and C.GC</p>
<p>Next Steps:</p> <p>The outcomes of this workshop and what will be done with them were the final elements discussed.</p>	<p>All</p>

Minutes

The granular minute and slides are available on request from the report author.

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AGENDA ITEM 9.



Performance and Contract Management Committee

17 November 2015

Title	Quarter 2 Performance Monitoring 2015/16
Report of	Chief Operating Officer
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	<p>Appendix A Customer Experience Report</p> <p>Appendix B Performance Report (including performance methodology)</p> <p>Appendix C Revenue Monitoring by Delivery Unit</p> <p>Appendix D Capital Monitoring Programme Outturn by Programme</p> <p>Appendix E Capital Programme Funding Adjustments</p> <p>Appendix F Transformation Programme</p> <p>Appendix G Prudential Indicator Compliance</p> <p>Appendix H Investments outstanding as at 30 September 2015</p> <p>Appendix I Corporate Risk Register</p> <p>Appendix J Capita Payments</p> <p>Appendix K Performance challenges in Q2: Waste Action Plan and Adults and Communities Recovery Plan</p>
Officer Contact Details	<p>Paul Thorogood – Assistant Director of Finance, CSG Finance Service Paul.Thorogood@capita.co.uk</p> <p>Tom Pike – Head of Programmes and Resources, LBB 02083597058 Tom.Pike@barnet.gov.uk</p>

Summary

This report outlines the quarterly position of the Council's performance against the priorities outlined in the Corporate Plan, customer experience, the delivery performance of major contracts and internal Delivery Units, and the overall budget position. Additional information on service and contract performance can be located in Appendix B.

Residents' perception

Residents' satisfaction with Barnet remains high. The spring 2015 survey shows that residents' overall satisfaction Barnet as a place to live is (88% are satisfied) and above the national average. Most residents reported that the Council is doing a good job (77%). A further survey is currently underway and will report back in Quarter 3.

Customer experience

In Quarter 2, customer satisfaction ratings across our main access channels – including Re and Barnet Homes - remained unchanged with 77% of customers satisfied. There are a number of positive areas of improvement, with increasing use of online services and responding to complaints in time. There has been an improvement in the number of Members' Enquiries closed within 5 days – but with further improvement required as set out in the Members' Enquiries action plan. In addition, satisfaction with the web and online services is low and an area for priority action.

Delivery of the Council's Corporate Plan

The Corporate Plan 2015 – 2020, agreed by the Council on 14 April 2015, sets the Strategic Objectives within the core principles of fairness, responsibility and opportunity. Targets are in place to encourage improvement against the long term vision and commissioning intentions.

Of the Strategic Indicators that reported in Quarter 2, 63% were rated as green.

Key successes and challenges

Key successes and challenges are set out in section 1.6 of the report. More detailed performance reports are contained within section 1.7 and Appendix B.

Service performance and monitoring contracts

A summary of progress against critical service delivery indicators is outlined in section 1.8. Across the service performance indicators reported in Quarter 2, 80% are on target.

Detailed assessment of the contracts and Inter Authority Agreements monitored through the quarterly monitoring report (Re, CSG, Barnet Homes, Parking & Infrastructure and HB Public Law) are outlined in paragraph 1.10 (Delivery Performance) with an overview for each contract (including Your Choice Barnet) at Appendix B. The full individual performance reports can be accessed from www.barnet.gov.uk/performance with the most recent quarter at www.barnet.gov.uk/currentperformance.

Programmes

The Council has in place five portfolios of large programmes and projects: Central, Adults

and Health, Children's and Young People, Environment and Regeneration and Growth. In total, 105 programmes and projects are currently underway. In addition, we have an Education Capital Programme in place to ensure successful delivery of new school places and improvements to schools.

Budget outturn

The forecasted year-end general fund expenditure outturn (after reserve movements) is £280.184m, which is an adverse variance of £3.718m (1.15%) against the budget of £276.466m.

Investment Performance

As at 30 September 2015, deposits outstanding were £239.200m, achieving an average annual rate of return of 0.64 per cent against a benchmark average (London Interbank Bid Rate - LIBID) of 0.48 per cent.

Capita Payments

During July to September 2015, the total contract payments to Capita – through the CSG and Re contracts – were £19.430m.

Recommendations

- 1. The Committee is asked to scrutinise the performance of delivery units and external providers and (if necessary) to make recommendations to other committees on the policy and commissioning implications**
- 2. The Committee is asked to note the Quarter 2 2015/16 revenue budget and capital position contained in paragraphs 1.11 and 1.17**
- 3. The Committee is asked to note the Agency Costs for the Quarter 2 2015/16 as detailed in paragraph 1.19**
- 4. The Committee is asked to note the Transformation Programme position as at the 30 September 2015 as detailed in paragraph 1.20**
- 5. The Committee is asked to note the Treasury position outlined in paragraph 1.21**
- 6. The Committee is asked to approve the £55.326m capital acceleration and slippage of the outturn for 2015/16, as outlined in Appendix E**

WHY THIS REPORT IS NEEDED

1.1 This report outlines the quarterly position of the Council's performance against the priorities outlined in the Corporate Plan, customer experience, the delivery performance of major contracts and internal Delivery Units, and the overall budget position. The report is structured to:

- Firstly, focus on customer experience and resident perception.
- Provide a summary of how the Council compares with other local authorities, to set context of our quarterly results.
- A summary of the successes and challenges identified in the quarter.
- Summarise how the organisation is progressing and performing against the outcomes and targets set by the Council in the Corporate Plan 2015 – 2020.
- Provide an overview of the Council's service performance indicators (referred to as strategic and critical indicators), including any exceptions which require an action plan in place to improve.
- The budget position, including revenue and capital expenditure.
- A summary of the status of key projects the Council is delivering to achieve set results or deliverables.
- The Council's top level risk register.

1.2 In addition to this report, the Council publishes 13 detailed reports on the performance of each service area (Delivery Unit) on the website each quarter. The past three years of performance information is also available at online at www.barnet.gov.uk/performance with the most up-to-date version available from www.barnet.gov.uk/currentperformance.

1.3 **Performance for Customers**

To ensure the Council maintains its focus on customers, the Council monitors a range of customer indicators and targets. Appendix A provides further detail. In addition, the Council has put in place a new weekly and monthly monitoring regime for senior management visibility of overdue complaints, Members' Enquiries, and other customer data, to drive further improvement.

In Quarter 1, overall customer satisfaction remained unchanged with 77% of customers satisfied with the service they received, but Customer and Support Group customer services missed their target of raising satisfaction to 80%, primarily because of difficulty in boosting satisfaction with the website.

There are a number of notable successes within the second quarter of 2015/16:

- The Council has responded to 86% of 703 complaints within the policy timeframes, the best performance recorded to date.
- 74% of the total recorded Members' Enquiries (1,158) were closed within 5 days, a significant improvement on Q1's performance of 65%.

- Online self-service has increased, with the number of webforms submitted increased by 13% from Q1, and satisfaction with webforms rose to 54%.
- The additional support put in place to help those customers who need it is was effective, with 93% of cases being delivered within agreed timeframe.
- A further 16 customer service requests (relating to the Parking and Assisted Travel services) were improved so that they can now be resolved at the first point of contact by customer services.
- Customer satisfaction for Re service delivery (from the survey issued following case closure) improved from 52% to 60% in Quarter 2.

Areas for improvement

The following areas are to be improved over the next three months:

- **Members Enquiries.** While there has been an uplift in performance, there is still more to do to complete all cases within set time and give effective resolution or response.
- **Online experience.** 60% of the website feedback left by customers is average or negative. The Council has created a website action plan to address this, using detailed analysis of customer feedback. Longer term, the Customer Access Strategy will govern future investment in the website.
- **Replying on time.** In Quarter 2, only 59% of 1,754 webforms and only 70% of the 4,649 emails were responded to within 5 days, both are well below the 90% SLA target, due to increased volumes and a staff shortfall in Coventry.
- **Delivering customer cases on time.** The number of customer cases being resolved on time has fallen to 73%, significantly below the 85% target. Ratings from the surveys of customer satisfaction following case closure reduced from 57% to 52%.
- **Face to face service wait time.** Both Burnt Oak Library and Barnet House missed their wait time targets. The November introduction of a new queue management system and appointments process is expected to make a significant impact on the next quarterly results.
- **Complaints.** 58 more complaints were received in Quarter 2 than in Quarter 1, with increases for CSG, Re and Street Scene.
- **Desk phone answering.** All Delivery Units continue to leave 20% of phone calls unanswered.

More detailed information can be found in Appendix A.

1.4 Residents' Perception Survey

Performance and Contract Management Committee received a more detailed report from the twice yearly Residents' Perception Survey in Quarter 1. A further survey is underway and will be reported in Quarter 3, 2015/16. This information is based on a sample of 1,600 residents to ensure the results given are useable. Key highlights from the survey in Quarter 1 were:

- Residents remained satisfied with Barnet as a place to live (88%) compared with the national average; 63% of those surveyed reported that they think the Council provides value for money; and 59% of residents were satisfied with the service received when they contacted the Council, an increase of 5 percentage points since Autumn 2014.
- **Perceptions of service performance:** Satisfaction with local services was maintained or improved for seventeen Council services. However, two services - repair of roads and policing – saw decreases in satisfaction and parking services remained below London average.

Full survey results are available: <https://engage.barnet.gov.uk/consultation-team/residents-perception-survey-spring-2015>

1.5 Benchmarking

Local authorities review and compare performance with each other through benchmarking of common performance indicators. This gives an overview of how the Council compares to other local authorities. To compare performance, we use a comparative report provided by the Local Government Association (LGA) – LG Inform (<http://lginform.local.gov.uk>). This ranks Barnet across 18 service indicators. Barnet was above benchmark in 77% of service indicators (14 out of 18). See Appendix B, section 3 for full details.

Table 1: Benchmarking summary

Delivery Unit	RAG Ratings			
	Green (top quartile)	Green amber	Red amber	Red (bottom quartile)
Education Services	2	2	0	0
Children Services	2	4	0	0
Adult's Services	0	1	3	0
Housing Services	2	1	0	1
Overall	6 (33%)	8 (44%)	3 (17%)	1 (6%)

The four service indicators highlighted as below benchmark are:

- Housing affordability ratio (2013) – bottom quartile
- Social care-related quality of life (2013/14)
- Overall satisfaction of people who use services with their care and support (2013/14)

- Number of days delayed within reporting period – acute and non-acute patients (Aug 2015)

The Council also conducts benchmarking with other London authorities, via London Councils. The results are provided in arrears. Across 28 comparative indicators, Barnet was above benchmark for 71% of these measures.

1.6 Summary of Successes and Challenges

As set out in section 1.1, the Council's performance reporting is based upon customer experience, delivery of the Corporate Plan, service performance, budget and change.

1.6.1 Successes

There are a number of successes across Barnet for Quarter 2 2015/16, these have been highlighted as:

- Provisional results show that the percentage of pupils attaining 5 A*-C grades including English and Maths has increased by 1.5 percentage points whilst national results (state funded schools) fell by 0.5 percentage points. Barnet's overall position is in the top 5 in the country.
- There has been an increase of 1.2 percentage points of primary schools rated as 'good' or 'better' up to 93.1% from the previous quarter.
- All Nursery schools within the Borough (100%) continue to be rated as 'good' or 'better' against target; and Newstead Children's Centre received a 'Good' Ofsted inspection.
- Completing the move from North London Business Park (NLBP) Building 4, into Barnet House and NLBP Building 2, save the Council around £5.4 million a year. The moves are a key part of the overall response to meeting the financial challenges facing the Council between now and 2020.
- Barnet Homes have reported an increase in the number of homelessness preventions undertaken up from 384 to 468, which exceeds the target of 350.
- Figures provided by the London Landlord Accreditation Scheme in July 2015 have confirmed that Barnet is in the top 12 (out of 33) performing boroughs over the past 2 years.

Launch of Burnt Oak Opportunities Support Team to encourage long-term unemployed people into work.

- Adults and Communities continue to report a successful programme of work to improve the range of accommodation options for users of mental health services with 81.4% of adults able to live in stable accommodation, leading to

a reduction in residential care admissions. This is an increase of 8.5% compared to Quarter 1.

- The Community Offer Team was shortlisted for the Social Work Team of the Year award. The work of the team has since been further embedded and developed in the new integrated social care direct service.
- The number of telecare packages installed has increased to 471 which is an increase of 45.4% against the previous quarter.

1.6.2 Challenges

There are a number of challenges in Quarter 2 2015/16 requiring the implementation of improvement actions:

- Waste recycling still continues to be a cause for concern. The percentage of household waste recycled, composted or reused in 2014/15 was 37.95% against an overall target of 41%. The top performing borough in London is Bexley, with 55% of waste recycled followed by Harrow at 49%. Although this represents an increase of 5% and a significant improvement against previous performance, the challenging target is not being achieved. This has been affected by a reduction of 17.8% in garden waste tonnages in 2014/15 compared to the average tonnage for the previous three years, reducing the overall 2014/15 recycling rate outturn by 2.28%. The target for Quarter 1 2015/16 was 43.7% (the overall target for the year is 42%), with actual performance reported as 39.1%. Comparing Quarter 1 2015/16 with Quarter 1 2014/15, residual waste tonnage has increased by 3%, while recycling / tonnages have decreased by 8.2%, and total household waste tonnage has decreased by 1.69%. Please see the table below for further details. All future and current actions are being brought together into a Waste Action plan which is due to go to November Environment Committee. This plan sets actions over the next 6 – 9 months to support residents to improve the amount of waste they recycle. (See Appendix K).

Table 2: Waste reused, recycled or composted

Recycling Rate	Q1 Apr – June	Q2 July - Sept	Q3 Oct – Dec	Q4 Jan - Mar	Annual Apr - Mar
2012/13	35.10%	36.45%	31.71%	27.79%	33%
2013/14	35.99%	34.97%	38.38%	36.14%	36.35%
2014/15	41.88%	39.48%	35.79%	33.82%	37.95%
2015/16	39.10%	-	-	-	-

- The forecasted general fund expenditure outturn is £280.183m, which is an adverse variance of £3,718m (1.34%) against the budget of £276.466m. This includes projected overspends in Adults and Communities (£2.487m), Family Services (£1.256m), Barnet Homes (£1.019m), Re (£373k) and CSG (£500k).
- Within Adults and Communities, some key performance challenges were identified in Quarter 2, with some progress to reduce overspend and with a significant number of projects in place to deliver savings and required changes. Key areas of underperformance included the progress to increase the proportion of residents with learning disabilities or mental health conditions who are in employment and greater use of telecare as part support to those who receive services. These are priority areas for action through the Adults Transformation Programme with plans to be brought forward by the end of 2015. In addition, there were other areas where performance was below target, including completion of case reviews, longer time taken to complete assessments and a lower proportion of carer assessments completed. There are also significant recruitment problems for providers (especially in the home care market) which are making the arrangement of new packages of care difficult. The service is implementing plans to support staff to improve productivity and emergency measures are needed to put in place additional home care capacity. These are priority areas for improvement and will be subject to regular review, in conjunction with the delivery of the financial recovery plan. (See Appendix K). A final area of challenge is related to reducing / avoiding delayed discharges from hospital, in conjunction with health.
- Within Family Services, recruiting into vacant social worker posts and the use of locum cover continues to be an area of concern. This has been compounded by increasing levels of activity at the social care front door. A range of recruitment activities are being undertaken including the social worker recruitment campaign. The challenging recruiting to social worker posts also impacts on the overall Family Services budget position.

- Ensuring that high standards of customer experience are embedded within the Council's current operations, addressing known areas for improvement especially Members Enquiries, web services, increasing resolution at first point. Online experience is below target, with 65% of feedback on the website being average or negative. Actions to improve web user experience include:
 - Focussing on the top issues raised by web users each month, sharing these with relevant teams and reporting progress;
 - A weekly customer bulletin including all comments submitted via the website for the previous week, shared with senior managers for action;
 - The Council's first marketing campaign for My Account launched in October, with posters going up across the borough.

- The Residents' Perception Survey findings in Quarter 1 2015/16 reiterated the challenges in relation to perception of the condition of roads and pavements. In Quarter 2, the Council has developed revised arrangements to improve the Council's response to issues raised by residents and ensure that Area Committee deliver local highways and other improvement schemes in line with local priorities. The delivery of the Network Recovery Plan has generated a high number of queries from residents and Members during the quarter, particularly regarding the materials and techniques used in the programme.

- The Council's approach to workforce management has been subject of significant focus, through a new internal People and Organisational Development Strategy to ensure we are well prepared for the future with the right skills and leadership. The overall absence rate has reduced from Quarter 1 but further action is required to ensure that the Council is amongst the best performing public sector bodies. Overall use of agency remains relatively high. Each service area has a plan to reduce agency use by 15% the end of the financial year.

- Canvassers working for the Electoral Services team have carried out personal visits to every residential property within the borough where they have not received a response to the Household Enquiry Forms (HEF) posted in Quarter 2. This work must be completed prior to the publication of a complete and accurate revised Electoral Register in December. To support this, visits will be conducted by Canvassers to all residential properties within Barnet for which a HEF response is still required - currently approximately, 65,000.

- Levels of homelessness and associated budget pressures remain a challenge with the number of families in emergency accommodation showing a small increase during the quarter from 389 to 392. Whilst the number in emergency accommodation is well below the target of 500 families, there remains a significant budget pressure of just over £1m due to the increased costs of temporary accommodation. Barnet Homes and the Council are considering a number of mitigating actions with a focus on preventing homelessness through tenancy sustainment and securing more affordable types of

accommodation. The housing strategy with a focus on increasing the housing supply as well as preventing and tackling homelessness was approved by Council on 21st October 2015.

- During Quarter 2, more focused engagement from senior IT managers in Capita were introduced to give stability to the service and ensure capacity is in place to deliver the contract service, to progress and deliver the IS strategy and to move forward challenging projects. Within IS there are some specific challenges. Firstly, in relation to the roll out of the Adults Investing in IT project to implement a new case management system, which is delayed and a strengthened team and plan is in place to move this forward. Secondly, to develop the IS strategy in order to support longer-term changes, enable smarter and more flexible working and support the Customer Access Strategy. Finally, to ensure that the overall service is effective and meets required standards.

1.7 **Performance against Corporate Plan and key Strategic Indicators**

This section of the report tracks performance against the Council's Corporate Plan 2015 – 2020. It also tracks the performance against a set of strategic measures which identify the outcomes or results expected for key services and which were approved by thematic Committees in 2014/15. Table 3 below provides a summary by each Delivery Unit.

Table 3: Corporate Plan and Strategic Indicator performance by Delivery Unit

Delivery Unit	No. of Strategic indicators expected to report in Quarter 2 2015/16	RAG Ratings				Positive/neutral Direction of Travel	Negative Direction of Travel	Direction of Travel Not Available
		Green	Green amber	Red amber	Red			
Adults and Communities	20	6	5	1	8	8	12	-
Children's Education and Skills	14	9	5	-	-	11	3	0
Family Services	7	7	-	-	-	4	1	2
Commissioning Group	4	-	2	-	2	-	3	1
Streetscene	3	2	-	-	1	3	-	-
Public Health	7	6	1	-	-	3	2	2
Barnet Homes	4	4	-	-	-	2	2	-
Re	8	7	1	-	-	8	-	-
CSG	1	1	-	-	-	1	-	-
HB Public Law	-	-	-	-	-	-	-	-
Parking and Infrastructure	2	2	-	-	-	2	-	-
Total	70	44	14	1	11	42	23	5
Total % of RAG Rated Indicators	70	63%	20%	1%	16%			

Of the strategic indicators that are reported in Quarter 2 and returned a RAG rating, the balance of met and missed targets was 63% rated as green, 20% green amber, 1% red amber and 16% of strategic indicators were rated as red. Those indicators rated significantly off target (Red) are:

Adults and Communities

- Service users who find it easy to get information
- Percentage of adults with learning disabilities in paid employment
- Percentage of adults with mental health needs in paid employment
- Percentage of people who feel in control of their own lives
- Percentage of carers satisfied with social services
- Carers' reported quality of life
- Percentage of adult carers who have much social contact as they would like
- Carer assessments resulting in information, advice and services (end of year projection)

Commissioning Group

- Resident's long-term sickness

- Performance of services

Street Scene

- Percentage of household waste sent for reuse, recycling and composting

See section 2.4 of Appendix B for full detail of indicators.

1.8 Service Performance of Critical Indicators

Thematic committees have each approved a Commissioning Plan for future years. This identified a number of measures of critical operational service performance which are tracked each quarter. These critical service indicators are then owned by Delivery Units to give assurance of their day to day service operations. This information aids the Performance and Contract Monitoring Committee in reviewing and challenging service performance each quarter.

This reporting is on an exception basis, identifying challenges which could have an impact and require focussed action to achieve improvement. Each Delivery Unit publishes a detailed quarterly performance report on the Council's website covering their service performance.

The overall service delivery performance for Quarter 2 2015/16 for each Delivery Unit's critical service indicators is outlined in Table 4 overleaf.

Table 4: Service performance by Delivery Unit

Delivery Unit	No. of Critical indicators expected to report in Quarter 2 2015/16	RAG ratings				Positive/neutral Direction of Travel	Negative Direction of Travel	Direction of Travel Not Available
		Green	Green amber	Red amber	Red			
Adults and Communities	9	3	-	2	4	3	6	-
Children's Education and Skills	6	2	1	2	1	5	1	-
Family Services	6	4	2	-	-	5	1	-
Commissioning Group	-	-	-	-	-	-	-	-
Streetscene	5	3	-	-	2	3	2	-
Public Health	27	17	8	-	2	2	6	19
Barnet Homes	9	8	-	-	1	6	3	-
Re	49	45	2	1	1	34	9	6
CSG	22	21	-	-	1	12	8	2
HB Public Law	12	12	-	-	-	10	2	-
Parking and Infrastructure	3	3	-	-	-	2	1	-
Total	148	118	13	5	12	82	39	27
Total % of RAG Rated Indicators	148	80%	9%	3%	8%			

*Monitor / No RAG due to: Indicator does not have a target for the return period; indicator has no target due to being monitored/baselined this financial year;

**The Direction of Travel indicates the performance compared to the last time it was reported. Various KPIs did not report a direction of travel due to reporting for the first time

Table 4 highlights the service Indicators reporting back in Quarter 2 2015/16. Of those measures to receive a RAG rating, 80% achieved or exceeded their target, with 8% rated as red.

There are a number of successes for Quarter 2 2015/16, these have been highlighted as:

- Proportion of care leavers age 19 – 21 in suitable accommodation.
- Business licence applications processed in a timely manner are above the target of 95% at 100%.
- The percentage of children making 3 levels of progress in Maths between KS2 and KS4 has improved from 77% to 80% against the target of 77.7%.
- The number of first time entrants to the Youth Justice System aged 10 to 17 has from 299 in Quarter 1 to 284.

There were also some challenges experienced across these operation measures for Quarter 2 2015/16 which include:

- Within Adults and Communities services, the average number of days from contact to end of assessment has increased from 23 days in Quarter 1 to 27 days and is below the target of 18 days.
- The percentage of statutory homeless appeals completed on time has improved from 49% to 73% in Quarter 2 but is below the target of 100%.
- The percentage of Strategic Planning Documents completed and signed off by the Council has decreased from 100% in Quarter 1 to 25%.

1.9 **Progress towards outcomes set by Committees**

Theme committees have set commissioning plans to 2020, including 'commissioning intentions' which reflect the key actions which are required to achieve the outcomes and results they have set. Delivering these actions (commissioning intentions) requires work from across the whole Council. Table 5 summarises progress against the commissioning intentions allocated to individual Delivery Units. Reporting is on an exception basis, with those actions which are not on delivering on time identified in table 5 overleaf.

Table 5: Progress against Commissioning Intentions by Delivery Unit

Delivery Unit	RAG ratings				No. of Commissioning Intentions reported
	Green	Green Amber	Red Amber	Red	
Adults and Communities	6	-	-	-	6
Assurance	1	-	-	-	1
Children's Education and Skills	1	-	-	-	1
Commissioning Group	22	23	2	-	47
Family Services	5	-	-	-	5
Street Scene	9	1	1	-	11
Public Health	11	1	-	-	12
Barnet Homes	5	-	-	-	5
R ^e	-	-	-	-	0
CSG	-	-	-	-	0
HB Public Law	-	-	-	-	0
Parking Infrastructure &	4	3	1	-	8
Total	64 67%	28 29%	4 4%	0 0%	96

Progress against the actions set by theme Committees – known as Commissioning Intentions - is broadly good with 67% currently on schedule and the vast majority of other activity well underway. The section below identifies where any actions to deliver Commissioning Intentions are red rated or red amber

Commissioning Group

- One key commissioning intention is the implementation of Better Care Fund, between the Council and the Clinical Commissioning Group. A programme is in place to develop this approach to integrated Health and Social Care. The programme addresses how partners will take forward the work to meet the Better Care Fund national conditions. The governance arrangements between the Council and the Clinical Commissioning Group, to implement the pooled fund are not yet complete. This is required to complete the formal Section 75 Agreement.
- Progress towards the commissioning intention to reuse, recycle or compost 50% of all household waste by 2020. Recycling and composting levels are below target; with the provisional outturn for Quarter 1 of 2015/16 is 39.1% against a quarterly target of 43.70%. A waste action plan is to be submitted to the November Environment Committee and a waste strategy is under development.

Street Scene

- One commissioning intention is focussed on street cleansing, with the intention to use relevant and targeted enforcement that promotes prevention of forms of anti-social behaviour: A waste enforcement policy and procedure has been drafted and being consulted on internally to ensure all tools and powers across the Council and partnership are considered. This is slightly delayed. An overarching Council wide enforcement policy is being drafted which will sit above this.

Parking and Infrastructure

- A number of commissioning intentions have been delivered and are well underway. One delayed intention relates to the progress in provide a joined up service across Parking, Re and CSG. Work is underway to take this forward but is behind time.

In November 2015 officers will undertake a review of commissioning intentions and their progress in preparation for the latter half of the year, as part of the preparation of Annual Reports for each thematic Committee.

1.10 Programmes

The Council has in place five portfolios of large programmes and projects: Central, Adults and Health, Children's and Young People, Environment and Regeneration and Growth. In total, 105 programmes and projects are currently underway. We also have an Education Capital Programme in place to ensure successful delivery of new school places and improvements to schools.

Adults and Health Portfolio

Progress has been made across a number of projects in the Adults Transformation Programme. The business case for the new model for Mental Health social work was approved by Adults and Safeguarding committee on 16th September and the 0-25 Learning Disabilities service went live on 1st October. Public consultation on the future of Church Farm and Copthall Leisure Centres took place during the quarter as part of the Sport and Physical Activity project. The Wheelchair Housing project has improved from red to an amber rating as the savings have been re-profiled. Progress has also been made on the Investing in IT project which has also improved from a red to amber rating rated with a revised project plan being reviewed proposing a new go live date of April 2016.

Central Portfolio

There have been a number of improvements within this portfolio and no projects are red rated. The Customer Access Strategy has moved from red to green rating, as a draft strategy being developed for Policy and Resources Committee on 16th December. Additionally, the Smarter Working project has improved from red to green rating; the moves are complete and NLBP Building 4 has been handed over to the landlord. The Community Asset Strategy final implementation plan was approved by ARG committee on 17th September. For the Unified Reward project, progress has been made and negotiations with Trade Union bodies commenced on 12th October.

Children's and Young People Portfolio

Good progress has been made across a number of projects in the portfolio with a large number of projects now rated as green. The Education & Skills project is progressing well. A final tender was received on 9th October and is currently being evaluated by officers. The new Independence of Young People with Learning Disabilities 0-25 service went live on 1st October. Progress continues on the Libraries Strategy, with the rag rating improving from amber to green following the approval of the strategy at Full Council on 20th October. The Meadow Close Children's Home project has moved from a red to green rating as a new suitable site has been identified.

Environment Portfolio

There has been progress on a number of projects this quarter. Planning permission was granted for the Depot project on 1st October. For the Mortuary shared service the Inter Authority Agreement (IAA) has now been signed and the closure report is being produced. The Street Scene ADM project has been initiated and a project team is in place. The parks and open spaces strategy and waste and recycling strategy are both green rated. Evidence is being gathered to test the assumptions in the draft waste and recycling strategy and for the parks and open spaces strategy is proceeding to plan with all survey data now collected. The Lagan project is currently red rated due to a delay in receiving formal approval to proceed.

Growth and Development Portfolio

There are a number of red rated projects within the Growth and Development Portfolio, three of which are within the Development pipeline programme. A project board is yet to be established for the Wholly Owned Company project and planning has been delayed for Tranche 1. The Pipeline programme has also been subject to an advisory audit in Quarter 2 to improve overall controls and enable effective delivery. In the Regeneration programme, the Granville Road project remains red rated. For Colindale Headquarter project, Planning Committee approved the proposals on 1st October and TfL have agreed the level of contributions for S106. Burnt Oak High Street project received funding approval by Assets, Regeneration and Growth Committee. Policy and Resources Committee approved the creation of new legal entities for The Barnet Group on 14th October.

Education Capital programmes

Progress is being made across a number of projects and the overall programme is on target to achieve pupil places when required. There are some concerns with regards to the delivery of Oak Lodge and Blessed Dominic within the current funding envelopes, although a revised programme targeting a December 2016 completion date for Oak Lodge has now been agreed. The Northway/Fairway project has improved from a red to amber rating. Planning approval has now been granted for main works at Monkfrith. A number of green rated projects are progressing through the defects period.

1.11 Quarter 2 Revenue Monitoring

Table 6 below provides the forecast outturn position for the financial year 2015/16. This analysis compares the forecast outturn for the financial year to the revised budget position.

The forecasted general fund expenditure outturn (after reserve movements) is £280.184m, which is an adverse variance of £3.718m (1.15%) against the budget of £276.466m.

Directors are accountable for any budget variations within their services and the associated responsibility to ensure expenditure and income are managed within agreed budgets. To make sure that this is successfully achieved, it is essential that Directors develop action plans and review these throughout the financial year to identify all significant emerging variances to ensure that overall expenditure is kept within their total available budget.

A breakdown of revenue monitoring by each Delivery Unit is set out in Appendix C and summarised in the Table 6 below.

Table 6: 2015/16 Outturn revenue analysis – Summary

Description	Variations			
	Original Budget	Budget V1	Q2 Forecast	Variation
	£000	£000	£000	£000
Adults and Communities	81,816	86,378	88,865	2,487
Assurance	4,110	4,199	4,169	(31)
Children's Education	6,152	7,153	7,153	-
Children's Family Service	47,717	48,437	49,693	1,256
Commissioning Group	9,806	20,789	20,720	(69)
Streetscene	14,014	14,856	14,926	70
Commercial	(1,201)	(803)	(638)	164
Registrars Service	(161)	(160)	34	194
Public Health	14,335	14,335	14,335	-
HB Public Law	1,752	2,011	2,079	68
Housing Needs Resources	3,954	4,976	5,995	1,019
Regional Enterprise	731	1,134	1,507	373
Customer Support Group	20,822	21,610	22,110	500
Central Expenses	72,619	51,551	49,237	(2,314)
Service Total	276,466	276,466	280,184	3,718

Housing Revenue Account

Description	Variations			
	Original Budget	Budget V1	Q2 Forecast	Variation
	£000	£000	£000	£000
Housing Revenue Account	-	-	(71)	(71)

Dedicated Schools Grant

Description	Variations			
	Original Budget	Budget V1	Q2 Forecast	Variation
	£000	£000	£000	£000
Dedicated Schools Grant	-	-	(38)	(38)

1.12 Impact on Balances

General Fund

As set out in paragraph 1.11 services are in the process of formulating in year recovery plans to minimise the reported adverse variance of £3.718m. If this isn't achievable, then the Council's General Fund balances would need to be used to fund the variation at the end of the financial year as set out in Table 7 below:

Table 7: General Fund Balances

	£'000
General Fund Balances brought forward 1 April 2015	(14,871)
Budgeted Use of Balance	-
Outturn Variation	3,718
Forecast General Fund Balances 31 March 2016	(11,153)

The recommended limit for the Council's General Fund balance is £15m and therefore the Council would be £3.847m below this recommended limit. This reduction in General Fund balances would need to be managed through the Council's medium term financial strategy to ensure the balance was replenished in 2016/17 as the reduced balance would not be feasible given the risks the Council faces over the short to long term.

Housing Revenue Account

The in-year Housing Revenue Account (HRA) reserve is forecast to increase by £0.071m to £15.013m, which will be factored into the 30 year business plan which is due to be presented to the Housing Committee later on this year.

Table 8: Housing Revenue Account Balances

	£'000
Housing Revenue Account Balances brought forward 1 April 2015	(14,942)
In-year surplus	(71)
Forecast Housing Revenue Account Balances 31 March 2016	(15,013)

Dedicated Schools Grant

The in-year Dedicated Schools Grant (DSG) reserve is forecast to increase by £0.038m to £4.894m which will be used to manage future years risk and pressures.

Table 9: Dedicated Schools Grant Balances

	£'000
DSG Balances brought forward 1 April 2015	(4,856)
Budgeted Use of Balance	-
Outturn Variation	(38)
Forecast DSG Balances 31 March 2016	(4,894)

1.13 Commentary for significant Budget Variances

Adults and Communities

The over spend for Adults and Communities of £2.487m represents 2.88% of the delivery unit budget (£86.378m). This is an improvement of £0.442m since Quarter 1. The key drivers for this variance are as follows:

- £2.448m for client care packages for integrated services (older persons, physical disabilities, learning disabilities and mental health).

The overspend is due largely to:

- The care budgets overspent in 2014/15 as a result of rising demand for services. And this has continued through into to 2015/16 year.
- The main pressure for learning disabilities continues to be in relation to clients transitioning from children's services with increasingly complex needs and correspondingly expensive packages of care
- Mental health saw significant growth in client numbers requiring residential placements in 2014/15 but in the first quarter of 2015/16 there has been a significant diversion to supported living placements that offer better outcomes and better value for money.
- There is also additional pressure resulting from 14 new ordinary residence clients. The projections include £573k for new OR clients in 2015/16 but again this is likely to be insufficient to meet demand.
- This year, demand continues to grow for older adults placements with a particular growth in clients with dementia. In the first quarter of the year, older adult client numbers have increased by 65 with 22 of these being placed in residential and nursing care.
- There is also pressure on this budget due to clients who were self-funders whose funds have depleted and are now the responsibility of the LA.

Adults will continue to apply rigour to their budgets and attempt to secure additional savings opportunities to bring overspend to £2m by the end of the year including:-

- reduce Genesis contract for floating housing support
- review level of recharges to the HRA
- further claw-back of unspent direct payments from clients

Children's Family Services

The overspend for Children's Family Services of £1.256m represents 2.6% of the delivery unit budget (£48.437m).

Social care is projected to overspend by a total of £2.228m. There are a number of contributing factors including the use of agency staff, permanent staff that are paid above the midpoint scale at which the budgets have been set, and also an estimate for new Placements.

The placements budget is contributing £0.999m to the overspend and relates primarily to increased demand for Residential care, Special Guardianship Orders and Resident's Orders, preparing for independence and family assessments.

The Social Care overspend is partly mitigated by savings in Family Service Management of £0.610m and commissioning and business improvement of £0.198m.

The service has a recovery plan to mitigate some of the overspend. This includes maintaining current underspends, identifying resources working on projects and funding these accordingly and reserves that may remain uncommitted.

Housing Needs Resources

Overspends for the Housing Needs Resources of £1.019m represents 20.48% of the delivery unit budget (£4.976m). The variance is due primarily to the reduction in availability of lower cost units on regeneration estates and units held under the Housing Association Leased Scheme leading, along with other economic factors to an increased demand for more expensive short term accommodation.

A recovery plan has been requested from Barnet Homes who advise that it is not possible to address the current year overspend however a medium term recovery plan has been developed. This involves procuring new sources of Temporary accommodation which will achieve a more sustainable budget position by 2019/20.

Re

The over spend for Re of £0.373m represents 32.89% of the delivery unit budget (£1.134m). The overspend is largely due to an increase in activity relating to the highways LIP program which has resulted in an increase in expenditure.

There is no recovery plan yet in place. Discussions continue between Commissioning Group and Re.

Customer Support Group (CSG)

The Customer Support Group is forecasting an overspend of £0.5m which represents a 2.31% variance against the budget of £21.610m.

The overspend relates to the management fee increase as a result of the Civica contract for Revenues and Benefits not being part of the original transferring baseline.

Registrars Service

The Registrars service is forecasting an overspend of £0.194m due to an exceptional reduction in demand for bookings of Citizenship Ceremonies and Marriages taking place before a change in legislation was administered. This in turn has resulted in the demand for such ceremonies to decrease. The Council is now working with the London Borough of Brent as the service provider to review options to overcome this financial constraint.

1.14 Savings

In 2015/16 the Council was originally due to achieve £17.269m of savings. At the end of Quarter 2 £10.218m (59.17%) had been achieved and it is currently forecast that a further £4.477m will be achieved by the end of the financial year. The total achievable savings of £14.695m therefore represents 85.1% of this year's target and the remaining 14.9% (£2.574m) will not be achieved.

Table 10 below summarises the forecasting for the 2015/16 saving programme:

Table 10: Savings

Directorate	2015/16 Savings	Savings Achieved	Savings Achievable	Savings Unachievable	% 2015/16 Savings Unachievable
Adults Directorate	(8,424)	(3,828)	(6,882)	(1,542)	18.3%
Assurance	(175)	(75)	(75)	(100)	57.1%
Below the Line					
Central Expenses	(249)	(249)	(249)		0.0%
Commissioning Group	(276)	(276)	(276)		0.0%
Council Wide					
CS Education	(1,195)	(1,195)	(500)	(695)	58.2%
CSG	(2,100)	(700)	(2,100)		0.0%
Families	(2,199)	(2,199)	(2,199)		0.0%
HNR	(300)	(300)	(300)		0.0%
Legal Services	(200)	(67)	(200)		0.0%
Parking & infrastructure	(170)	(80)	(80)	(90)	52.9%
Re	(300)		(300)		0.0%
Street Scene	(1,681)	(1,249)	(1,534)	(147)	8.7%
Grand Total	(17,269)	(10,218)	(14,695)	(2,574)	14.9%

It is currently forecast that £2.574m of savings will not be achieved in this financial year. The savings that are currently identified as not being achievable this year have been reflected in the forecast outturn position in Table 10 and will have been mitigated as much as possible by the service. Directors are working on plans to alleviate the risk of these variances to ensure that the savings are delivered in full in 2016/17.

The material variances relate to:

- £1.542m for Adults procurement activities
- £0.695m for Children's Education alternative delivery model. The saving will not be achieved as the contract is now expected to start in the next financial year.
- £0.110m for Streetscene increasing their charges to the HRA pending the outcome of a pilot study and review.

1.15 Provisions

Provisions are made where an event has taken place that gives the Council a legal or constructive obligation that require settlement by a transfer of economic benefits or service potential and a reliable estimate can be made of the account of the obligation. For instance, the Council may be involved in a court case that could eventually result in the making of a settlement or the payment of compensation.

As at the 30th September 2015 the Council held provisions of £13.262m which is a movement of £0.182m since the end of the financial year as presented in Table 11 below. The level of provision held by the Council will continue to be monitored on a monthly basis and adjustments made when the settlements have taken place as necessary.

Table 11: Provisions

Description	Provisions brought forward	In year related Expenditure	Written back in year	New provisions raised	Provision carried forward
	£'000	£'000	£'000	£'000	£'000
Adults	1,151	-	-	-	1,151
Resouces (grant unit)	82	(37)	-	-	45
Corporate (insurance provision)	8,850	-	-	-	8,850
Regional Enterprise(RE)	210	(145)	-	-	65
Commercial	256	-	-	-	256
Childrens	255	-	-	-	255
Central(Business Rates Appeals)	2,640	-	-	-	2,640
Total	13,444	(182)	-	-	13,262

1.16 Reserves

The Council has set aside specific amounts as reserves for future policy purposes or to cover contingencies. As at the 30th September 2015 the Council held reserves of £100.822m which is a £5.333m reduction since the start of the financial year. The reserve balances are managed by the Policy and Resources Committee.

Table 12: Reserves

Description	Reserve b/fwd 01 April 2015	In year related Movements	Reserve c/fwd 30 Sept 2015	Planned use	Projected balance at 31st March 2016
	£'000	£'000	£'000	£'000	£'000
Central - Capital	1,457	-	1,457	(166)	1,291
Central - Financing	2,592	-	2,592	-	2,592
Central - Community Infrastructure Levy	5,316	423	5,739	(665)	5,074
Central - Infrastructure	29,456	-	29,456	(29)	29,427
Central - Risk	12,035	-	12,035	(1,956)	10,079
Central - Service Development	7,944	(21)	7,923	(973)	6,950
Central - Transformation	15,079	(4,421)	10,658	(5,482)	5,176
Service - Other	22,372	(1,314)	21,058	(652)	20,406
Sub Total General Fund Earmarked Reserves	96,251	(5,333)	90,918	(9,923)	80,995
Service - DSG	5,106	-	5,106	-	5,106
Service - Housing Benefits	6,600	-	6,600	-	6,600
Service - NLSR	794	-	794	-	794
Service - PFI	3,715	-	3,715	-	3,715
Services - Lighting	113	-	113	(113)	-
Service - Section 256 - NHS Social Care Funding	431	-	431	(431)	-
Service - Public Health	1,209	-	1,209	-	1,209
Special Parking Account (SPA)	1,936	-	1,936	-	1,936
Sub Total Ring Fenced	19,904	-	19,904	(544)	19,360
Total All Earmarked Reserves	116,155	(5,333)	110,822	(10,467)	100,355

1.17 2015/16 Outturn Capital Monitoring

The forecasted outturn expenditure as at 30th September 2015 on the Council's capital programme is £184.251m, £142.643m of this relates to the general fund programme and £41.607m for the HRA capital programme. This is a variance of £30.022m against the latest approved budget of £214.273m. The Table 13 summarises the expenditure by each service.

Table 13: 2014/15 Capital Programme Outturn Position

	2015/16 Latest Approved Budget	BF Variance at Outturn	Additions/ (Deletions) at Quarter 1	(Slippage) / Accelerated Spend at Quarter 1	2015/16 Budget & all adjustments at Outturn and Quarter 1	Additions/ (Deletions) - Quarter 2	(Slippage) / Accelerated Spend - Quarter 2	Proposed 2015/16 Budget	Variance from Revised Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Communities	2,321	1,636	(699)	-	3,258	-	-	3,258	937
Children's education	49,099	3,759	2,443	(151)	55,149	-	(8,407)	46,741	(2,357)
Children's family services	5,162	685	(2,000)	-	3,847	-	1,126	4,973	(189)
Commissioning Group	27,868	902	2,911	(2,992)	28,689	1,500	(1,820)	28,369	501
Commercial - Parking and Infrastructure	1,697	90	-	-	1,787	-	-	1,787	90
Street Scene	1,765	882	20	(60)	2,606	120	(673)	2,054	289
Housing Needs Resources	148	154	-	-	302	750	-	1,052	904
Regional Enterprise	76,707	9,853	759	(7,446)	79,872	(707)	(24,754)	54,411	(22,296)
General Fund Programme	164,765	17,961	3,433	(10,649)	175,509	1,663	(34,528)	142,644	(22,121)
HRA	49,508	2,247	-	(4,543)	47,212	-	(5,605)	41,607	(7,901)
Total Capital Programme	214,273	20,207	3,433	(15,192)	222,721	1,663	(40,133)	184,251	(30,022)

The capital monitoring summary and scheme details by service directorate is set out in Appendix D.

Table 14 below analyses the funding changes in the 2015/16 capital programme for the financial year. A detailed analysis of changes including additions, deletions and budget movements is provided in Appendix E.

Table 14: 2014/15 Capital Funding Outturn Changes

	Grants	S106 / Other	Capital Receipts	Reserves	Revenue	Borrowing	Total
	£000	£000	£000	£000	£000	£000	
Adults and Communities							
Children's Family Services						1,126	1,126
Children's Education and Skills	(4,025)					(4,382)	(8,407)
Commissioning Group			(781)	870	(409)		(320)
Commercial							-
Street Scene	(423)	(105)		120		(145)	(553)
Re delivery unit	(957)		(35)	(23,467)		(1,003)	(25,461)
The Barnet Group	750						750
General Fund Programme	(4,655)	(105)	(815)	(22,477)	(409)	(4,404)	(32,865)
HRA	-	-	(6,056)	-	451	-	(5,605)
Total Capital Programme	(4,655)	(105)	(6,871)	(22,477)	42	(4,404)	(38,470)

1.18.1 There is a 14.01% decrease in the forecasted capital programme compared with the approved budget. This relates to a movement of £30.022m which is largely due to slippage.

The predominant variances for 2015/16 are as follows:

- The Re delivery unit programme is forecasting an decrease of £22.296m. This is largely due to £9.853m of slippage brought forward from 2014/15 (Brent Cross land acquisition £7.969m and TFL £1,794m) reduced by further slippage of £32.149m in 2015/16 on regeneration £28.675m and other projects including Empty Properties £1.052m and the Housing Association Development programme £1.416m.
- HRA forecast has decreased by £7.901m as a result of £10.148m slippage reduced by £2.247m of slippage brought forward from 2014/15. This is mainly on regeneration affordable homes and M&E/Gas where the budgets have been re-pro- filed to more accurately reflect the four year programme.
- Children's Education have reduced by £2.358m. This is composed of slippage brought forward from 2014/15 of £3.759m made up of Urgent Primary places (£0.386m), Modernising Primary & Secondary schools (£0.898m), Permanent secondary expansion (£0.957m) and East Barnet rebuild (£0.364m). Additions of (£2.291m) primarily on the London Academy (£2.777m), Temporary expansions of (£0.785m) reduced by slippage of £8.407m primarily on London Academy (£2.307m), Blessed Dominic and St James (1.763m) and the secondary programme (£2.500m).

1.18.2 The 'variance from revised budget' column in the report is a net figure based on slippage (budget required for future financial years), accelerated spend (budget required from future years) and under spends. As an example, a budget may be set for a school build but construction may not start until half way through the year and is due to continue into future financial years. As construction accounts for the majority of the budget, it needs to be re-profiled (slipped) into the financial year it is required for. Slippage does not indicate an over spend, just a movement of budget into future financial years.

1.19 Agency Costs

The table below details agency staff costs up to the end of the second quarter of 2015/16 as compared to the same period in 2014/15. Agency expenditure has increased by £2.764m compared to Quarter 2 of 2014/15.

Each Delivery Unit has an agreed workforce plan to attract and retain talent, develop skills and move from agency to permanent roles when specific actions or projects compete, aiming to reduce agency levels by 15% by the end of 2015/16.

Table 15: Agency Costs for 2015/16

Directorate	2014/15	2015/16
	Agency Spend as at Q2	Agency Spend as at Q2
	£000	£000
Adults and Communities	2,054	2,491
Assurance	34	95
Births Deaths & Marriages	-	1
Children's Education & Skills	665	952
Children's Family Services	1,620	2,855
Commercial	349	-
Commissioning	843	1,627
Corporate Accounting	-	-
Customer Support Group	-	-
Housing Needs Resources	-	-
HRA	-	-
Parking & Infrastructure	-	19
Regional Enterprise	-	-
Streetscene	1,143	1,431
Total	6,707	9,471

There has been an increase in Agency Children's Social Worker costs due to a number of factors these being the national shortage of appropriately qualified and experienced Social Workers, the time lag between the Council agreeing the market factor supplement for Children's Social Workers and being able to recruit, the extensive recruitment checks add further delays as we are reliant on external agencies, the social work market is particularly competitive with the Barnet recruitment offer being placed at the market median does not create enough incentive to leave Social Workers their current employment and

the ability of agency workers to earn significantly more as an agency worker rather than being permanently employed.

1.20 Transformation Programme

A summary of spend and projected expenditure is provided as Appendix F. The Policy and Resources Committee allocated use of the Transformation Reserve to fund activities required to deliver the Medium Term Financial Strategy and the Council's Corporate Plan. The funding of key projects is reviewed by relevant Committees at decision points. The current projection is for a £1.01m underspend across the Programme.

1.21 Treasury Outturn

1.21.1 In compliance with the requirements of the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice this report provides Members with a summary report of the treasury management activity during the period to 30 September 2015. The Prudential Indicators have not been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield. Further details of compliance with prudential indicators are contained in Appendix G.

The Local Government Act 2003 requires the Council to set an Affordable Borrowing Limit, irrespective of its indebted status. This is a limit which should not be breached. During the period to 30 June there were no breaches of the Authorised Limit and the Operational Boundary.

The Council's timeframes and credit criteria for placing cash deposits and the parameters for undertaking any further borrowing are set out in the Treasury Management Strategy (TMS). The TMS Strategy 2015/16 was approved by Council on 3 March 2015. The Treasury Management Strategy demands regular compliance reporting to this Committee to include an analysis of deposits made during the review period. This also reflects good practice and will serve to reassure this Committee that all current deposits for investment are in line with agreed principles as contained within the corporate Treasury Management Strategy.

This report therefore asks the Committee to note the continued cautious approach to the current investment strategy: to note also, that as a result of considerable stabilisation and in some cases improvement in credit metrics, the treasury strategy for 2015/16 has extended the maximum duration to 10 years with further diversification, albeit with maximum recommended duration of deposits for different banks depending on risk assessment.

1.21.2 Investment Performance

Investment deposits are managed internally. As at 30 September 2015, deposits outstanding were £239.2m (excluding Icelandic deposits), achieving an average annual rate of return of 0.64 per cent (adjusted for Icelandic

deposits) against a benchmark average (London Interbank Bid Rate - LIBID) of 0.48per cent. The list of deposits outstanding as at 30 September 2015 is attached as Appendix H.

The benchmark, the average 7-day LIBID rate, is provided by the authority's treasury advisors Capita Asset Services who were appointed as treasury advisers in August 2015. The LIBID rate is the rate that a Euromarket bank is willing to pay to attract a deposit from another Euromarket bank in London.

The Council holds a balance of circa £2.9m in in a third party bank account established the winding up board of the former bank Glitnir. These funds cannot yet be accessed due to Icelandic Government currency export restrictions but they can be traded, though the market is illiquid. On 9th July 2015 Policy and Resources Committee agreed to delegate powers that would enable officers to process any sale, in consultation with the Committee Chairman, if an acceptable offer is made to the Council. The Council has not sold the escrowed funds in the second quarter.

1.21.3 Debt Management

The total value of long term loans as at 30 September 2015 was £304.08m. There has been no external borrowing in the financial year to date. The average total cost of borrowing for the quarter ending 30 September 2015 was 3.89 per cent.

2 REASONS FOR RECOMMENDATIONS

- 2.1 These recommendations are to allow the Council to meet the budget agreed by Council on 3 March 2015.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 None.

4 POST DECISION IMPLEMENTATION

- 4.1 None.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 This report presents the performance of the Council at meeting the measures of success for the Corporate Plan. This report also includes performance indicators of the delivery of services by the Council, such as the performance levels of contracts, internal Delivery Units and partners.

- 5.1.2 The past three years of performance information is available at:

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

5.1.4 Relevant Council strategies and policies include the following:

- Corporate Plan 2015-20
- Medium Term Financial Strategy
- Treasury Management Strategy
- Debt Management Strategy
- Insurance Strategy
- Risk Management Strategy
- Capital, Assets and Property Strategy.

5.1.5 The priorities of the Council are aligned to the delivery of the Health and Wellbeing Strategy.

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

5.2.1 Robust budget and performance monitoring plays an essential part in enabling an organisation to deliver its objectives efficiently and effectively.

5.3 **Social Value**

5.3.1 The Committee is advised that the Public Services (Social Value) Act 2013 requires those 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.

5.4 **Legal and Constitutional References**

5.4.1 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.

5.4.2 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.

5.4.3 The [Council's Constitution, in Part 15 Annex A, Responsibility for Functions](#), states the functions of the Performance and Contract Management Committee include (amongst other responsibilities):

- a) Overall responsibility for quarterly budget monitoring, including monitoring trading position and financial strategy of Council Delivery Units.
- b) Monitoring of Performance against targets by Delivery Units and Support Groups including Customer Support Group; Re; the Barnet Group (Including Barnet Homes and Your Choice Barnet); HB Public Law; NSL (Parking Contractor); Adults and Communities; Family Services; Education and Skills; Streetscene; Public Health; Commissioning Group; and Assurance.
- c) Receive and Scrutinise contract variations and change requests in respect of external delivery units.
- d) To make recommendations to Policy and Resources and Theme Committees on relevant policy and commissioning implications arising from the scrutiny of performance of Delivery Units and External Providers.
- e) Specific responsibility for the following function within the Council:
 - a. Risk Management
 - b. Treasury Management Performance
- f) Note the Annual Report of the Barnet Group Ltd.

5.4.4 The [Council's Constitution](#), Part 21, Financial Regulations section 4. paragraphs 4.4.9 - 11 state:

- Allocations from the central contingency relating to planned developments will be approved by the Chief Finance Officer (section 151 officer), in consultation with the Chairman of the Performance and Contract Management Committee, following the receipt from a Chief Officer of a fully costed proposal to incur expenditure that is in line with planned development (including full year effect).
Where there is a significant increase in the full year effect, the contingency allocation must be approved by the Performance and Contract Management Committee.
- Allocations from the central contingency for unplanned expenditure, including proposals to utilise underspends previously generated within the service and returned to central contingency, will be approved by the Chief Finance Officer in consultation with the Chairman of Performance and Contract Management.
Where there are competing bids for use of underspends, additional income or windfalls previously returned to central contingency, priority

will be given to the service(s) that generated that return.

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

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

5.4.6 The [Council's Constitution](#), Part 21, Financial Regulations section 4 paragraph 4.4.3 states amendments to the revenue budget can only be made with approval as per the scheme of virement table below:

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

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

5.5 Risk Management

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

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

5.6 Equalities and Diversity

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

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

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

5.6.3 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.

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

5.6.5 Progress against the performance measures we use is published on our website at:

<https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/equality-and-diversity.html>

5.7 Consultation and Engagement

5.7.1 During the process of formulating budget and Corporate Plan proposals for 2015/20 onwards, three phases of consultation took place:

Phase	Date	Summary
Phase 1: Setting out the challenge	<i>Summer 2013</i>	The Council forecast that its budget would reduce by a further £72m between 2016/17 and 2019/20, setting the scene for the PSR consultation
Phase 2: PSR consultation to inform development of options	<i>October 2013 - June 2014</i>	<ul style="list-style-type: none"> • Engagement through Citizen's Panel Workshops which focused on stakeholder priorities and how they would want the Council to approach the Priorities and Spending Review • An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.
Phase 3: Engagement through Committees	Summer 2014	<ul style="list-style-type: none"> • Focus on developing commissioning priorities and MTFs proposals for each of the 6 committees • Engagement through Committee meetings and working groups
Phase 4: Strategic Plan to 2020 Consultation	December 2014 – March 2015	<ul style="list-style-type: none"> • A series of 6 workshops with a cross section of residents recruited from the Citizens Panel and Youth Board, plus two workshops with users¹ of Council services. • An online survey (17 December 2014 – 11 February 2015)

6 BACKGROUND PAPERS

- 6.1 Performance and Contract Management Committee, 12 May 2015⁴ (Decision Item 7) – approved Final Outturn and Quarter 4 Monitoring Report 2014/15
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=693&MId=7873&Ver=4>
- 6.2 Council, 3 March 2015 (Decision item 12) – approved Business Planning 2015/16 – 2019/20, including the Medium-Term Financial Strategy.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=7865&Ver=4>
- 6.3 Council, 14 April 2015 (Decision item 13.3) – approved Corporate Plan 2015-20.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=7820&Ver=4>

¹ One “service user” workshop was for a cross section of residents who are users of non-universal services from across the Council. The second workshop was for adults with learning disabilities.

APPENDICES

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Appendix A: Customer Experience Report: Quarter 2 2015/16

1. Customer Experience

Executive summary

In Quarter 2, overall performance is less positive than the previous quarter. The council's customer experience dashboard (Figure 1 below) shows that just six of thirteen targets were achieved, with six metrics having a positive direction of travel.

Customer satisfaction ratings across our main access channels – including RE and Barnet Homes - remained unchanged with 77% of customers satisfied. Within this, CSG Customer Services has missed their increased target to increase satisfaction across their services and the website to 80%, primarily due to the poor website ratings. Ratings from the CSG survey of customers' satisfaction following case closure reduced from 57% to 52% in Q2, and includes Street Scene cases. Meanwhile customer satisfaction for Re service delivery (from the survey issued following case closure) improved from 52% to 60% in Q2.

Two areas have seen significant improvement – responding to complaints on time, and closing members' enquiries within 5 days.

Successes

Noteworthy successes and performance improvements in quarter 2 are:

- The council has **responded to 86% of 703 complaints within the policy timeframes** - this is significantly higher than the 80% target, and also the best quarterly performance recorded to date, despite an increased volume since Q1.
- **74% of the total recorded members enquiries (1,158) were closed within 5 days**, a significant improvement on Q1's performance of 65% closed within 5 days.
- The **number of webforms being submitted by customers increased by 13% from Q1 to 12,529**. This supports the council's customer access strategy to promote self-service, and was encouraged by the expansion of recorded messages on the main customer services phone lines in Q2 which actively promote the website rather than waiting in the telephone queue. This number is expected to increase further as a result of the My Account marketing campaign that is now live.
- **Customers are more satisfied with the webforms available online (54%), and the email responses provided by CSG customer services (52%) than at any point in the past year**. This is positive progress to build on further.
- The additional support put in place to help those customers who need it is still proving to be effective, with **93% of these 291 cases being delivered within the agreed timeframe**.
- After significant training and process change, **a further 16 customer service request types can now be resolved at the first point of contact within customer services**, bringing the total number of requests that do not need a hand off to any other person to 374. These requests relate to the Parking and Assisted Travel services.

- **The service being delivered at the face to face centres receives consistently excellent ratings.** In Q2, 84% of 4,786 customers were satisfied with the face to face service they received, the highest percentage recorded to date.

Areas for improvement

The following areas are to be improved over the next three months:

- **60% of the website feedback left by customers is average or negative.** The council has created a website action plan to address this, using detailed analysis of customer feedback. Longer term, the Customer Access Strategy will govern future investment in the website.
- On **customer satisfaction**, CSG Customer Services has missed its increased target to increase satisfaction across its services and the website to 80%, primarily because of difficulty in boosting satisfaction with the website. Ratings from the CSG survey of customers' satisfaction following case closure reduced from 57% to 52%, which includes Street Scene cases.
- In Quarter 2, **only 59% of 1,754 CSG webforms were responded to within SLA**, a significant reduction from the 90% achieved in Q1. Furthermore, **only 70% of the 4,649 emails received in Q2 were responded to in SLA**, compared to 87% achieved in Q1, and both are well below the 90% SLA target. These performance dips are due to increased volumes, and a staff shortfall in Coventry.
- The number of **customer cases being resolved on time has fallen to 73%** - significantly below the 85% target. CSG resolved 71% of cases on time, with Street Scene and RE each closing 76% of their cases on time, with details in section 1 below.
- Both **Burnt Oak Library and Barnet House missed their respective wait time targets in quarter 2.** There has been a slight improvement since Q1, but the November introduction of a new queue management system and appointments process is expected to make a significant impact on the next quarterly results.
- **58 more complaints were received** in Q2 than in Q1, with increases for CSG, RE and Street Scene. The reasons for this are discussed in section 7.
- All Delivery Units continue to leave **20% of phone calls unanswered**, although CSG and Re have not supplied their data again.

Figure 1: Overall performance in Quarter 2 2015/16, compared to Quarter 1 2015/16

Performance Measure	Target	Performance previous quarter	Performance current quarter	DoT
% Complaints responded to within SLA	80%	80%	86%	↑
% Members Enquiries responded to within SLA	95%	96%	95%	↓
% Members Enquiries cases closed in 5 days	-	65%	74%	↑
% of cases delivered within SLA	85%	74%	73%	↓
% of cases delivered within SLA for customers needing additional support	85%	98%	93%	↓
Case Closure Survey (sum of 'Very good' and 'Good' ratings)	60%	57%	56%	↓
Single Agent Resolution - Lagan case types that can be fully resolved by the first customer agent	369 classifications (Q2)	358	374	↑
% FOIs resolved within SLA	90%	97%	97%	↔
% CSG contact centre calls answered in total, including IVR	-	97%	96%	↓
% council desk phones answered in total	95%	81%	82%	↑
% CSG Emails responded to within SLA	90%	87%	70%	↓
% CSG Webforms responded to within SLA	90%	90%	59%	↓
Avg initial wait (min)	5 mins	6.20	6.00	↑
Avg secondary wait for Barnet House only (min)	10 mins	13.50	11.62	↑
GovMetric satisfaction	75%	77%	77%	↔
Mystery Shopping	90%	-	-	-

Notes:

- % cases delivered within SLA covers CSG, Street Scene and Re
- Case closure survey data covers CSG, Street Scene and Re
- % council desk calls handled is missing data from CSG and Re
- Some face to face footfall data missing for Burnt Oak Library – non-recoverable

Figure 2: Performance by Delivery Unit in Q2 (measured calls, emails & webforms handled by CSG Customer Services for other Delivery Units)

Key: green = target met, red = target not met, / = no data available, 0 = no instances recorded

Performance Measure	Target	Adults	Assurance	Barnet Homes	Commissioning	CSG	Education & Skills	Family Services	Re	Streetscene
% Complaints responded to within SLA	80%	Red	Green	Green	Red	Red	Red	Green	Red	Green
% Members Enquiries responded to within SLA	95%	Green	Green	Green	Green	Green	Green	Green	Green	Green
% Members Enquiries cases closed in 5 days	-	93%	-	-	73%	74%	86%	60%	66%	89%
% of cases delivered within SLA	85%	Red	0	/	Red	Red	Red	Red	Red	Red
% of cases delivered within SLA for customers needing additional support	85%	0	0	/	0	Green	Red	Red	/	Green
Case Closure Survey (sum of 'Very good' and 'Good' ratings)	60%	/	/	/	Green	Green	Red	/	Green	Red
% FOIs resolved within SLA	90%	Green	Green	Green	Green	Green	Green	Green	Green	Green
% CSG contact centre calls answered in total, including IVR	-	84%	/	/	100%	96%	97%	98%	/	97%
% council desk phones answered in total	95%	Red	Red	/	Red	/	Red	Red	/	Red
% CSG Emails responded to within SLA	90%	/	/	/	Green	/	Red	Red	/	Red
% CSG Webforms responded to within SLA	90%	/	/	/	Green	/	Red	Red	/	Red
GovMetric satisfaction	75%	Green	/	Green	Green	Green	Green	Red	Red	Red
Mystery Shopping	90%	Greyed out								

- % contact centre calls answered in total by Re was 91% and by Barnet Homes was 91%
- There is no equivalent email and webform data for Re or Barnet Homes currently

1. Delivering services within promised timescales

We know that closing cases on time is a key driver of customer satisfaction, and failure to do so can cause extra demand in terms of chaser phone calls and emails, complaints and members enquiries.

In quarter 2, 73% of 43,043 recorded cases (those managed by CSG, Street Scene and Re) were delivered within the promised timescale, a slight dip from Q1, and continued failure to meet the 85% target. Street Scene and Re performed at 76%, with CSG only at 71%.

CSG's performance in managing cases on behalf of the Commissioning Group, Education & Skills and Family Services was particularly poor and has been attributed to staff shortages in Coventry during the quarter, which is being addressed through recruitment.

Within the RE performance of 76%, just 65% of Highways service requests were met within SLA. This is due to a large increase in customer demand, generated by the almost doubling of work taking place on roads and pavements in Barnet. Re is looking to bring in extra resources to ensure performance improves next quarter.

Figure 3: volume and percentage of cases delivered within target timescale (SLA)

Delivery Unit, by case volume	Total Cases (including CAS Cases)	% of cases closed in SLA	Number of CAS cases	% of CAS cases closed in SLA	Total CAS Escalations made by CSG	Average Number of Escalations per CAS case
CSG (primarily Council Tax & Housing Benefits)	23,906	74%	185	96%	181	0.98
Street Scene	10,813	76%	69	91%	236	3.42
Re	6,401	76%	NA	NA	NA	NA
Commissioning Group* (Parking, Assisted Travel, Registration)	1,107	47%	0	NA	0	NA
Education & Skills*	789	27%	6	33%	7	1.17
Family Services*	26	35%	1	0%	5	5.00
Adults & Communities*	1	0.0%	0	NA	0	NA
Total	43,043	73%	261	93%	429	1.64

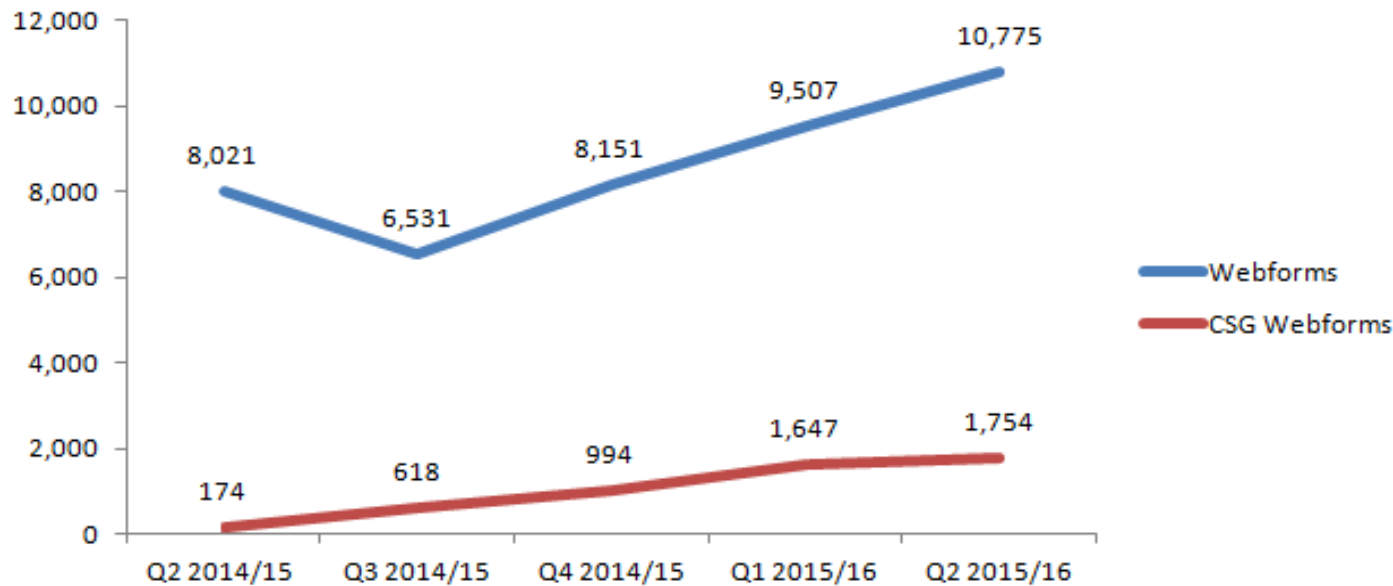
*denotes cases managed in full by CSG customer services

2. Progress on moving customer demand online

The council's new website and My Account facility had been live for 7 months by the end of Q2. The volume of webforms submitted hit an all-time high in Q2, which is really positive, and will have been encouraged by the significant expansion of recorded messages on the main customer services phone lines in Q2 which actively promote the use of the website to customers, rather than waiting in the telephone queue.

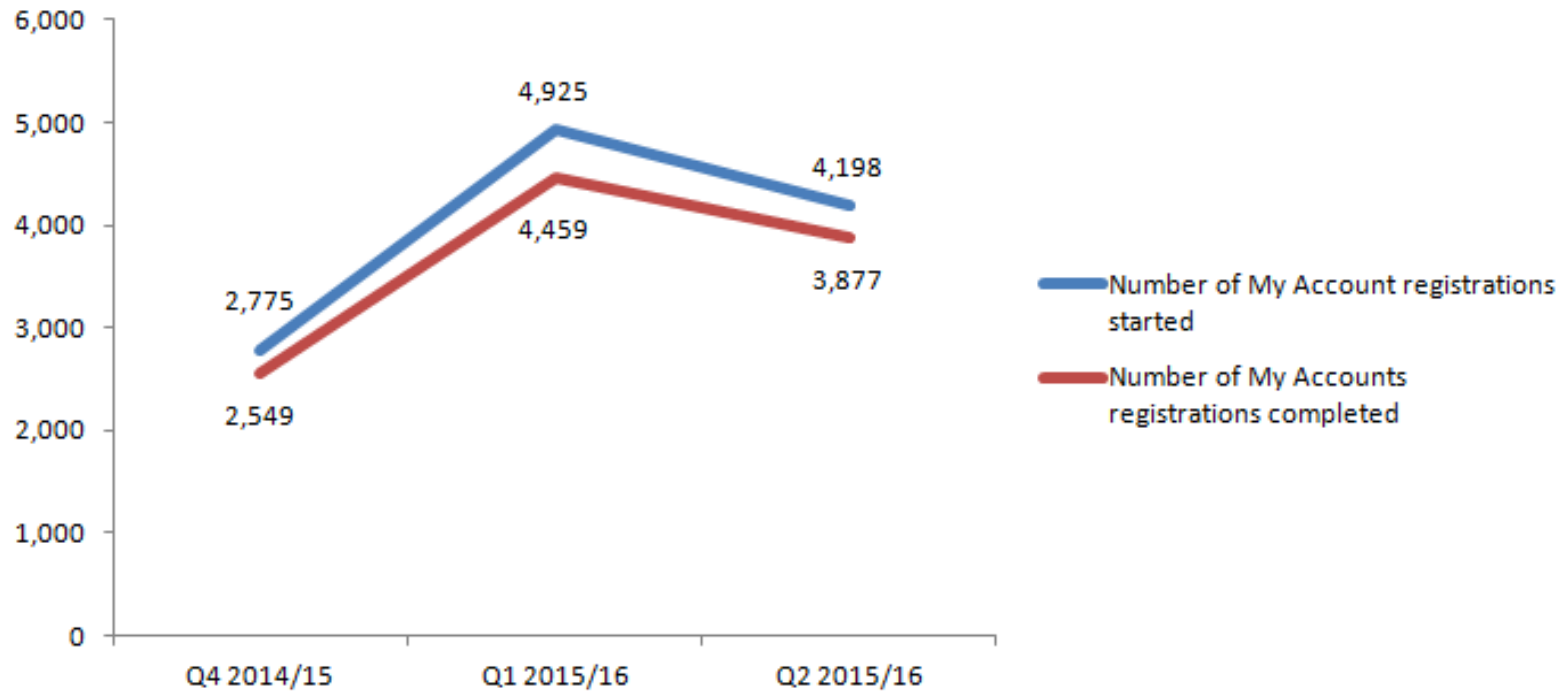
The majority of webforms are not being submitted by users logged into My Account however, showing there is still scope for growth in users benefitting from the automatic population of contact details that being logged in gives them.

Figures 4: number of webforms submitted by quarter



The number of registered My Account holders has grown again in Q2, from 7,008 to 10,885 (slightly fewer registrations made in Q2 than in Q1) and in Q2, 7,359 My Account Holders logged into their account, and did so an average of 7 times each, which does suggest the accounts are being used for accessing information.

Figures 5: number of MyAccount's created per quarter



It is clear that there is scope for much greater use of My Account. A key benefit is that it enables residents to access multiple accounts in one place using one set of secure login details: parking permits, library records, council tax and housing benefit. It also enables the progress tracking of reported environmental and waste issues. Only 2,405 of the 10,885 My Account holders have used it to access their council tax account, which is the most popular of the four services offered. The next most popular is parking permits with 951 customers adding their account. A dedicated My Account marketing campaign launched in October with posters across the borough will drive up the usage of My Account.

Meanwhile, there has been a 2% overall drop in telephone call volumes between Q1 and Q2, including calls received by officer desk phones. Within this, CSG customer services calls have increased by 21%, but because of the introduction of more sophisticated recorded messages, there was a 2% reduction in calls answered by a member of staff, and a threefold increase in the number of calls answered by a recorded message.

3. Delivering a good online experience

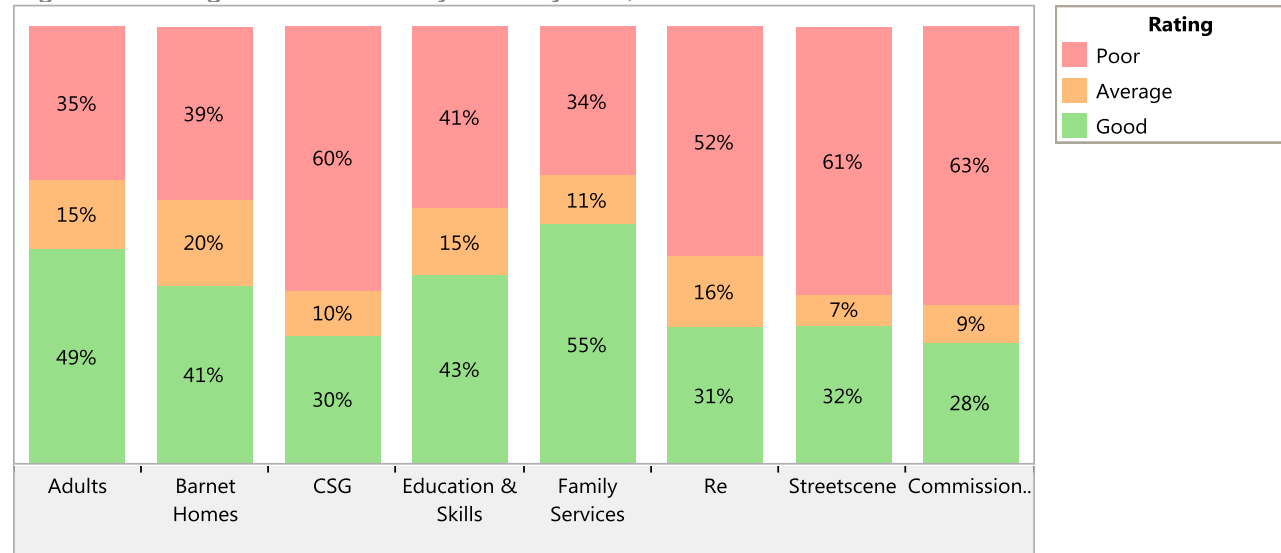
Of the 6,278 customers who completed a web GovMetric survey in quarter 2, only 40% said they were satisfied with their experience of using the council's website. This is a long running trend that the council must improve if it is going to succeed in its strategy of persuading customers to use the website instead the phone.

Around 23% of customer ratings do not relate to the quality of the website but rather some reflect dissatisfaction with policy, or difficulties the service has in meeting demand, which cannot be improved by improving the website.

A problem with the functionality of the website's search engine was a significant source of customer dissatisfaction in the previous quarter; which was resolved in August, mid-way through Q2. Other sources of customer dissatisfaction were problems with data on bin collections, the 'report a problem' function, and the council tax payment function. The only problem remaining relates to bin data, and it's being prioritised for resolution.

The Delivery Unit with the most positively rated webpages in Q2 was Family Services, and this is driven by the Libraries pages. All other Delivery Units achieved satisfaction ratings below 50%, with pages owned by the Commissioning Group, CSG and Re, having the lowest ratings of all.

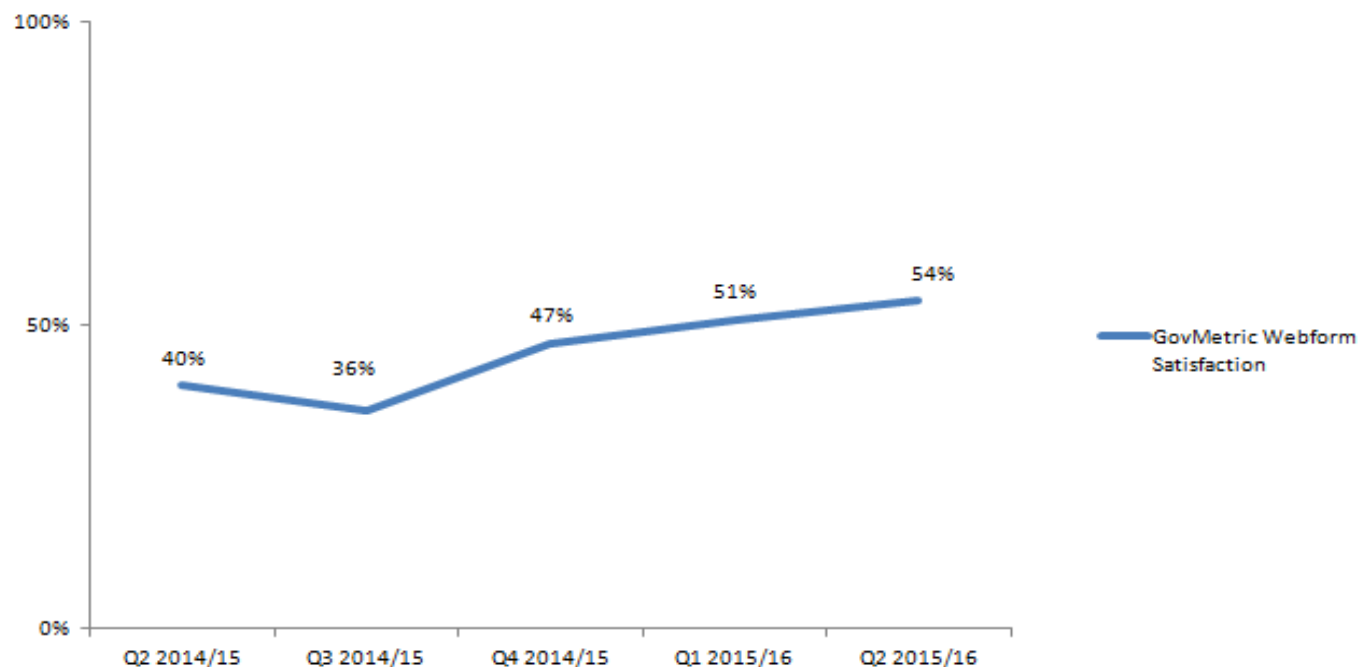
Figure 6: Ratings broken down by Delivery Unit, Quarter 2 2015/16



The council is now strengthening its approach to managing both the technical and content aspects of the website, which is vital to retain residents' trust and confidence in this method of accessing the council.

The percentage of customers rating the webforms available on the council's website as 'Good' is continuing to increase with each quarter.

Figures 7: percentage of customers rating the webform channel as 'Good'

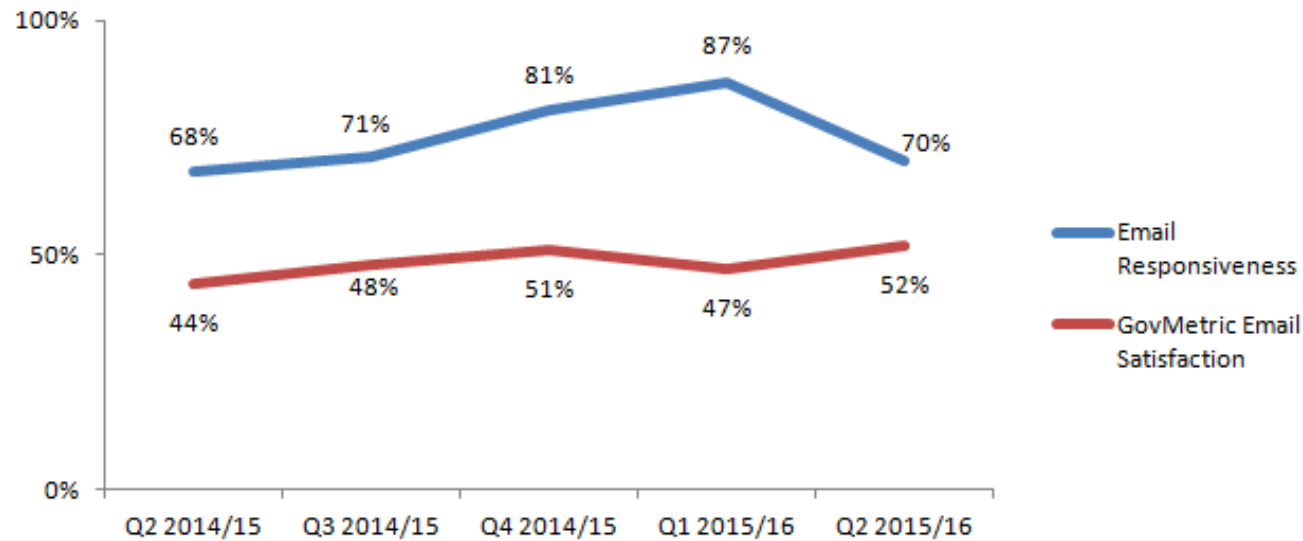


4. Delivering a good email service

The combination of staffing shortfalls and increasing volumes means the CSG Contact Centre has again failed to hit the 90% target for responding to emails within 5 days, falling from 87% in Q1, to 70% in Q2. This downturn was largely driven by a poor performance from the Street Scene team in Coventry, where only 55% of the 1,799 emails received were responded to within the target timeframe. The team handling Parking and Assisted Travel emails had the strongest performance, responding to 85% of 1,873 emails within 5 days. Customer Services has now mitigated the staff shortfall by offering overtime payments and initiating the recruitment of 14 agents.

The percentage of customers satisfied with the email service provided by CSG continues to increase, suggesting that quality is improving, if not responsiveness. However, the service is still well below the 75% target.

Figure 8: percentage of customers rating the email channel as 'Good' vs. responsiveness rates



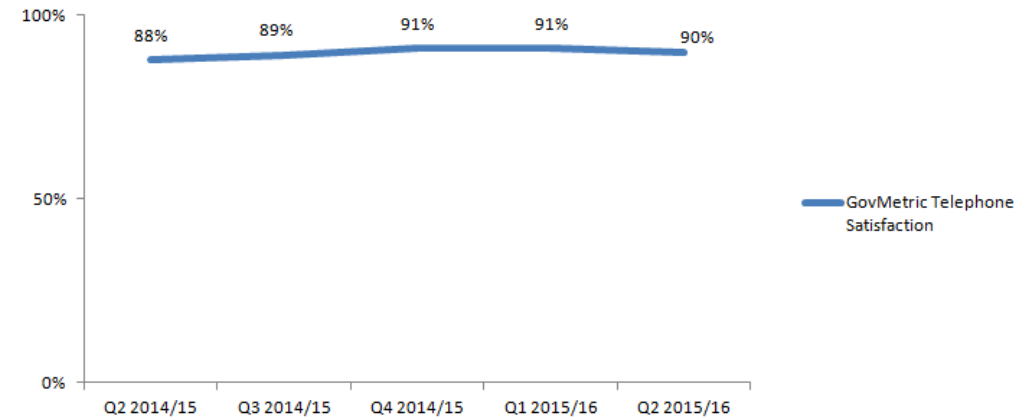
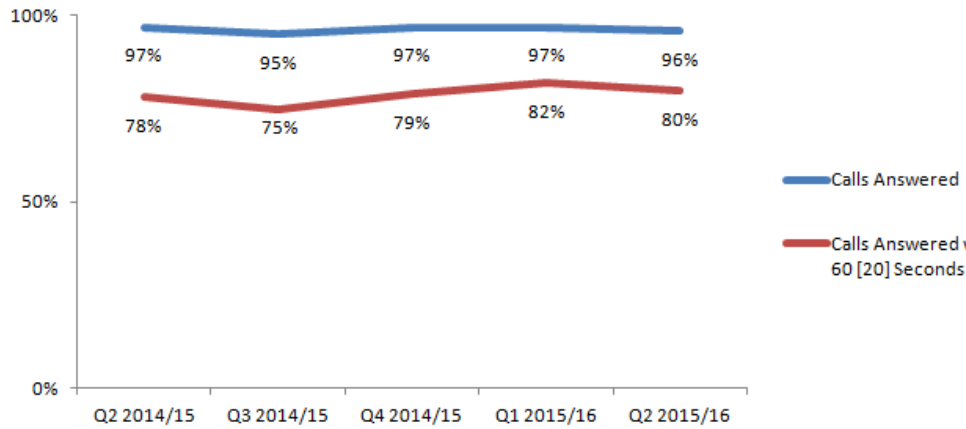
5. Delivering a good telephony service

Of the 240,219 calls presented in quarter 2 to the main CSG contact centre, 96% were either answered by a Customer Services agent, or by a recorded message selected by the customer. 80% of the calls answered by CSG were done so within the 60 second target (revised from 20 seconds in Q1), thus meeting the target.

The council's other main contact centres answered a lower proportion of calls than this, with Barnet Homes answering 91% of 42,689 calls presented, and Re answering 91% of 36,771 calls presented.

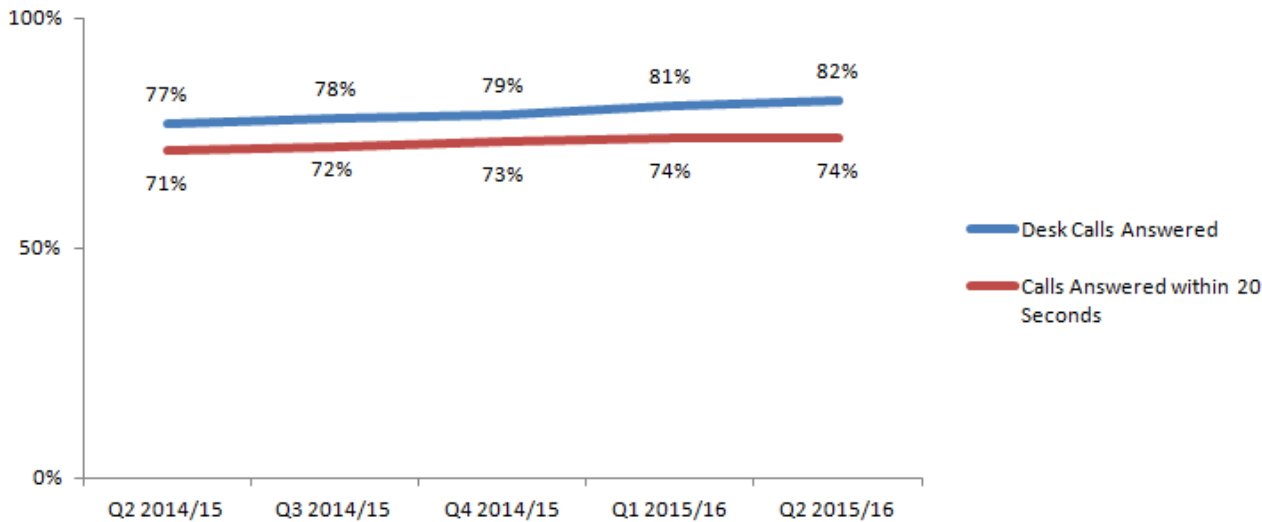
Amongst the customers that speak to an advisor, customer telephone feedback remains extremely positive (via the GovMetric tool) across all 3 contract centres, at 90% in Q2, although when compared to other councils, Barnet is actually performing within the third quartile ('medium-low').

Figures 9 & 10: CSG call responsiveness rates, and percentage of customers rating the telephone channel as 'Good'



Of the 226,235 calls presented to inhouse delivery units, 82% were answered. This represents another small improvement on a very slow upwards trajectory over the past year (see below) but the council recognises that all Delivery Units need to get better at ensuring that calls that cannot be answered are diverted to other staff or to answerphones.

Figure 11: desk call responsiveness

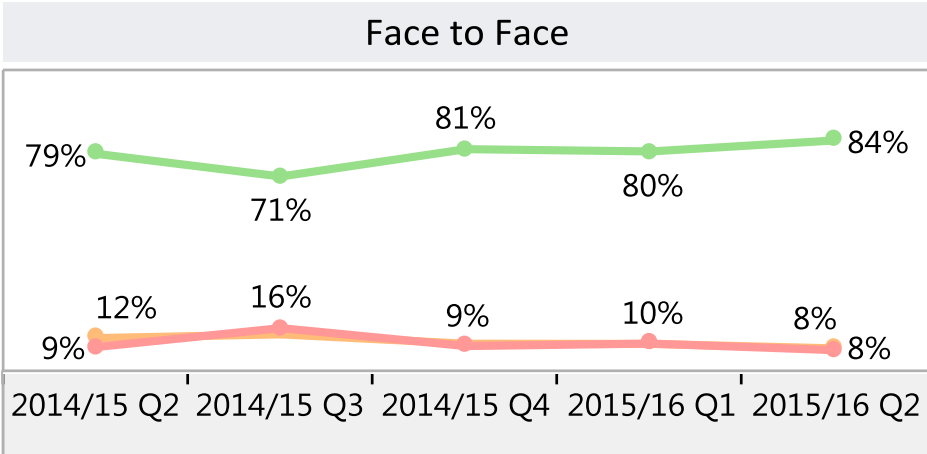


The desk call data above does not include the calls handled by CSG and Re due to these delivery units not providing staff lists in time.

6. Delivering a good face to face service

Staff shortfalls caused wait times at both of the council’s face to face centres to increase dramatically in quarter 1. Since then, a new Face to Face Manager has been appointed, and a recovery plan focusing on improving the customer journey has been put in place, and wait times have reduced, albeit still not within the corporate standards (5 mins initial wait; 10 mins secondary wait). Nonetheless, increased wait times do not appear to have had a direct impact on customer satisfaction, as 84% of 4,786 customers rated the face to face service they received as ‘Good’ (highest percentage recorded to date).

Figure: 12: face to face satisfaction by quarter (Green = ‘Good’, Orange = ‘Average’, Red = ‘Poor’)



7. Complaints

In quarter 2, the volume of complaints has increased to a record high, but 86% of 703 complaints were responded to within the complaints policy timescales, the best performance to date, and largely reflects the individual performances of Barnet Homes (91%, 228 complaints), Street Scene (89%, 174 complaints), and Family Services (91%, 32 complaints).

Re (75%) and CSG (74%) both failed to hit their targets, who together account for 33% of the total complaints received, so this is of concern.

58 more complaints were received in Q2 than in Q1, with increases for CSG, RE and Street Scene.

The CSG increase can be attributed primarily to two things - increased activity to recover owed council tax monies, and customer services staff being far more proactive in recording any dissatisfaction expressed by customers as a complaint.

For a second quarter, the number of stage 1 Street Scene complaints increased. This is in part due to an operational change for green waste collections where notifications did not match the revised collection days, as well as an overall higher level of missed bins. This is the result of ongoing resource pressures, which are being addressed actively through an agreed recruitment process as well as a stronger focus on crews returning in a timely way to address missed collections.

The reasons for Re's increase in complaints are being investigated.

The council aims to resolve all complaints at stage 1, and reduce the number of complaints escalated to stages 2 and 3. Most of the stage 2 complaints recorded in quarter 2 were for Barnet Homes (22), CSG (21), and Re (14). Of these 57 complaints, only 14 have been logged as 'Not Upheld', demonstrating that 43 complaints could probably have been resolved at stage 1.

Barnet Homes and CSG also recorded more stage 3 complaints this quarter (5 and 8 respectively), whilst Re hit double figures for Ombudsman complaints (10).

Figure 13: number of complaints received by quarter

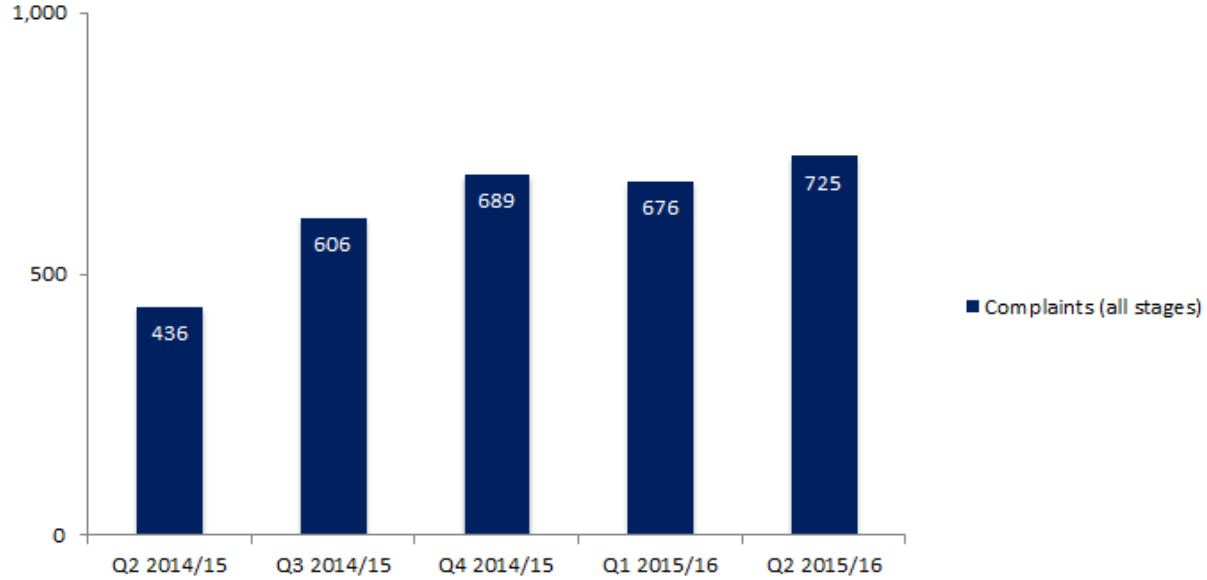
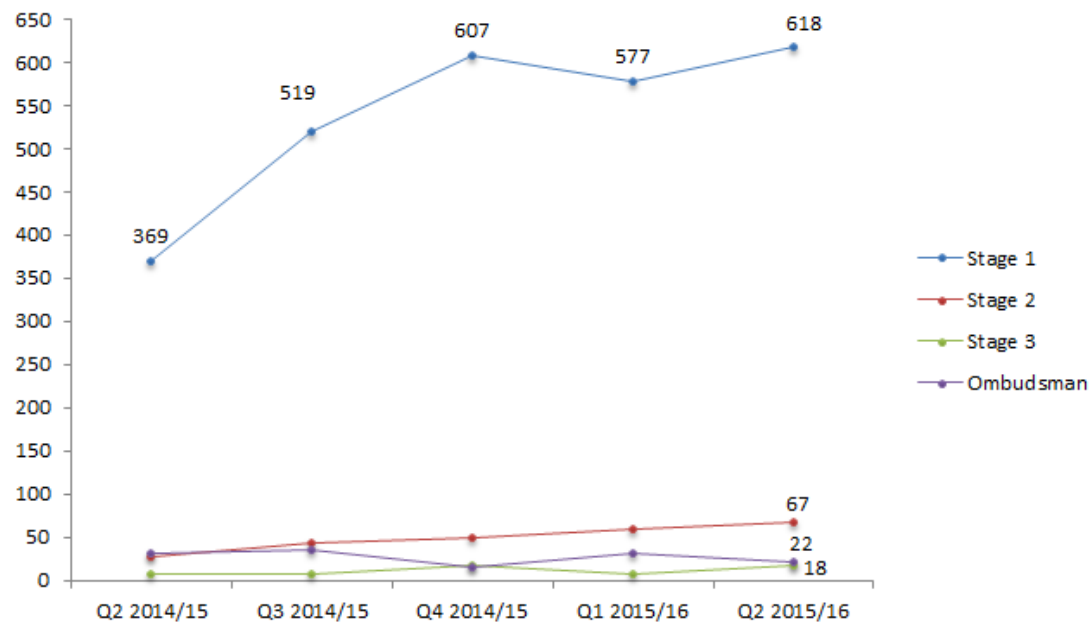


Figure 14: number of complaints received by stage



Appendix B: Performance Report: Quarter 2 2015/16

1. Corporate performance overview

1.1 Corporate performance dashboard

Delivery Unit	Strategic Indicator performance <i>Overall performance rating achieved against all Strategic Indicators reported this quarter</i>	Critical/ Contract indicator Performance Overall <i>performance rating achieved against all Critical or Contract Indicators reported this quarter</i>	Projected revenue budget variance £'000 <i>Expected revenue expenditure variation from revised budget</i>	Capital actual variance £'000 <i>Capital spend variation from budgeted amount as at quarter end</i>
Adults and Communities	30% (20)	33% (9)	2,487	937
Assurance	N/A	N/A	(31)	N/A
Children's Education and Skills	64% (14)	33% (6)	0	(2,357)
Family Service	100% (7)	67% (6)	1,256	(189)
Commissioning Group	0% (4)	N/A	(69)	(5,484)
Street Scene	67% (3)	60% (5)	70	289
Parking and Infrastructure	100% (2)	100% (3)	164	90
Public Health	86% (7)	63% (27)	0	N/A
Barnet Homes	100% (4)	89% (9)	1,019	904
R ^e	88% (8)	92% (49)	373	(22,296)
CSG	100% (1)	95% (22)	500	N/A
HB Public Law	N/A	100% (12)	68	N/A
Central Expenses	N/A	N/A	(2,314)	N/A
Totals	63% (70)	80% (148)	3,523	(28,106)

The table above provides an overview of the performance and finance of Delivery Units. Methodology for calculating the balanced scorecard is explained in section 6. () = The total number of indicators

2. Whole council summary tables

2.1 Key finance indicators

Indicator		2015/16 Position as at 30/09/15	2015/16 Position as at 30/06/15
1 Revenue Expenditure			
(a) Balances and Reserves:			
(i) General Fund Balance	£'m	10.00	14.87
(ii) HRA Balances	£'m	14.94	14.94
(iii) School Balances	£'m	13.43	13.43
(b) Performance against Budget: Variations:			
(i) Overspends	£'m	7.40	11.70
(ii) Underspends	£'m	2.80	1.70
2 Capital Expenditure			
(i) Total Slippage	£'m	40.1	13.6
3 Debt Management			
(i) Total Debt Outstanding over 30 days	£'m	14.75	12.8
(i) Total Debt Outstanding over 12 months	£'m	2.37	2.2
(iii) Council Tax - % paid	%	55.69	30.15
4 Creditor Payment Performance			
(i) % of Creditors paid within 30 days	%	97.10	95.31

2.2 Revenue budget – corporate overview – see Appendix C of the monitoring report

2.3 Capital budget – corporate overview - see Appendix D of the monitoring report

2.4 Corporate Plan performance - Corporate overview by Theme Area

The table below illustrates how strategic Corporate Plan measures are performing against each Commissioning Theme Area. The table highlights where we are achieving by using a RAG rating system.

Theme Area	Total no. of Strategic Corporate Plan indicators	No. of Corporate Plan indicators expected to report in Quarter 2 2015/16	RAG Ratings				Positive/neutral Direction of Travel	Negative Direction of Travel	Direction of Travel Not Available
			Green	Green amber	Red amber	Red			
Adults and Safeguarding	15	13	2	3	1	7	4	9	0
Assets, Regeneration and Growth	10	4	1	0	0	1	3	1	0
Children, Education, Libraries and Safeguarding	19	14	7	3	0	0	10	3	1
Community Leadership	5	1	0	1	0	0	0	1	0
Environment	22	12	10	2	0	1	12	0	0
Health and Wellbeing	8	8	6	1	0	0	3	2	3
Housing	11	6	5	0	0	0	4	2	0
Outstanding customer service	6	3	1	1	0	1	1	1	1
Total	96	61	32	10	1	10	37	19	5
Total %		100%	52%	16%	2%	16%	39%	20%	5%
Total % of RAG Rated Indicators	53	100%	60%	19%	2%	19%			

2.4.1 Strategic performance Indicators

The tables below outline the performance against the Corporate Plan measures of success, by each responsible Delivery Unit.

1. Adults and Communities

CPI NO	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target Achievement level expected	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
AC/S1	Percentage of people who use adult social care services satisfied with their care and support	2014-2015	88.3%	90.0%	$\frac{332}{545}$	88.2% (GA)	2.0%	Worsening	Comparator group average 60.2%
AC/S2	Service users who find it easy to get information	2014-2015	72.5%	75.0%	$\frac{303}{425}$	71.3% (R)	4.9%	Worsening	Comparator group average 74.4%
AC/S3	Percentage of adults with learning disabilities who live in stable accommodation	Apr-Sept 2015	59.52%	60.00%	$\frac{424}{716}$	59.22% (RA)	1.3%	Worsening	
AC/S4	Percentage of adults with learning disabilities in paid employment	Apr-Sept 2015	9.3%	10.6%	$\frac{64}{716}$	8.9% (R)	15.7%	Worsening	
AC/S5	Percentage of adults with mental health needs in paid employment	As at 30 Sept 2015	4.8%	7.0%	$\frac{45}{773}$	5.8% (R)	16.8%	Improving	
AC/S6	Percentage of adults with mental health needs who live in stable accommodation	As at 30 Sept 2015	80.4%	75.0%	$\frac{629}{773}$	81.4% (G)	8.5%	Improving	

CPI NO	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target Achievement level expected	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
AC/S7	Percentage of people who use services, who reported that they had as much social contact as they would like	2014-2015	41.1%	45.2%	$\frac{245}{545}$	44.9% (GA)	0.7%	Improving	Comparator group average 43.1% (LBB in top 50%)
AC/S9	Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	Apr-Sept 2015	91.13	200.00	$\frac{80}{51576}$	155.11 (G)	22.4%	Worsening	
AC/S10	Percentage of people who feel in control of their own lives		73.3%	75.5%	$\frac{373}{545}$	68.5% (R)	9.3%	Worsening	Comparator group average 71.8% (LBB in bottom 25%)
AC/S12	Percentage of carers satisfied with social services	2014-2015	34.6%	35.7%	$\frac{92}{275}$	33.3% (R)	6.7%	Worsening	Comparator group average 35.4%
AC/S13	Carers' reported quality of life	2014-2015	7.7	7.8	N/A	7.3 (R)	6.4%	Worsening	
AC/S14	Percentage of adult carers who have as much social contact as they would like	2014-2015	35.8%	36.5%	$\frac{102}{315}$	32.5% (R)	11.1%	Worsening	Comparator group average 35.2%
AC/S15	Percentage of people who use services who feel safe	2014-2015	65.2%	68.0%	$\frac{371}{550}$	67.4% (GA)	0.9%	Improving	Comparator group average 65.8% (LBB in top 50%)
AC/S16	Proportion of people with a Direct Payment	As at 30 Sept 2015	39.2%	40.3%	$\frac{1050}{2677}$	39.2% (GA)	2.7%	Improving	

CPI NO	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
AC/S17	Number of new telecare packages installed	Apr-Aug 2015	119	324	N/A	471 (G)	45.4%	Improving	
AC/S18	Percentage of Service users receiving on-going services with telecare	Apr-Sept 2015	11.9%	13.0%	$\frac{525}{4197}$	12.5% (GA)	26.4%	Improving	
AC/S19	Proportion of people who leave enablement with no care package	Apr-Sept 2015	70.0%	63.0%	$\frac{422}{592}$	71.3% (G)	13.1%	Improving	
AC/S21	Carer assessments resulting in information, advice and services (end of year projection)	Apr-Sept 2015	960	1948	N/A	946 (R)	51.4%	Worsening	
AC/S22	Number of safeguarding adults alerts (concerns)	Apr-Sept 2015	223	Monitor	N/A	505.0	N/A	Worsening	
AC/S23	Number of people meeting their outcomes at support plan review	Apr-Sept 2015	98.6%	90.0%	$\frac{117}{128}$	91.4% (G)	1.6%	Worsening	
AC/S24	Overall Number of contact events into social care Direct	Apr-Sept 2015	13,674	Monitor	N/A	29,177	N/A	Improving	
AC/S25	Percentage of social care Direct customers who are satisfied or very satisfied with the Service they have received post resolution	Sept 2015	99.0%	85.0%	N/A	95.0%	11.8%	Worsening	

CPI NO	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
AC/S27	Percentage of customer contacts into social care Direct resolved at first point of contact	Sept 2015	66.0%	Monitor	N/A	43.0%	N/A	Improving	
AC/S28	Percentage of customer contacts into social care Director passed to adult social care	Sept 2015	21.0%	Monitor	N/A	21.0%	N/A	Same	

2. Family Service

Ref No.	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous outturn <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel Variance <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
FS/S1	Children made subject to Child Protection Plans	Apr-Sept 2015	67	Monitor	N/A	143	N/A	Worsening	

Ref No.	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous outturn <i>Previous result from the most relevant period</i>	Target Achievement level expected	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel Variance <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
FS/S2	Children made subject to Child Protection Plans for a second or subsequent time	As at 30 June 2015	38	Monitor	N/A	35	N/A	Improving	LAIT: Barnet: 14.5% Statistical Neighbours: 14.8% London: 13% England: 15.8%
FS/S3	Number of Children subject to CPPs for two or more years	As at 30 Sept 2015	12	Monitor	N/A	7	N/A	Improving	LAIT: Barnet: 4.5% Statistical Neighbours: 5% London: 3.6% England: 2.6%
FS/S4	Number of referrals to social care	As at 30 Sept 2015	399.6	Monitor	N/A	407	N/A	Worsening	LAIT: Barnet: 405.9 Statistical Neighbours: 458.9 London: 469 England: 573
FS/S5	Number of children adopted	As at 31 Sept 2015		5	N/A	6 (G)	20.0%		LAIT: Statistic Neighbour 15.5 (end of financial year)
FS/S6	Percentage of children in LBB foster care	As at 31 Sept 2015	39.3%	39.0%	$\frac{123}{312}$	39.4% (G)	1.1%	Improving	Benchmarking data not available - this target is specific to Barnet
FS/S8	Percentage of the target groups that are registered with the children centre within the area it serves	As at 31 Sept 2015	89%	65%	$\frac{2948}{3162}$	93% (G)	43.4%	Improving	Ofsted Children's Centre handbook: page 28 states that 65%+ of Deprived Children 0-5 should be known to be deemed as 'Good' or 'Outstanding'
FS/S10	The average time between a child entering care and moving in with its			487	N/A	473 (G)	2.8%	N/A	

Ref No.	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous outturn <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel Variance <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
	adoptive family (days)								
FS/S11	Percentage of children in external residential placements	As at 31 Sept 2015	12.3%	11.4%	$\frac{35}{312}$	11.2% (G)	1.6%	Improving	Benchmarking data not available - this target is specific to Barnet
FS/S12	Number of new Common Assessment Frameworks opened in quarter	July-Sept 2015	200	100	N/A	195 (G)	95.0%	Worsening	Benchmarking data not available - this target is specific to Barnet
FS/S15	Proportion of care leavers age 19 – 21 in education, employment or training.		45%	55%	$\frac{60}{109}$	55% (G)	0.1%	Improving	LAIT: Statistical Neighbours: 51% London: 54% England: 45%

3. Education and Skills

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
CES/S1	Percentage of primary schools rated as 'good' or better	July-Sept 2015	91.8%	92.0%	N/A	93.1% (G)	1.2%	Improving	Outer London (87.1%), England (84.4%)
CES/S2	The percentage of pupils in primary schools judged as good or better by Ofsted	July-Sept 2015	93.1%	92.0%	N/A	93.3% (G)	1.4%	Improving	Outer London (86.7%), England (83.5%)
CES/S3	Percentage of secondary schools rated as 'good' or better	July-Sept 2015	87.5%	87.5%	N/A	84.0% (GA)	4.0%	Worsening	Outer London (83.2%), England (74.1%)
CES/S4	The percentage of pupils in secondary schools judged as good or better by Ofsted	July-Sept 2015	89.6%	89.6%	N/A	88.2% (GA)	1.6%	Worsening	Outer London (85.4%), England (77%)
CES/S5	Percentage of nursery schools rated as 'good' or better	July-Sept 2015	100%	100%	N/A	100% (G)	0.0%	Same	no benchmarking available

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target Achievement level expected	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
CES/S6	Percentage of special schools and PRUs rated as 'good' or better	July-Sept 2015	100%	100%	N/A	100% (G)	0.0%	Same	no benchmarking available
CES/S8	The percentage of primary pupils achieving two levels progress in reading between key stages 1 and 2	July-Sept 2015	94.0%	94.0%	N/A	94.0% (G)	0.0%	Same	National 91%
CES/S9	The percentage of primary pupils achieving two levels progress in writing between key stages 1 and 2	July-Sept 2015	94.0%	94.5%	N/A	94.0% ¹ (GA)	0.5%	Improving	National 94%
CES/S10	The percentage of primary pupils achieving two levels progress in maths between key stages 1 and 2	July-Sept 2015	93.0%	93.0%	N/A	92.0% ¹ (GA)	1.1%	Worsening	National 90%
CES/S17	Percentage of 17 year olds recorded in education and training.	As at 31st July 2015	88.6%	91.0%	N/A	97.4% (G)	7.0%	Improving	None available

¹ Based on provisional data

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target Achievement level expected	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
CES/S18	Percentage of young people who are not in education, employment or training (16 to 18 year olds)	As at 31st July 2015	2.6%	2.3%	N/A	1.9% (G)	17.4%	Improving	July 2015 statistical neighbours (5.3%), England (5.4%), London (3.8%) - source: West London Partnership Support Unit
CES/S19	Persistent absentees as a percentage of all pupils in primary schools	July-Sept 2015	2.6%	2.6%	N/A	1.9% (G)	26.9%	Improving	England 1.9%, Stat neighbours 1.88%
CES/S20	Persistent absentees as a percentage of all pupils in secondary schools	July-Sept 2015	5.0%	4.2%	N/A	3.8% (G)	9.5%	Improving	England 5.3%, statistical neighbours 4.45%
CES/S21	The percentage of children offered one of their top three preferences of school (primary)	July-Sept 2015	90.3%	92.0%	N/A	90.9% (GA)	1.2%	Improving	London (89.4%); England (95%)

4. Street Scene

CPI NO	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target Achievement <i>level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
SS/S3	Percentage of household waste sent for reuse, recycling and composting	Apr-June 2015	33.82%	43.70%	$\frac{15161.57}{38780.86}$	39.10% (R)	10.5%	Improving	TBC
SS/S7	Percentage of unacceptable levels of litter	28/09/2015 09/10/2015	2.67%	3.00%	$\frac{6}{300}$	2.00% (G)	33.3%	Improving	TBC
SS/S8	Percentage of unacceptable levels of detritus	28/09/2015 09/10/2015	9.17%	14.00%	$\frac{27}{300}$	9.00% (G)	35.7%	Improving	TBC

5. Public Health

CPI NO	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target Achievement level expected	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
PH/S1	Smoking status at time of delivery	Apr-June 2015	3.7%	5.0%	214/4,866	4.4% (G)	12.0%	Worsening	England = 12.0 %; London = 5.1 %
PH/S2	Excess weight in 4-5 year olds (overweight or obese)	Apr-June 2015	21.3%	21.0%	783/3,736	21.0% (G)	0.2%	Improving	England = 22.5 %; London = 23.1 %
PH/S3	Excess weight in 10-11 year olds (overweight or obese)	Apr-June 2015	34.0%	36.7%	1,078/3,137	34.4% (G)	6.4%	Worsening	England = 33.5%; London = 37.6 %
PH/S4	Rate of hospital admissions related to alcohol (per 100,000)	Apr-June 2015	N/A	458.76	1,494/369,088	404.78 (G)	11.8%	N/A	England (DSR) = 645.13 per 100,000; London (DSR) = 541.22 per 100,000
PH/S5	Smoking Prevalence	Apr-June 2015	15.0%	15.0%	N/A/622 ⁶	15.0% (G)	0.0%	Same	England = 18.4%; London = 17.3 %

CPI NO	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target Achievement level expected	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
PH/S6 (a)	Number of people with mental health problems who have accessed employment support programme (MaPS)	Apr-June 2015	N/A	300	N/A	MaPS (Q1, 2015/16) = 51; YTD 201	N/A	N/A	No benchmarking data available for MaPS and in London and England
PH/S6 (b)	Number of people with mental health problems who have accessed employment support programme (IPS)	Apr-June 2015	N/A	180	N/A	IPS (Q1, 2015/16) = 18; IPS YTD = 77	N/A	N/A	No benchmarking data available for IPS in London and England
PH/S7	Physical activity participation	Apr-June 2015	N/A	54.0%	$\frac{259}{504}$	58.5% (G)	8.3%	N/A	England = 57.0%; London = 57.8%

6. Barnet Homes

CPI NO	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target Achievement <i>Target level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
BH/S1	Number of households in emergency temporary accommodation (ETA)	As at 30 Sep 2015	389	500	N/A	392 (G)	21.6%	Worsening	Q1 15/16 DCLG: We continue to see quarter on quarter improvement, we are now ranked 18th (Q4: 20th) in London (including City of London). London saw a 9% increase in households, whilst outer London saw a 10% increase compared to a 15% decrease for Barnet.
BH/S2	Number of Homelessness Preventions	April-Sept 2015	384	350	N/A	468 (G)	33.7%	Improving	The result for 2014/15 DCLG was second quartile (the same as 2013/14). Please note this is only published annually.
BH/S3	Length of stay in current emergency temporary accommodation (ETA)	As at 30 Sep 2015	54.6	Monitor	N/A	54.2	N/A	Improving	No comparative data

CPI NO	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
BH/S4	Current tenant arrears as a percentage of the annual rent debit	As at 30 Sep 2015	3.85%	4.02%	$\frac{2283010.33}{58621216.72}$	3.89% (G)	3.1%	Worsening	Q1 15/16 Housemark - we are lower quarter (London)
BH/S5	Temporary Accommodation (TA) current arrears as percentage of debit	As at 30 Sep 2015	5.63%	6.43%	$\frac{1069976.09}{19039856.2}$	5.62% (G)	12.6%	Improving	No comparative data

7. R^e

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
EH01A	Compliance with Environmental Health Service Standards (Priority 2 incidents and service requests) (Total number of cases meeting the target/Total number of cases with a target)	July-Sept 2015	95.8%	95.0%	$\frac{1556}{1606}$	96.9% (G)	2.0%	Improving	2013/14 an Qtr 1 14/15 results supplied from LBB survey:- Ealing 2013/14 75.7% Q1 81.5%
EH01B	Compliance with Environmental Health Service Standards (Priority 1 incidents and service requests)	July-Sept 2015	100.0%	100.0%	$\frac{13}{13}$	100.0% (G)	0.0%	Same	2013/14 an Qtr 1 14/15 results supplied from LBB survey:- Ealing 2013/14 75.7% Q1 81.5%
EH02I	Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) - Licenced HMOs meeting legal standards	July-Sept 2015	61.9%	60.0%	$\frac{110}{150}$	73.3% (G)	22.2%	Improving	Efforts to obtain benchmarking data continue.
KPI 1.2 NM	Annual Programme relating to Carriageway Resurfacing schemes	July-Sept 2015	100.0%	100.0%	149/149	100.0% (G)	0.0%	Same	Barnet specific indicator.

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
KPI 1.3 NM	Annual Programme relating to Footway Relay schemes	July-Sept 2015	100.0%	100.0%	20/20	100.0% (G)	0.0%	Same	Barnet specific indicator.
KPI001	Meet building regulation application within statutory timescales	July-Sept 2015	96.2%	94.0%	184/190	96.8% (G)	3.0%	Improving	Commercially sensitive data (Not possible to obtain data)
KPI001 (A&A)	Compliance with planning application statutory timescales (for major, minor, other applications)		88.6%	75.0%	1421/1564	90.9% (G)	21.1%	Improving	Quarter 4 results for neighbouring boroughs according to Data from Department of Communities and Local Govt (CLG): Newham 97% and ahead of neighbouring Boroughs Brent (70%), Enfield (83%) and Haringey
KPI NM 2.1 (Re/C43), KPI NM 2.2 (Re/C44), KPI NM 2.3 (Re/C45)	Highways defects made safe (composite indicator - KPI 2.1-2.3NM)	July-Sept 2015	100%	100%	984/987	99.7% (GA)	0.3%	Same	

8. Parking and Infrastructure

CPI NO	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target Achievement <i>level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
PI/S1	Parking transaction in town centres and on street	July-Sept 2015	477430	412582	N/A	494750 (G)	19.9%	Improving	
PI/S2	Parking transactions in car parks	July-Sept 2015	119170	69509	N/A	123237 (G)	77.3%	Improving	

9. CSG

CPI NO	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
CSG/S1	Resident Satisfaction - It is easy to access Council services	July-Sept 2015	68%	54.0%	N/A	70.0% (G)	29.6%	Improving	

10. Commissioning Group

CPI NO	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target Achievement level expected	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
CG/S3	Decrease in the level of crime across the MOPAC set of crimes	July-Sept 2015	23%	20%	N/A	19% (GA)	5.0%	Worsening	
CG/S7	Spend (total net spend per head)	July-Sept 2015		£1,214	N/A	£1,272 (GA)	4.7%	New indicator	Provisional data. Target lowest 25% of comparable b
CG/S8	Residents' long-term sickness	July-Sept 2015	5600	5460	N/A	5800 (R)	6.2%	Worsening	Nomis web (Apr 2014-Mar 2015): Barnet 8.8%, London 16.1%
CG/S15	Performance of services	July-Sept 2015	83%	100%	19/26	73% (R)	26.9%	Worsening	

2.5 Delivery Performance - Critical Performance Indicators

Please see performance page for detailed reports www.barnet.gov.uk/performance

Adults and Communities – 33% of targets met (3 out of 9)

Successes include:

- The overspend position forecasted in Quarter 1, has been significantly reduced due to progress on delivery of savings for 2015/16 and 2016/17.
- A successful programme of work to improve the range of accommodation options for users of mental health services and providing support has led to a reduction in the number of residential care admissions.
- The Community Offer Team was shortlisted for the Social Work Team of the Year award. The work of the team has since been further embedded and developed in the new integrated social care direct service. The clinical excellence of the learning disabilities team has been recognised through publication of a journal article on best practice in learning disabilities care.

Assurance (no performance indicators)

Successes include:

- Development and delivery of revised arrangements to improve the council's response to issues raised by residents and to ensure that Area Committee deliver local highways and other improvement schemes in line with local priorities.
- As part of a joint investigation with DWP in which a fraudulent claimant was successfully prosecuted, a letter of commendation was read out by the Crown Court judge praising the Corporate Anti-Fraud Team (CAFT) officer for their diligence and perseverance to continue investigating, despite the CPS decision not to pursue the case.

Barnet Homes – 89% of targets met (8 out of 9)

Successes include:

- For the sixth year in succession, Urban Gamez a community initiative was held at Grahame Park. This was widely supported by over 150 children and young people participating in a range of sport relative activities. The event has become a summer institutional event and an effective way for Barnet Homes to engage and involve residents and sign post them to a range of supportive services.

- Barnet Homes have led and continue to co-ordinate a domestic violence drop-in advice and support service offering a ‘multi-agency’ approach for victims of domestic violence. The free service for men and women provides a ‘holistic’ platform where victims can have their challenges speedily addressed and provides a one-stop shop for victims to access free information, advice and support from different agencies.

CSG – 95% of targets met (22 out of 23)

Successes include:

- CSG has successfully managed the Council’s office consolidation project. Council staff and partners have moved out of NLBP Building 4 into Barnet House and NLBP Building 2. The move out of NLBP Building 4 will save the Council around £5.4 million a year, ahead of the planned move to dedicated headquarters in Colindale in 2017. The moves are a key part of the overall response to meeting the financial challenges facing the council between now and 2020.
- Customer Services have also delivered a series of new telephone menu options and recorded messages, known as Interactive Voice Responses (IVR), so that customers get simple queries answered at the touch of a button instead of queuing for a customer services advisor. They have implemented an automated switchboard that uses voice recognition software, and have also removed unnecessary handoffs from 16 service transactions in Parking and Assisted Travel so that they are now categorised as ‘single agent resolution’, designed to improve customer satisfaction and speed of resolution.

Commissioning Group (no performance indicators in quarter 2)

Successes include:

- Progress on a number of larger projects during Quarter 2 – final dialogue stage for Education and Skills, Colindale Accommodation OBC and planning application, Community Asset Strategy, consultation on SPA project, and completing the vast majority of moves required to exit North London Business Park Building 4.
- Development of a detailed People and OD Strategy and action plan to prepare the organisation to adapt and improve to meet the challenges and opportunities of the future.
- Launch of Burnt Oak Opportunities Support Team to encourage long-term unemployed people back into work.

Education and Skills – 33% of targets met (2 out of 6)

Successes include:

- Provisional results show that the percentage of pupils attaining 5 A*-C grades including English and Maths has increased by 1.5 percentage points whilst national results (state funded schools) fell by 0.5 percentage points.

- Barnet had the highest percentage of 16 and 17 year olds in education or training of any London Borough.
- 92% of Barnet schools were good or outstanding, placing Barnet in the top 10% of local authorities in the country.

Family Services – 67% of targets met (4 out of 6)

Successes include:

- Newstead Children’s Centre received a ‘Good’ Ofsted inspection.
- Two Family Service social workers have been nominated at the Social Worker of the Year Awards.
- A well-attended Mad Hatter’s Tea Party and Summer Prom were held for looked after children and care leavers, with positive feedback from our children and young people and their carers.

HB Public Law – 100% of targets met (12 indicators)

Successes include:

- Recruited HBPL’s first legal apprentice. The apprentice will benefit from a 36 month training package with the College of Law. The apprentice will spend one day each week at the College of Law and four days working for HBPL. At the end of the 36 month period they will qualify as a level 4 apprentice which is equivalent to the first year degree standard. This opportunity has arisen following an advertisement campaign targeted at students from Barnet and Harrow schools.
- HPBL was one of three finalists shortlisted for the Halsburys Law Award.
- HPBL operate a type of end to end service in that they employ in-house advocates for employment cases, so that even lengthy cases work does not need to be put out to external barristers which can be more costly.

Parking and Infrastructure – 100% of targets met (3 out of 3)

Successes include:

- E-permits to be introduced ahead of the original programme date.
- Parking Bay Sensor trial installation completed and useful data is now being collected.

Public Health – 63% of target met (17 out of 27)

Successes include:

- The completion of robust evaluation of employment support services which has demonstrated performance as well as an understanding of needs and challenges regarding re-commissioning and service development.
- Draft interim reports for the evaluation of two mental health and employment support projects, Motivation and Psychological Support Service (MAPS), and Individual Placement & Support (IPS) have been completed. The reports will be presented to key stakeholders in mid-October 2015.

R^e – 92% of targets met (45 out of 49)

Successes include:

- The London Landlord Accreditation Scheme have confirmed that Barnet is in the top 12 (out of 33) performing boroughs over the past 2 years. Accreditation is considered to be an important method for landlords to improve their knowledge of landlords' responsibilities and prove to local authorities and tenants their commitment to a high standard of property management. Barnet promotes accreditation through the web, electronic media, and promotion with Middlesex University accommodation office, promotion at events and through disseminating information to landlords.
- Private Sector Housing have been successful in securing a bid for £25,000 from the National Energy Action (NEA) an independent UK charity committed to tackling fuel poverty for a 'Warm & Healthy Homes' scheme called 'Small Measures'. This is for small energy efficiency measures which are to be delivered as part of a hospital discharge project. Re is already an active partner in the 'Home not Hospital' scheme, working with the British Red Cross who signposts individuals to the Winter Well scheme. The scheme offers advice, practical assistance and grants to remediate issues related to cold housing for vulnerable residents. This Small Measure charitable grant would complement the existing Winter Well Scheme already delivered by Re, by providing additional funds to those who may be susceptible to fuel poverty enabling further energy efficient measures to be provided to residents up to a maximum of £250 per household.

Street Scene – 60% of targets met (3 out of 5)

Successes include:

- Passenger Transport have been taking an active part in Transport Panels organised by the SEN team within Education & Skills. These panels consider all possible transport options for SEN children balancing the needs of the child with operational efficiency and overall cost, including optimising route efficiency and minimising journeys, and expensive out-of-borough trips. The result of this activity has reduced the transport spend by £177k in the year ending September 2015 from September 2014.

- As part of the programme of works by Greenspaces Operational Team, all playgrounds that have an Enviromulch safety surface have been cleaned and topped up in preparation for the winter. Additionally, the winter football and rugby posts have been installed and pitches marked out ready for the start of the new season. These works were delivered whilst continuing with the grass cutting regime with over 4.9 million square metres of grass cut during September.
- 3 new outdoor gyms have been installed at Hollickwood Park, Lyttleton Playing Fields and Sunnyhill Park. This means that residents can now enjoy the use of 11 outdoor gyms across Barnet at no cost. Each gym has a mix of equipment designed for strength, flexibility and cardio in order to aid residents to live a healthier lifestyle.

Your Choice Barnet – 85% of targets met

Successes include:

- Staff Sickness remains at Green at 9.3 days
- Agency use, is an on-going improvement from Q1 (16%) to Q2 at 12.8% (14.4% accumulative). This is still showing as Amber, however, it is an improvement from 2014/15 which as a whole was 20%
- Valley Way Utilisation continues to improve with the service in use to 94% of its capacity at Q2 (93% Q1)

2.6 Delivery Unit Performance Challenges – Overview

This section identifies performance indicators which have not met target.

Please see performance page for detailed reports www.barnet.gov.uk/performance

Strategic Indicators

Delivery Unit	Indicator Title	Relevant Previous Outturn	Target	Final Outturn	Direction of Travel
Adults and Communities	AC/S1: Percentage of people who use adult social care services satisfied with their care and support	88.3%	90.0%	88.2% (GA)	Worsening
	AC/S2: Service users who find it easy to get information	72.5%	75.0%	71.3% (R)	Worsening
	AC/S3: Percentage of adults with learning disabilities who live in stable accommodation	59.52%	60.00%	59.22% (RA)	Worsening
	AC/S4: Percentage of adults with learning disabilities in paid employment	9.3%	10.6%	8.9% (R)	Worsening
	AC/S5: Percentage of adults with mental health needs in paid employment	4.8%	7.0%	5.9% (R)	Improving
	AC/S7: Percentage of people who use services, who reported that they had as much social contact as they would like	41.1%	45.2%	44.9% (GA)	Improving
	AC/S10: Percentage of people who feel in control of their own lives	73.3%	75.5%	68.4% (R)	Worsening
	AC/S12: Percentage of carers satisfied with social services	34.6%	35.7%	33.3% (R)	Worsening
	AC/S13: Carers' reported quality of life	7.7	7.8	7.3 (R)	Worsening
	AC/S14: Percentage of adult carers who have as much social contact as they would like	35.8%	36.5%	32.5% (R)	Worsening
	AC/S15: Percentage of people who use	65.2%	68.1%	67.4%	Improving

Delivery Unit	Indicator Title	Relevant Previous Outturn	Target	Final Outturn	Direction of Travel
	services who feel safe			(GA)	
	AC/S16: Proportion of people with a Direct Payment	39.2%	40.3%	39.2% (GA)	Improving
	AC/S18: Percentage of Service users receiving on-going services with telecare	11.9%	13.0%	12.5% (GA)	Improving
	AC/S21: Carer assessments resulting in information, advice and services (end of year projection)	960	1,948	946 (R)	Worsening
Education and Skills	CES/S3: Percentage of secondary schools rated as 'good' or better	87.5%	87.5%	84.0% (GA)	Worsening
	CES/S4: The percentage of pupils in secondary schools judged as good or better by Ofsted	89.6%	89.6%	88.2% (GA)	Worsening
	CES/S9: The percentage of primary pupils achieving two levels progress in writing between key stages 1 and 2	94.0%	94.5%	94.0% ¹ (GA)	Improving
	CES/S10: The percentage of primary pupils achieving two levels progress in maths between key stages 1 and 2	93.0%	93.0%	92.0% ¹ (GA)	Worsening
	CES/S21: The percentage of children offered one of their top three preferences of school primary)	90.3%	92.0%	90.9% (GA)	Improving
Street Scene	SS/S3: Percentage of household waste sent for reuse, recycling and composting	33.82%	43.70%	39.10% (R)	Improving
Public Health	PH/S8: Cumulative percentage of the eligible population aged 40-74 who have received an NHS Health Check	1,402	2,325	2,150 (GA)	Improving
Re	Highways defects made safe (composite indicator - KPI 2.1-2.3NM)	100%	100%	99.7% (GA)	Worsening

Delivery Unit	Indicator Title	Relevant Previous Outturn	Target	Final Outturn	Direction of Travel
Commissioning Group	CG/S3: Decrease in the level of crime across the MOPAC set of crimes	23%	20%	19% (GA)	Worsening
	CG/S7: Spend (total net spend per head)	N/A	£1,214	£1,272 (GA)	N/A
	CG/S8: Residents' long-term sickness	5600	5460	5800 (R)	Worsening
	CG/S15: Performance of services	83%	100%	73% (R)	Worsening

Critical Indicators

Delivery Unit	Indicator Title	Relevant Previous Outturn	Target	Final Outturn	Direction of Travel
Adults & Communities	AC/C7: Percentage of DoLS applications completed within statutory timeframes	18.2%	100.0%	12.9% (R)	Worsening
	AC/C10: Percentage of clients receiving an on-going package of care reviewed (end of year projection)	66.3%	75.0%	68.5% (RA)	Improving
	AC/C11: Average Number of days from contact to end of assessment	23.0	18.0	26.9 (R)	Worsening

Delivery Unit	Indicator Title	Relevant Previous Outturn	Target	Final Outturn	Direction of Travel
	AC/C12: Number of delayed transfers of care from hospital per 100,000 population (aged 18+) which are attributable to both NHS and Adult Social Care	5.8	5.8	6.5 (R)	Worsening
	AC/C13: Number of delayed transfers of care from hospital, and those which are attributable to adult social care per 100,000 population	2.8	2.5	2.7 (RA)	Improving
	AC/C15: The proportion of carers who use services who find it easy to find information about support.	63%	70%	62% (R)	Worsening
Family Services	FS/C9: Percentage of families with children under 5 within the borough are registered and accessing services at children's centres	84.1%	82.0%	76.1% (GA)	Worsening
	FS/C15: Young offenders in education, training or employment	69%	76%	73% (GA)	Improving
Education and Skills	CES/C2: Percentage making 3 levels of progress in English between KS2 and KS4	83.0%	83.6%	80.8% ² (R)	Worsening
	CES/C7 The percentage attendance levels at primary schools	95.2%	96.0%	95.9% (GA)	Improving
	CES/C8: The percentage attendance levels at secondary schools	94.7%	95.5%	95.3% (RA)	Improving

² Based on provisional data

Delivery Unit	Indicator Title	Relevant Previous Outturn	Target	Final Outturn	Direction of Travel
	CES/C10: Percentage of SEN statements and Learning Disability Assessments converted to EHC Plans in accordance with the council's Transition Plan	15.0%	100.0%	79.0% (RA)	Improving
Street Scene	SS/C1: Waste tonnage – residual per household (HH)	160.39	154.16	165.23 (R)	Worsening
	SS/C2: SS/C1: Waste tonnage – recycling per household (HH)	115.60	119.64	106.06	Worsening
Barnet Homes	BH/C7: Percentage of statutory homeless appeals completed on time	48.6%	100.0%	73.3% (R)	Improving
Public Health	PH/C1: Prevalence of 4-5 year olds classified as overweight	N/A	11.1%	11.6% (GA)	N/A
	PH/C5: Number of people setting a quit date with SC services who successfully quit at 4 weeks	172	150	76 (R)	Worsening
	PH/C8: Percentage of people with needs relating to STIs who have a record of having an HIV test at first attendance (excluding those already diagnosed HIV positive).	82.9%	80.0%	76.9% (GA)	Worsening
	PH/C9 ³ : Clients with no record of completing a course of HBV vaccinations as a proportion of eligible clients in treatment at the end of the reporting period.	N/A	90.0%	85.4% (GA)	N/A

³ Replaces previous KPI – percentage of eligible new presentations YTD who accepted HBV vaccinations

Delivery Unit	Indicator Title	Relevant Previous Outturn	Target	Final Outturn	Direction of Travel
	PH/C10: Percentage of drug users successfully completing drug/alcohol treatment - opiate users (as per DOMES report)	N/A	11.2%	9.7% (GA)	N/A
	PH/C11: Percentage of drug users successfully completing drug/alcohol treatment - non-opiate users (as per DOMES report)	N/A	36.2%	33.6% (GA)	N/A
Public Health	PH/C13: Percentage of drug users successfully completing drug/alcohol treatment - non-opiate and alcohol users (as per DOMES report)	N/A	35.5%	31.2% (GA)	N/A
	PH/C14: Percentage of drug users successfully completing drug/alcohol treatment - non-opiate and alcohol users (as per DOMES report)	N/A	14.0%	16.7% (GA)	N/A
	PH/C15: Percentage of service users re-presenting to the drug/alcohol treatment services - non-opiate users (as per DOMES report)	N/A	0.0%	5.3% (R)	N/A
	PH/C17: Percentage of service users re-presenting to the drug/alcohol treatment services - non-opiate and alcohol users (as per DOMES report)	N/A	8.1%	12.1% (GA)	N/A
CSG	CSG/C4: GovMetric Customer Service	73.3%	80.0%	72.5% (R)	Worsening
Re	Average time taken to process requests for Full Official Searches (online and post) in Land Charges (days)	2.87	3.00	4.23 (GA)	Worsening
	EH02Cii: Food Standards Inspections (Category B)	100%	100%	92.9% (GA)	Worsening

Delivery Unit	Indicator Title	Relevant Previous Outturn	Target	Final Outturn	Direction of Travel
	SPKPI01: Percentage of Strategic Planning Documents completed and signed off by the Authority	100%	100%	25% (R)	Worsening
	KPI 2.3 NH: Number of Highways Category 2 Defects Rectification completed on time	99.53%	100%	99.5% (RA)	Worsening
HB Law	None				
Commissioning Group	None				

2.7 Council project portfolio

The below table illustrates how the council is performing against all projects within the following six portfolios; Central, Adults and Health, Children's and Young People, Growth & Development, Environment and the Schools Capital programme.

Portfolio	Green Status	Amber Status	Red Status	Not yet started	Comments
Adults and Health Portfolio	7	10	0	5	Progress has been made across a number of projects in the Adults Transformation Programme. The business case for the new model for Mental Health social work was approved by Adults and Safeguarding committee on 16 th September and the 0-25 Learning Disabilities service went live on 1 st October. Public consultation on the future of Church Farm and Copthall Leisure Centres took place during the quarter as part of the Sport and Physical Activity project. The Wheelchair Housing project has improved from red to an amber rating as the savings have been re-profiled. Progress has also been made on the Investing in IT project which has also improved from a red to amber rating rated with a revised project plan being reviewed proposing a new go live date of April 2016.
Central Portfolio	6	4	0	2	There have been a number of improvements within this portfolio and no projects are red rated. The Customer Access Strategy has moved from red to green rating, as a draft strategy has been produced and is on track to be submitted to P&R Committee on 16th December. Additionally, the Smarter Working project (also known as Accommodation Implementation Programme (AIP)) has improved from red to green rating; the moves are complete and NLBP Building 4 has been handed over to the landlord. The Community Asset Strategy final implementation plan was approved by ARG committee on 17th September. For the Unified Reward project, progress has been made and negotiations with trade union bodies commenced on 12th October.

Portfolio	Green Status	Amber Status	Red Status	Not yet started	Comments
Children and Young People Portfolio	13	3	0	0	Good progress has been made across a number of projects in the portfolio with a large number of projects now rated as green. The Education & Skills project is progressing well. A final tender was received on 9th October and is currently being evaluated by officers. The new Independence of Young People with Learning Disabilities 0-25 service went live on 1st October. Progress continues on the Libraries Strategy, with the rag rating improving from amber to green following the approval of the strategy at Full Council on 20th October. The Meadow Close Children's Home project has moved from a red to green rating as a new suitable site has been identified.
Environment Portfolio	22	8	1	1	There has been progress on a number of projects this quarter. Planning permission was granted for the Depot project on 1 st October. For the Mortuary shared service the Inter Authority Agreement (IAA) has now been signed and the closure report is being produced. The Street Scene ADM project has been initiated and a project team is in place. The parks and open spaces strategy and waste and recycling strategy are both green rated. Evidence is being gathered to test the assumptions in the draft waste and recycling strategy and for the parks and open spaces strategy is proceeding to plan with all survey data now collected. The Lagan project is currently red rated due to a delay in receiving formal approval to proceed.
Growth and Development Portfolio	14	5	4	0	There are a number of red rated projects within the Growth and Development Portfolio, three of which are within the Development pipeline programme. A project board is yet to be established for the Wholly Owned Company project and planning has been delayed for Tranche 1. The Pipeline programme has also been subject to an advisory audit in Quarter 2. In the Regeneration programme, the Granville Road project remains red rated with legal advice sought around masterplan change requirements. For Colindale HQ planning committee approved the proposals on 1st October and TfL have agreed the level of contributions for S106. Burnt Oak High Street project received funding approval by Assets, Regeneration and Growth committee on September 7th. Policy and Resources committee approved the creation of new legal entities for The Barnet Group on 14th October.

Portfolio	Green Status	Amber Status	Red Status	Not yet started	Comments
Education Capital Programme	19	11	0	0	Progress is being made across a number of projects and the overall programme is on target to achieve pupil places when required. There are some concerns with regards to the delivery of Oak Lodge and Blessed Dominic within the current funding envelopes, although a revised programme targeting a December 2016 completion date for Oak Lodge has now been agreed. The Northway/Fairway project has improved from a red to amber rating however there are still some challenges with stakeholder alignment and budget. Planning approval has now been granted for main works at Monkfrith. A number of green rated projects are progressing through the defects period.

3. Benchmarking - Value for Money Services -

The Local Government Association (LGA) launched the update to the LG Inform benchmarking tool for Barnet council and the public to explore comparative data. <http://lginform.local.gov.uk/>
The below table illustrates how Barnet compares to England as at the 12 October 2015.

Please note: the services area in the report do not directly reflect Barnet's structure. The quartile rating applied is applied against unitary and county councils in England.

LG Inform- Improving services through information



LBB update of current performance: Based on extract of LG Inform public report on the

Education Services	
Total revenue expenditure on education service per head of population (2014/15)	£712.86
Achievement of 5 or more A*-C grades at GCSE or equivalent, including English and Maths (2013/14)	67.5%
Percentage of 16 to 18 year olds who are not in education, employment or training (2014)	2.5%
Proportion of population aged 16-64 qualified to at least level 2 of higher (2014)	74.2%
Children's Services	
Total revenue expenditure of Children's services per head of population (0-17) (2014/15)	£484.31
Percentage of child protection cases which were reviewed within required timescales (2013/14)	98.7%
Percentage of children becoming the subject of a child protection plan for a second or subsequent time (2013/14)	11.8%
Children looked after rate, per 10,000 children aged under 18 (2014/15)	34
Care leavers in suitable accommodation (2013/14)	87.3%
Care leavers in education, employment or training (2013/14)	49.0%
Adult's Services	
Total revenue expenditure on Adult's services per head of population (2014/15)	£424.93
Social care-related quality of life (2013/14)	18.7
Overall satisfaction of people who use services with their care and support (2013/14)	61.8%
Number of days delayed within reporting period – acute and non-acute patients (Aug 2015)	556
Housing Services	
Total revenue expenditure on Housing services (GFRA only) per head of population (2014/15)	£62.52
Time taken to process housing benefit/ council tax benefit new claims (2012/13 Q4)	12
Total households on the housing waiting list as at 1 st April (2013/14)	1,045
Housing affordability ratio – ratio of lower quartile house price to lower quartile earnings (2013)	11.2

The measures where Barnet is highlighted as below the unitary and county council's in England benchmark are listed below:

- Social care-related quality of life (2013/14)
- Overall satisfaction of people who use services with their care and support (2013/14)
- Number of days delayed within reporting period – acute and non-acute patients (Aug 2015)
- Housing affordability ratio – ratio of lower quartile house price to lower quartile earnings (2013)

4. Human Resource/People performance - Corporate overview

Key corporate HR targets and indicators

Category	Performance Indicator	Period covered <i>Timeframe data has been measured</i>	Target <i>Achievement level expected</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking
Attendance	Average number of sickness absence days per employee (Rolling year)	Oct 14 – Sept 15	6	7.4	-24%	Improving	9 days (CIPFA, All Members & other Unitary Authorities 2012)
	Average number of absence days per employee this quarter (target is seasonally adjusted)	Jul – Sept 15	1.51	1.5	1%	Improving	2.25 days (CIPFA, All Members & other Unitary Authorities 2012)
Performance reviews	Percentage of performance reviews completed and agreed for eligible staff only	Apr – Sept 15	100%	12%	N/A	N/A	72% (CIPFA, All Members & other Unitary Authorities 2012)
Cost	Variance of total paybill to budget	Jul – Sept 15	+/- 5%	-12.8%	1.4%pts	Worsening	N/A : measure applicable to LBB only
Employee relations	High Risk - Employee Relations cases as % of total cases	As at 30 Sept 2015	N/A	7.8%	N/A	N/A	N/A : measure applicable to LBB only

Breakdown of Sickness Absence

London Borough of Barnet

Year	Month	Days Lost	FTE	Avg Days Lost/FTE
2014	Oct	1340	1728.06	0.78
2014	Nov	1198	1724.01	0.69
2014	Dec	1384	1713.93	0.81
2015	Jan	1288	1710.99	0.75
2015	Feb	1123	1703.84	0.66
2015	Mar	1035	1670.84	0.62
2015	Apr	854	1685.31	0.51
2015	May	905	1674.07	0.54
2015	Jun	947	1651.22	0.57
2015	Jul	863	1660.96	0.52
2015	Aug	755	1665.13	0.45
2015	Sep	867	1670.87	0.52

Absence by Management Unit

By Rolling Year

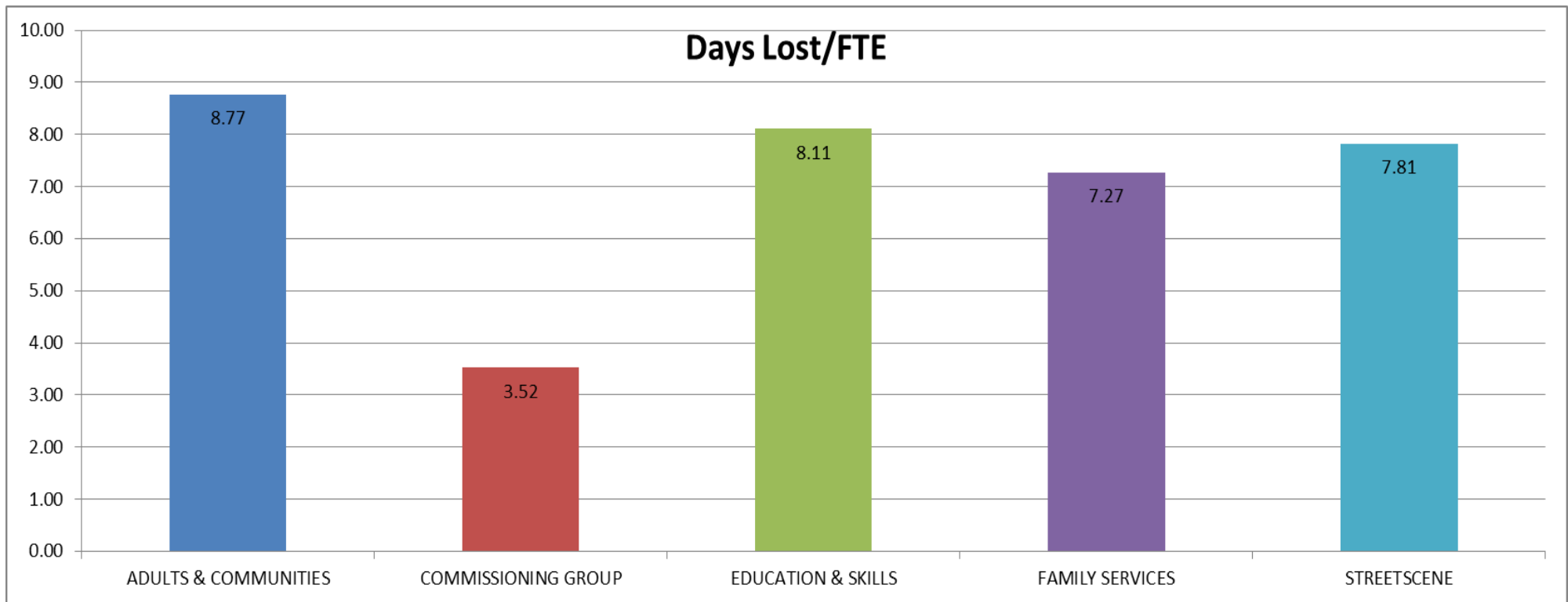
Management Unit Description	Hours Lost	Days Lost	FTE	Avg Days Lost/FTE
ADULTS & COMMUNITIES	14878	2066	235.71	8.77
COMMISSIONING GROUP	3749	521	147.87	3.52
EDUCATION & SKILLS	17563	2439	300.93	8.11
FAMILY SERVICES	30131	4185	575.31	7.27
STREETSCENE	24107	3348	428.46	7.81

Rolling Year (Oct 14 - Sept 15)

Average FTE for rolling Year	1688
Total Days Lost	12559
Average Days Lost/FTE	7.44

QTR Jul - Sept 2015)

Average FTE for QTR	1666
Total Days Lost	2486
Average Days Lost/FTE	1.49



As at 30 Sept 2015	ESTABLISHED POSITIONS AS FTE <i>Total number of Barnet Council posts; these posts may be unoccupied, due to be deleted or held to be filled at a later date</i>		EMPLOYEES COVERING ESTABLISHED POSITIONS AS FTE <i>Total number of employees, permanent, temporary and fixed working for Barnet and occupying an established post</i>			MSP RESOURCE AS HEADCOUNT <i>Total number of agency staff, interims or consultants provided by our Managed Service Provider (non Council employees)</i>	NON MSP RESOURCE AS Headcount <i>Total number of agency staff, interims or consultants provided through external agencies other than Barnet's Managed Service Provider (non Council employees)</i>			AVAILABLE CASUAL RESOURCE AS FTE <i>Number of workers who undertake work on an ad hoc basis (Council employees)</i>
	Total Established Positions (FTE)	Occupied (FTE)	Permanent	Fixed Term, Temporary, Seasonal	TOTAL	TOTAL	Resource paid in the quarter	Consultants paid in the quarter	TOTAL	Total
Without CSG and Re										
Total	4,552	1671	1462	117	1579	500	0	3	3	90

5. Methodology

5.1 Thresholds for traffic light ratings on Barnet's balanced scorecard

The table below illustrates how individual Delivery Units and the overall council's RAG rating is applied.

	Green	Green Amber	Red Amber	Red
	Good performance	Good, with some concerns	Some concerns	Serious concerns
Revenue & capital budget mgt - variance % (above and below)	0%	< 0.5%	0.5 - 1%	More than 1%
Corporate Plan & HR performance scores	More than 2	0.5 to 2	-1 to 0.	Less than -1

5.2 Method for producing the Corporate performance dashboard

Each individual performance indicator is traffic lighted according to the same four point traffic light scale: Green, Green Amber, Red Amber and Red. The overall proportion of indicators meeting their target is used to produce the overall health rating score for each directorate.

	Points for each indicator
Green	Greater than 75%
Green Amber	65-75%
Red Amber	50-65%
Red	Less than 50%

For example, if there were four indicators in a particular directorate and each achieved one of the four traffic lights, the net result would be a score of 0 and this would produce a Red Amber overall health rating, based on the table above.

5.3 Method for producing individual performance indicator traffic light ratings

Any target that is met 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.

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

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. 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.

Whilst initial traffic lights will be based on this objective criterion, they may subsequently be changed through discussion between Directorates and the Performance team, based on the individual circumstances and prospects for each target. Where this has occurred it will be clearly stated in the report with the reasons given.

The criteria for red and amber traffic lights for HR/People measures differ for each indicator; the amber criterion for each is shown alongside the indicator in the individual data tables.

In addition to the above criteria, any performance indicator that is less than 10% off target and has a positive direction of travel will automatically qualify to be amber rated. Both of the following criteria need to be met if a service is to have a red-rated performance indicator amended to either a green-amber or a red-amber:

For an indicator to be rated as Green amber:

1. No more than 5% off target, and;
2. A positive direction of travel

For an indicator to be rated as Red amber:

1. Between >5% and no more than 10% off target, and;
2. Positive direction of travel or negative direction of travel not in excess of 2.5% (if the service has a clear story and improvement activity in place)

Please note, for indicators with known margin of error – such as the Resident Perception Survey – any Red rated indicator within the margin of error will be uprated to Red Amber.

5.4 Method for commissioning intention ratings

Commissioning Priorities RAG ratings are qualitative assessments of progress against the agreed outcomes and objectives between the Lead Commissioners and Delivery Units.

RAG	Red	Red - Amber	Green - Amber	Green
Commissioning Intentions	Risk of not delivering or high impact	Delivery delayed, medium impact	Delivery delayed, low impact	Delivery on schedule

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Appendix C - Directorate Revenue Breakdown

Adults and Communities

Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th Sept 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised
Performance & Improvement	1,024	767	707	(60)	Underspend to part year vacant posts	-7.8%
Safeguarding	731	733	1,183	450	The overspend is due to an increase in activity in the Deprivation of Liberty Safeguards (DOLS) service as a result of Supreme Court judgements in 14/15. The demand for this service is unpredictable and the LA has a legal duty to support clients who come forward for support. In Q1 15/16 there were 284 DOLS assessments. The full year forecast is 1,136 assessments compared to 630 for 14/15 full year. £555k additional funding was agreed for 15/16 and £154k central government funding was received. The forecast overspend is over and above the use of the two funding streams as it is currently likely that the level of demand experienced in Q1 will be sustained for the remainder of the year.	61.4%
Care Quality	1,062	1,075	1,058	(16)	Underspend mainly due to contract savings	-1.5%
Community Well-being	(1,744)	393	375	(18)	Underspend in relation to supplies and services	-4.6%
Customer Care	748	349	314	(35)	Underspend to part year vacant posts	-10.1%
Customer Finance	786	827	792	(35)	Over-achievement of income for receivership and Apointeeship services	-4.2%
Dir Adult Soc Serv & Health	185	186	160	(26)	Underspend in relation to staffing	-14.1%
Integrated care - LD & MH	38,534	40,527	40,878	351	The care budgets overspent in 14/15 as a result of rising demand for services. This meant that the budgets started off the year in an overspent position, with a full-year impact of increased demand heightening the problem. This year, demand continues to grow. The main pressure for learning disabilities continues to be in relation to clients transitioning from children's services with increasingly complex needs and correspondingly expensive packages of care. Mental health saw significant growth in client numbers requiring residential placements in 14/15 but in the first quarter of 15/16 there has been a significant diversion to supported living placements that offer better outcomes and better value for money. There is also additional pressure resulting from 14 new ordinary residence clients. The projections include £573k for new OR clients in 15/16 but again this is likely to be insufficient to meet demand.	0.9%
Integrated care - OP & DP	35,610	35,665	37,763	2,098	The care budgets overspent in 14/15 as a result of rising demand for services. This meant that the budgets started off the year in an overspent position, with a full-year impact of increased demand heightening the problem. This year, demand continues to grow for older adults placements with a particular growth in clients with dementia. In the first quarter of the year, older adult client numbers have increased by 65 with 22 of these being placed in residential and nursing care. There is also pressure on this budget due to clients who were self-funders whose funds have depleted and are now the responsibility of the LA.	5.9%
Prevention & Well Being	4,283	5,444	5,290	(153)	Underspend to part year vacant posts	-2.8%
Social Care Management	596	412	344	(68)	Underspend in relation to staffing	-16.5%
Total	81,816	86,378	88,865	2,487		2.9%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:					
a)	cost centres over £100,000				20
b)	cost centres over £50,000 where the cost centre's gross budget is less than £1m				11
c)	Actions proposed to ensure that these overspends or underspends are not realised are reflected in the comment	Actions are included in the DU Recovery Plan			

Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th Sept 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised
Elections	423	426	423	(3)		-0.8%
Assurance Management	527	530	511	(20)	Underspend mainly due to staff cost savings	-3.7%
Governance	2,311	2,375	2,368	(7)	underspend on car leasing	
Internal Audit & CAFT	850	867	867	-		0.0%
Total	4,110	4,199	4,169	(31)		-0.7%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:					
a)	cost centres over £100,000				0
b)	cost centres over £50,000 where the cost centre's gross budget is less than £1m				0
c)	Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.				

Children's Education & Skills

Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th Sept 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised
Education & Skills Management	(244)	(529)	(529)	-		0.0%
Edu Partnership & Commercial	265	360	182	(178)	Underspend in Catering £30k due to increased operating surplus. Underspend also in Pupil travel due to lower demand for services. There is also additional traded income due to increased trading activity with schools in the Business Support team	-49.4%
Post 16 Education & Skills	354	306	318	12	overspend on staffing and IT services	3.9%
School Improvement	819	834	876	42	Income shortfall anticipated in some Traded service. This is to be offset against surplus above.	5.0%
SEND & Inclusion	4,958	6,182	6,306	124	Overspend is inherent from a budget reduction in 2013/14 which was not fully realised. Overspend here is being managed by underspends in other areas.	2.0%
Total (excluding SDM)	6,152	7,153	7,153	-		0.0%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

- a) cost centres over £100,000 7
- b) cost centres over £50,000 where the cost centre's gross budget is less than £1m 6
- c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Children's Family Service

Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th Sept 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised
Family Services Management	2,236	745	135	(610)	Monies held to contribute towards placements overspends	-81.8%
Commissioning & Business Imp.	2,917	3,357	2,959	(398)	Underspend relates to part year vacancy and some early savings identified for 2016/17	-11.8%
Early Years	3,887	3,864	3,935	71	Overspend on Children centres	1.8%
Lib.Workforce & Comm.Engagemnt	5,587	6,069	6,080	12		0.2%
Youth & Family Support	3,235	3,268	3,222	(46)	underspend identified to support the recovery plan	-1.4%
Social Care Management	960	1,175	1,320	145	Staffing overspends	12.4%
Intake and Assessment	1,955	2,200	2,457	257	Overspend is a result of the use of agency staff for permanent posts.	11.7%
Intervention and Planning	1,938	3,057	3,295	238	Overspend is a result of the use of agency staff for permanent posts.	7.8%
Permanence Trms & CorParenting	3,037	3,181	3,836	655	Overspend is a result of the use of agency staff for permanent posts and grant income projected for asylum seekers does not meet costs.	20.6%
Placements	18,900	18,001	19,000	998	Overspend due to demand in external placements	5.5%
Safeguarding & Quality	1,087	1,307	1,309	3		0.2%
CSC 0-25	1,979	2,212	2,144	(68)	Overspend in Direct payments and S17 & S18 payments, offset by an underspend in Respite and Home support.	-3.1%
Total	47,717	48,437	49,693	1,256		2.6%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

- a) cost centres over £100,000 16
- b) cost centres over £50,000 where the cost centre's gross budget is less than £1m 26
- c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Commissioning Group

Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th Sept 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised
Finance	1,709	1,758	1,818	60	increased staffing costs for Estates	3.4%
Commercial	1,224	1,163	1,163	-		0.0%
Commissioning Group	636	-	-	-		0.0%
Adults and Health	1,001	1,258	1,393	135	increased staffing costs	10.7%
Communications	638	649	654	5		0.8%
Commissioning Strategy	405	207	207	-		0.0%
Children & Young people	76	366	323	(43)	staff vacancies and contract savings	-11.7%
Environment	1,923	12,690	12,327	(362)	staff vacancies and contract savings	-2.9%
Growth & Development	-	309	309	-		0.0%
Information Management	797	880	973	94		10.6%
Programme & Resources	691	743	814	72	increase staffing as a result of the re-organisation of	9.7%
Strategic Commissioning Board	705	768	738	(29)		-3.8%
Total	9,806	20,789	20,720	(69)		-0.3%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

- a) cost centres over £100,000 4
- b) cost centres over £50,000 where the cost centre's gross budget is less than £1m 1
- c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Streetscene

Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th Sept 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised
Business Improvement	335	264	280	15	additional staffing costs and legal fees	5.9%
Green Spaces	4,712	4,630	4,655	25	overspend on the costs and repairs of King George playing fields	0.5%
Mortuary	141	144	144	-		0.0%
Recycling	70	1,101	1,100	(2)		-0.1%
Waste	6,157	6,620	6,685	65	high use of and cost of agency staff	1.0%

Street Cleansing	3,751	3,577	3,564	(13)	increased agency costs off set by savings in weed spraying costs	-0.4%
Street Scene Management	650	652	652	-		
Trade Waste	(1,623)	(1,930)	(1,952)	(22)	increased income	1.1%
Transport	(179)	(203)	(202)	1		-0.5%
Total	14,014	14,856	14,926	70		0.5%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

- a) cost centres over £100,000
- b) cost centres over £50,000 where the cost centre's gross budget is less than £1m
- c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentan, N/A

Commercial - Infrastructure and Parking

Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th Sept 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised
Highway Inspection/Maintenance	382	354	486	132	shortfall in income for the Sign shop and winter gritting predicting an average winter	37.3%
Parking	(458)	(458)	(444)	13	additional spend on minor works to carparks	-2.9%
Special Parking Account	(7,420)	(7,122)	(7,122)	-		
Street Lighting	6,295	6,424	6,442	19	increased employee costs	0.3%
Total	(1,201)	(803)	(638)	164		-20.5%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

- a) cost centres over £100,000
- b) cost centres over £50,000 where the cost centre's gross budget is less than £1m
- c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Regiatarrs Service

Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th Sept 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised
Births Deaths & Marriages	(161)	(160)	34	194	Demand for bookings of Citizenship Ceremonies and Marriages has decrease significantly.	-121.3%
Total	(161)	(160)	34	194		-121.3%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

- a) cost centres over £100,000
- b) cost centres over £50,000 where the cost centre's gross budget is less than £1m
- c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Public Health

Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th Sept 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised
Public Health	14,335	14,335	14,335	-		0.0%
Total	14,335	14,335	14,335	-		0.0%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

- a) cost centres over £100,000
- b) cost centres over £50,000 where the cost centre's gross budget is less than £1m
- c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentan, n/a

HB Public Law

Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th Sept 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised
HB Law	1,752	2,011	2,079	68	Increase in retained disbursement costs	3.4%
Total	1,752	2,011	2,079	68		3.4%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

- a) cost centres over £100,000
- b) cost centres over £50,000 where the cost centre's gross budget is less than £1m
- c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Housing Needs Resources

Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th Sept 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised
Housing Needs Resources	3,954	4,976	5,995	1,019	The overspend is due to increased costs of providing temporary accommodation offset partly by increased Income	20.5%
Total	3,954	4,976	5,995	1,019		20.5%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

- a) cost centres over £100,000
- b) cost centres over £50,000 where the cost centre's gross budget is less than £1m
- c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Re

Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th Sept 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised
Re Managed Budgets	1,145	1,145	1,018	(127)	higher rechargeable income than previously expected	-11.1%
Management Fee	(415)	(11)	489	500	500k additional rechargeable work from Re as part of the TFL LiP programme	633.0%
Total	731	1,134	1,507	373		32.9%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

a) cost centres over £100,000	2
b) cost centres over £50,000 where the cost centre's gross budget is less than £1m	0
c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.	

CSG

Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th Sept 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised
CSG Managed Budget	3,986	3,656	3,656	-		0.0%
CSG Management Fee	16,836	17,954	18,454	500	true costs around the Civica contract	2.8%
Total	20,822	21,610	22,110	500		2.3%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

a) cost centres over £100,000	1
b) cost centres over £50,000 where the cost centre's gross budget is less than £1m	0
c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.	

Central Expenses

Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th Sept 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised
Capital Financing	22,816	22,760	21,760	(1,000)	Underspend relates to MRP	-4.4%
Car Leasing	2	2	-	(2)		-100.0%
Central Contingency	12,412	2,705	2,705	-		0.0%
Corporate Fees & Charges	399	399	240	(159)	Underspend due to a reduction in Audit fees	-39.8%
Corporate Subscriptions	314	314	224	(90)	Underspend relating to Corporate Subscriptions	-28.7%
Early Retirement	5,427	5,427	4,927	(500)	Underspend relating to Early Retirement reductions	-9.2%
Local Area Agreement	105	105	105	-		0.0%
Levies	30,717	19,074	18,574	(500)	Reduction in 2015/16 levies	-2.6%
Miscellaneous Finance	426	765	702	(63)	Additional Grant income received - LSSG grant	-8.2%
Total	72,619	51,551	49,237	(2,314)		-4.5%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

a) cost centres over £100,000	2
b) cost centres over £50,000 where the cost centre's gross budget is less than £1m	3
c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.	

Dedicated Schools' Grant

Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th Sept 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised
Education DSG	(6,275)	(6,651)	(5,523)	1,128	reduction in DSG funding partially offset by underspends on private and independent placements	-17.0%
Schools Funding	230	(117)	(133)	(16)	underspend on statement costs in Barnet Academy N	13.7%
Childrens Social Care DSG	439	439	439	-		0.0%
Early Intervn & Preven DSG	5,606	6,329	5,179	(1,150)	lower take up on two year funding than expected	-18.2%
Total	-	-	(38)	(38)		100.0%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

a) cost centres over £100,000	16
b) cost centres over £50,000 where the cost centre's gross budget is less than £1m	10
c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.	

Housing Revenue Account

Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th Sept 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised
HRA Other Income & Expenditure	5,284	5,284	5,471	187	increased expenditure on Landlord incentive Paymer	3.5%
HRA Regeneration	1,028	1,028	770	(258)	increased income from developers	-25.1%
HRA Surplus/Deficit for the ye	(6,232)	(6,232)	(6,232)	-		0.0%
Interest on Balances	(80)	(80)	(80)	-		0.0%
Total	-	-	(71)	(71)		100.0%

APPENDIX D - CAPITAL MONITORING PROGRAMME

Capital Programme Description	Sub-Description	Slippage / Accelerated Spend at Outturn	Addition/Deletion at Outturn	Additions/ Deletions Recommended Q1	Slippage / Accelerated Spend Recommended Q1	Current 2015-16 Budget (including Slippage waiting approval)	2015-16 Forecast to year-end	Variance from Revised Budget	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Explanation for Additions / Deletions & Requested Slippage
Adults and Communities											
Investing in IT		1,187		1029		2,798	3,045	247		247	
CCTV Installation		208				208	208	-			
Centre for Independent Living		241		(1,181)		-	-	-			
Social Care Capital Grant				(572)		247	-	(247)		(247)	
Transformation Care Grant		(5)	5	5		5	5	-			
Autism Innovation Grant		(16)	16			-	-	-			
Sport and Physical Activities						-	-	-			
Adults and Communities		1,614	21	(699)	-	3,258	3,258	-	-	-	
Children's Education											
Modernisation Primary & Secondary		898		2400	(46)	4,574	3,842	(733)		(733)	
Modernisation Primary & Secondary		898	-	2400	(46)	4,574	3,842	(733)	-	(733)	
Temporary Expansions - Allocated		17		785		1,133	1,827	695	708	(14)	Requirement to provide additional places for primary pupils. Funded from contingency
Urgent Primary Places - Palm	Milbrook Park (MHE)	(271)	440			530	373	-157		(157)	Underspend in scheme
	Orion Primary	226		(1,858)		330	459	129		129	Additional works required funded from contingency
	Blessed Dominic/St James			1963		1,963	200	(1,763)		(1,763)	
	Moss hall	(1)		-		90	84	(5)		(5)	Underspend in scheme
	Brunswick	5		(91)		56	60	4		4	
	Menorah Foundation	261				1,799	1,830	31		31	Spr costs not included in allocation
	St Mary's and St Johns	(144)				1,085	1,085	-			
	Martin Primary	(38)		(65)		82	81	(1)		(1)	
	Oakleigh School	15				37	37	-			
	Beis Yakov	51				76	107	31		31	Spr costs not included in allocation
	St Joseph's RC Junior & St Joseph's RC Infants School	(30)				1,957	1,986	29		29	Spr costs not included in allocation
	Monkfish	106		70	(1,500)	2,080	1,252	(828)		112	(940) Temp accommodation due to delay in contract starting from contingency
	Wren Academy	(832)				4,796	4,826	30		30	Spr costs not included in allocation
	London Academy	382		1383	1395	8,863	7,306	(1,557)		750	(2,307) Costs higher than expected due to asbestos. Slippage linked to same cause.
	Oak Hill Campus					250	250	-			
Urgent Primary Places		(55)	440	2426	(105)	25,128	21,763	(3,364)	1,660	(5,024)	
East Barnet & Project Faraday		364				564	564	-			
East Barnet Schools Rebuild		364	-	-	-	564	564	-	-	-	
Christ's College		41				96	96	-			
Copthall		317		43		432	282	(150)		(150)	Transfer of £150k from the project to the Planning Obligations Account 1036
Compton		214				277	277	-			
Oak Lodge Special School		256		150		2,767	2,767	-			
Bishop Douglas		129				129	98	(31)		(31)	
St Mary's & St John's				2000		2,000	2,000	-			
Permanent Secondary Expansion Programme		957	-	2193	-	5,702	5,521	(181)	(31)	(150)	
Primary Programme				(2,426)		574	-	(574)		(574)	Use of contingency
Primary Programme		-	-	(2,426)	-	574	-	(574)	(574)	-	
Secondary Programme				(2,000)		6,000	3,500	(2,500)		(2,500)	
Secondary Programme		-	-	(2,000)	-	6,000	3,500	(2,500)	-	(2,500)	
SEN				(150)		5,850	5,850	-			
SEN		-	-	(150)	-	5,850	5,850	-	-	-	
Alternative Provision						4,000	4,000	-			
Alternative Provision		-	-	-	-	4,000	4,000	-	-	-	
Wave 1 - Whittage Hill		201				201	201	-			
Wave 1 - Northway/Fairway		204				204	204	-			
Primary Capital Programme		508				538	538	-			
Contingency						1,574	519	(1,056)		(1,056)	Use of contingency
New Secondary 14-19 Provision						0	0	0			
Infant Free School Meals Capital Fund		241				241	241	-			
Other Schemes		1,154	-	-	-	2,758	1,703	(1,055)	(1,056)	-	
Children's Education		3,319	440	2443	(151)	55,149	46,741	(8,407)	-	(8,407)	
Children's Families Service											
Short Breaks		0	0			0	0	0			
E Financial		-				10	10	-			
Education Systems		9				50	50	-			
Early Intervention System		47				47	47	-			
Implementation of Libraries Strategy		393				2,079	2,079	-			
2 year old offer		101				246	246	-			
Libraries - commissioning plan 2015-2020				(2,000)		-	-	-			
Early education - provision in west of borough						-	1,596	1,596		1,596	Project brought forward due to Government change in policy. Spend may be less due to new FEE2 initiative
Social care placements- residential and fostering expansions						800	330	(470)		(470)	Slippage on Meadow Close project E500k. Accelerated spend on fostering project E30k
Information Management		135				285	285	-			
Early learning Review						331	331	-			
Children's Families Service		685	-	(2,000)	-	3,847	4,973	1,126	-	1,126	
Children's Services		4,804	440	443	(151)	56,996	51,714	(7,281)	-	(7,281)	
Capital Schemes Managed by Schools											
Locally controlled VA programme						-	-	-			
Capital Schemes Managed by Schools		-	-	-	-	-	-	-	-	-	
Total - Capital Schemes Managed by Schools		-	-	-	-	-	-	-	-	-	
Rd Delivery Unit											
Local Implementation Plan		26	(26)			0	0	0			
TFL 2014-15	Local Implementation Plan 2014/15	1,747				1,747	517	(1,230)		(1,230)	Reprofiled value of work written down
TFL 2015-16	Local Implementation Plan 2015/16			201		4,798	4,734	28		28	Additional events funding & CHd cycle training
TFL 2014-15	Bus stop Accessibility	21				422	422	-			

Capital Programme Description	Sub-Description	Slippage / Accelerated Spend at Outturn	Addition/Deletion at Outturn	Additions/Deletions Recommended Q1	Slippage / Accelerated Spend Recommended Q1	Current 2015-16 Budget (including Slippage waiting approval)	2015-16 Forecast to year-end	Variance from Revised Budget	Additions/Deletions Recommended	Slippage / Accelerated Spend Recommended	Explanation for Additions / Deletions & Requested Slippage
TFL 2014-15	Bridge Assessment	20				20	45	25	25		Additional bridge funding
TFL 2014-15	Air Quality Scheme	(20)	20			-	175	175	175		New additions to the programme for air quality schemes
TFL 2014-15	Major Schemes					0	0	0			
Highways - TTL		1,794	(6)	201	-	6,894	5,892	(1,002)	(1,002)	-	
Footway Reconstruction		4				119	119	-			
Traffic Management	2007-8 Purley Road Allocation	-				48	48	-			
Colindale Development Area	Reconstruction of Railway Bridges	-				850	500	(350)		(350)	
	Controlled Parking Zones					14	14	-			
	Colindale Station interchange					50	50	-			
	Improvement & Signalisation and Infrastructure					356	356	-			
	Public Transportation Improvement					103	103	-			
Pedestrian Improvements programme					262	262	-				
Colindale CP2 Parking Review Feasibility Study- Colindale Hospital					15	15	-				
Highways Investment Programme		56		15		610	610	-			
Travel Plan Implementation		59		45		235	235	-			
Carnageway		(239)	106			2,000	2,000	-			
Carnageway (Phase 2)		(130)	130			0	0	0			
Outstanding Transport Commitments on completed schemes		3				3	3	-			
CCTV Projects Retention						84	84	-			
HIGHWAYS PLANNED MAINTENANCE WORKS PROGRAMME		40				40	40	-			
Pavements		223	(105)			1,118	1,118	-			
Pavements (phase 2)		262	(130)			133	133	-			
Investments in Roads & Pavements						15,000	15,000	-			
Pothole Fund		1				1	1	-			
Saracens		-				17	17	-			
Drainage		112	(37)			448	493	45	45		Environmental Agency grant funding for drainage work
Highways - non-TTL		396	(37)	60	-	21,505	21,201	(305)	45	(350)	
Road Traffic Act - Controlled Parking Zones				33		184	184	-			
Parking		30				30	30	-			
Parking		30	-	33		214	214	-			
Total Environment		2,220	(43)	294	-	28,614	27,307	(1,307)	(957)	(350)	
General Fund Regeneration					(2,478)	-	-	-			
M1 Hill East		(8)				142	142	-			
Outer London Fund - Cricklewood		153				153	153	-			
Outer London Fund - North Finchley		220				220	220	-			
BXC - Funding for land acquisition		7,969				38,969	15,000	(23,969)		(23,969)	Revised Scheme Profile based on Capital Bid
Graham Park Regeneration	Building works	5,000	-5000			0	0	0			
Graham Park Regeneration	Infrastructure improvements	(40)				1,960	1,960	-			
Colindale - Lansacre Ave/Kerodrome rd Junction					(500)	-	-	-			
Colindale - Grahame park decant programme					(2,000)	-	-	-	(1,500)	1,500	
Colindale HQ - Pre-construction				465		465	465	-			
West Hendon Highway Improvement						300	300	-			
Town Centre						1,000	1,000	-			
Thames Link Station		(252)				2,748	1,500	(1,248)		-1,248	Revised Scheme Profile based on Capital Bid
General Fund Regeneration		13,842	(5,000)	465	(4,978)	45,967	20,748	(25,217)	(1,500)	(23,717)	
Disabled Facilities Grant		183				3,353	2,700	(653)		(653)	Forecast Revised Based on level of Grants approved to date
Disabled Facilities Projects		183	-	-	-	3,353	2,700	(653)	-	(653)	
Hendon Cemetery & Crematorium Enhancement		(5)				365	360	(35)		(35)	
Empty Properties		(548)			(1,052)	1,500	1,500	-			
Moxon Street Land Purchase						-	750	750	750		
Development pipeline Tranche 1 (Pre-Construction)						-	1,000	1,000	1,000		
Housing Association Development Programme - New Affordable Homesites					(1,416)	-	-	-			
DECC - Fuel Provity		4				63	63	-			
Other Projects		(549)	-	-	(2,468)	1,948	3,664	1,715	1,750	(35)	
Total Housing - General Fund		12,676	(5,000)	465	(7,446)	51,258	27,104	(24,154)	250	(24,404)	
Total Rg Delivery Unit		14,896	(5,043)	759	(7,446)	79,872	54,411	(25,461)	(707)	(24,754)	
Commercial											
Lines and Signs		90				400	400	-			
Parking Machines						12	12	-			
CCTV						1,300	1,300	-			
Town centre Bays						75	75	-			
Commercial		90	-	-	-	1,787	1,787	-	-	-	
Commissioning Group											
Customer access Centre					(2,992)	-	-	-			
Depot relocation		84				19,472	19,472	-			
Community Centre		(10)				1,436	246	(1,190)		-1,190	Project cost higher than expected. Delay while looking for other sources of funding
Asset Management		628				2,720	2,720	-			
Information Management				(255)		500	500	-			
Centre for Independent Living & Libraries				3181		3,161	2,031	(1,130)	(500)	(630)	Funding from Re for DILL
Libraries Strategy						2,000	2,000	2,000			Funding from Re for DILL
Colindale - Accommodation						-	-	-			Budget to be confirmed after meeting in October. Projection of EBOOK
Sport and Physical Activities						1,400	1,400	-			
						-	-	-			
Commissioning Group		902	-	2911	(2,992)	28,688	28,368	(320)	1,300	(1,820)	
Street Scene											
Improvements to six of the Borough's Park		5				5	5	-			
Dogpall Car Park						0	0	0			
OH Court House - public toilets						40	40	-			
Parks & Open Spaces and Tree Planting	Kara Way Pocket Park	(67)	40	20		(7)	-	7	7		

Capital Programme Description	Sub-Description	Slippage / Accelerated Spend at Outturn	Addition/Deletion at Outturn	Additions/Deletions Recommended Q1	Slippage / Accelerated Spend Recommended Q1	Current 2015-16 Budget (including Slippage waiting approval)	2015-16 Forecast to year-end	Variance from Revised Budget	Additions/Deletions Recommended	Slippage / Accelerated Spend Recommended	Explanation for Additions / Deletions & Requested Slippage
Parks & Open Spaces and Tree Planting	Copthall Fitch & Car Park Project	40				40	40	-			
Parks & Open Spaces and Tree Planting	Play & sports facilities in Stonegrove or Edgwarebury Park					75	-	(75)		(75)	Slipped to 2016 due to contract award
Parks & Open Spaces and Tree Planting	Chisbitt Park - FOG Priority Project	0				0	0	0			
Parks & Open Spaces and Tree Planting	Hendon Park FOG Play Area Project	(0)				0	0	0			
Parks & Open Spaces and Tree Planting	Installation of new boundary fencing at Old Court House 385c					10	-	(10)		(10)	Slipped to 2016 due to contract award
Parks & Open Spaces and Tree Planting	Edgwarebury Park Tennis Courts refurbishment 237a E7982.96 + 240b 4.1265d	-				21	21	-			
Parks & Open Spaces and Tree Planting	Street Trees Edgware Town Centre 259c					0	0	0			
Parks & Open Spaces and Tree Planting	Refurbishment of tennis courts & installation of fencing 262b					30	30	-			
Parks & Open Spaces and Tree Planting	New play equipment Woking Park 351a					20	-	(20)		(20)	Slipped to 2016 due to contract award
Parks & Open Spaces and Tree Planting	Tree planting Beverly Gardens	2				2	2	-			
Park Infrastructure		(283)	283			352	300	(152)	(7)	(145)	Slipped to 2016 due to contract award
Langan System							120	120	120		Introduction of New langan system
Park Equipment						-	-	-			
Greenspaces		(903)	323	20	-	587	457	(130)	120	(250)	
Waste		259				477	477	-			
Weekly Collection Support Scheme		543				793	370	(423)		(423)	
Bin replacement						250	250	-			
Vehicles						500	500	-			
Waste		802	-	-	-	2,019	1,596	(423)	-	(423)	
Fuel Storage Tank		60			(60)	-	-	-	-	-	
Fuel Storage		60	-	-	(60)	-	-	-	-	-	
Total Street Scheme		558	323	20	(60)	2,608	2,054	(553)	120	(673)	
Barnet Group											
Alexandra Road		33				33	33	-			
Social Mobility Fund						-	750	750	750		
Hostel Refurbishment Programme		121				269	269	-			
Housing - HRA		154	-	-	-	302	1,052	750	750	-	
Total Barnet Group		154	-	-	-	302	1,052	750	750	-	
Total Capital Programme (Excluding HRA)		22,218	(4,258)	3433	(10,650)	175,508	142,644	(32,865)	1,663	(34,528)	

Housing - HRA											
Major Works (excl Granv Rd)		(26)				1960	11,335	11,335	-		
Granville Road		3					276	276	-		
Regeneration		1,364			(3,126)	1,389	1,389	-			
Misc - Repairs		(364)			364	942	1,107	165		165	Higher than anticipated demand due to increased volume of works required to meet letting standard
MSE/ GAS		2,085			(4,089)	14,568	14,568	-			
Voids and Lettings		(348)			348	1,712	1,998	286		286	YEP based on monthly spend to date extrapolated out for 12 months, some high cost voids included so projected overspend reduced accordingly. Current programme shows 4 sites completing in 2016/17. Carry forward variance into next year.
New Affordable Homes		(467)				7,283	6,000	(1,283)		(1,283)	
Advanced Acquisitions (Regen Estates)						4,773	-	(4,773)		(4,773)	Scheme to be rephased as per Capital Bids
Moreton Close						4,934	4,934	-			
Housing - HRA		2,247	-	-	(4,543)	47,212	41,607	(5,605)	-	(5,605)	
Total Housing - HRA		2,247	-	-	(4,543)	47,212	41,607	(5,605)	-	(5,605)	

Total Capital Programme (Excluding schemes managed by schools)		24,465	(4,258)	3433	(15,193)	222,720	184,251	(38,470)	1,663	(40,133)	
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Total Capital Programme (Including schemes managed by schools)		24,465	(4,258)	3433	(15,193)	222,720	184,251	(38,470)	1,663	(40,133)	
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Appendix E: Funding Template: Additions & Deletions, Slippage & Accelerated Spend Template

Directorate	Year	Capital Programme	Funding Type	if	if	Explanation for request
				Additions/Deletions	Slippage/Accelerated Spend	
				Amount (£'000)	Amount (£'000)	
Re Delivery Unit	2015/16	Moxon Street Land Purchase	Infrastructure Rese	750		
Re Delivery Unit	2015/16	Development pipeline Tranche 1 (Pre-Construction)	Infrastructure Rese	1,000		
Barnet Group	2015/16	Social Mobility Scheme	Grant	750		New grant allocation
Street Scene	2015/16	Kara Way Pocket Park	Borrowing	27		
Street Scene	2015/16	Park Infrastructure	Borrowing	(27)		
Street Scene	2015/16	Kara Way Pocket Park	Revenue	(20)		
Street Scene	2015/16	Park Infrastructure	Revenue	20		
Street Scene	2015/16	Parks & Open Spaces and Tree Planting	S106		(75)	Slipped to 2016 due to contract award
Street Scene	2015/16	Parks & Open Spaces and Tree Planting	S106		(10)	Slipped to 2016 due to contract award
Street Scene	2015/16	Parks & Open Spaces and Tree Planting	S106		(20)	Slipped to 2016 due to contract award
Street Scene	2015/16	Park Infrastructure	Borrowing		(145)	
Street Scene	2015/16	Weekly Collection Support Scheme	Grant		(423)	
Adults and Communities	2015/16	Investing in IT	Grant	247		
Adults and Communities	2015/16	Social Care Capital Grant	Grant	(247)		
Re Delivery Unit	2015/16	Local Implementation Plan 2014/15	Grant	(1,230)		Reprofiled value of work written down
Re Delivery Unit	2015/16	Local Implementation Plan 2015/16	Grant	21		Additional events funding
Re Delivery Unit	2015/16	Air Quality Scheme	Grant	175		New additions to the programme for air quality schemes
Re Delivery Unit	2015/16	Drainage	Grant	45		Environmental Agency grant funding for drainage work
Re Delivery Unit	2015/16	Bridge Assessment	Grant	25		Additional bridge funding
Re Delivery Unit	2015/16	Local Implementation Plan 2015/16	Grant	7		Child cycle training
Children's Family Services	2015/16	Early education - provision in west of borough	Borrowing		1,596	
Children's Family Services	2015/16	Social care placements- residential and fostering espansions	Borrowing		(470)	
Commissioning Group	2015/16	Community Centre	Capital Receipt		(781)	
Commissioning Group	2015/16	Community Centre	Revenue		(409)	
Commissioning Group	2015/16	Centre for Independent Living & Libraries	Capital Reserve	1,500		
Re Delivery Unit	2015/16	Colindale - Grahame park decant programme	Capital Reserve	(1,500)		
Re Delivery Unit	2015/16	Colindale - Grahame park decant programme	Capital Reserve		1,500	
Commissioning Group	2015/16	Centre for Independent Living & Libraries	Borrowing	(2,000)		
Commissioning Group	2015/16	Libraries Strategy	Borrowing	2,000		
Commissioning Group	2015/16	Centre for Independent Living & Libraries	Capital Reserve		(630)	
HRA	2015/16	Misc - Repairs	MRA		165	Higher than anticipated demand due to increased volume of works required to meet letting standard
HRA	2015/16	Voids and Lettings	MRA		286	YEP based on monthly spend to date extrapolated out for 12 months, some high cost voids included so projected overspend reduced accordingly.
HRA	2015/16	New Affordable Homes	Capital Receipt		(1,283)	Current programme shows 4 sites completing in 2016/17. Carry forward variance into next year.
HRA	2015/16	Advanced Acquisitions (Regen Estates)	Capital Receipt		(4,773)	Scheme to be rephased as per Capital Bids
Re Delivery Unit	2015/16	BXC - Funding for land aquisition	Capital Reserve		(23,969)	Revised Scheme Profile based on Capital Bid

Directorate	Year	Capital Programme	Funding Type	Additions/Deletions	Slippage/Accelerated Spend	Explanation for request
				Amount (£'000)	Amount (£'000)	
Re Delivery Unit	2015/16	Thames Link Station	Capital Reserve		(1,248)	Revised Scheme Profile based on Capital Bid
Re Delivery Unit	2015/16	Disabled Facilities Grant	Borrowing		(653)	Forecast Revised Based on level of Grants approved to date
Re Delivery Unit	2015/16	Hendon Cemetry & Crematorium Enhancement	Capital Receipt		(35)	
Children's Education and Skills	2015/16	Modernisation Primary & Secondary	Grant		(733)	
Children's Education and Skills	2015/16	Temporary Expansions - Allocated	Grant		(14)	Requirement to provide additional places for primary pupils. Funded from contingency
Children's Education and Skills	2015/16	Primary Programme	Grant	(457)		Use of contingency
Children's Education and Skills	2015/16	Primary Programme	Borrowing	(116)		Use of contingency
Children's Education and Skills	2015/16	Temporary Expansions - Allocated	Grant	457		Use of contingency
Children's Education and Skills	2015/16	Temporary Expansions - Allocated	Borrowing	116		Use of contingency
Children's Education and Skills	2015/16	Secondary Programme	Grant		(2,500)	
Children's Education and Skills	2015/16	Contingency	Borrowing	(1,152)		Use of contingency
Children's Education and Skills	2015/16	Temporary Expansions - Allocated	Borrowing	135		
Children's Education and Skills	2015/16	Millbrook Park (MHE)	Borrowing	(92)		
Children's Education and Skills	2015/16	Millbrook Park (MHE)	Capital Receipt	(65)		
Children's Education and Skills	2015/16	Contingency	Capital Receipt	65		
Children's Education and Skills	2015/16	Orion Primary	Borrowing	129		Additional works required funded from contingency
Children's Education and Skills	2015/16	Moss hall	Borrowing	(5)		Underspend in scheme
Children's Education and Skills	2015/16	Brunswick	Borrowing	4		
Children's Education and Skills	2015/16	Menorah Foundation	Borrowing	31		Spir costs not included in allocation
Children's Education and Skills	2015/16	Beis Yakov	Borrowing	31		Spir costs not included in allocation
Children's Education and Skills	2015/16	St Joseph's RC Junior & St Joseph's RC Infants School	Borrowing	29		Spir costs not included in allocation
Children's Education and Skills	2015/16	Monkfrith	Borrowing	112		Temp accommodation due to delay in contract starting from contingency
Children's Education and Skills	2015/16	Wren Academy	Borrowing	30		Spir costs not included in allocation
Children's Education and Skills	2015/16	London Academy	Borrowing	750		Costs higher than expected due to asbestos. Slippage linked to same cause.
Children's Education and Skills	2015/16	Bishop Douglas	Grant	(31)		
Children's Education and Skills	2015/16	Contingency	Grant	31		
Children's Education and Skills	2015/16	Martin Primary	Borrowing	(1)		
Children's Education and Skills	2015/16	Copthall	Grant		(150)	Transfer of £150k from the project to the Planning Obligations Account s106
Children's Education and Skills	2015/16	Blessed Dominic/St James	Borrowing		(1,763)	
Children's Education and Skills	2015/16	Monkfrith	Borrowing		(312)	Temp accommodation due to delay in contract starting from contingency
Children's Education and Skills	2015/16	Monkfrith	Grant		(628)	Temp accommodation due to delay in contract starting from contingency
Children's Education and Skills	2015/16	London Academy	Borrowing		(2,307)	Costs higher than expected due to asbestos. Slippage linked to same cause.
Re Delivery Unit	2015/16	Reconstruction of Railway Bridges	Borrowing		(350)	
Street Scene	2015/16	Langan system	Capital Reserve	120		Introduction of New langan system
	2015/16	Total for Q2		1,663	(40,133)	

Directorate	Year	Capital Programme	Funding Type	if	if	Explanation for request
				Additions/Deletions	Slippage/Accelerated Spend	
				Amount (£'000)	Amount (£'000)	
Adults and Communities	2015/16	Transformation Care Grant	Grant	5		One - off grant - Bid approved on the 29th January 2015
Re Delivery Unit	2015/16	Road Traffic Act – Controlled Parking Zones	s106	33		New additions to the programme
Re Delivery Unit	2015/16	Travel Plan Monitoring	s106	45		New additions to the programme
Street Scene	2015/16	GreenSpaces	Revenue	20		Rebuild pavilion
Re Delivery Unit	2015/16	Highways Investment Programme	s106	15		New additions to the programme
Re Delivery Unit	2015/16	Local Implementation Plan 2015-16	Grant	201		New additions to the programme
Children's Education and Skills	2015/16	Copthall	s106	43		New additions to the programme
Adults and Communities	2015/16	Social Care Capital Grant	Grant	(572)		Transfer of Grant to Investing in IT project
Adults and Communities	2015/16	Investing in IT	Grant	572		Transfer of Grant from the Social Care Capital Grant
Adults and Communities	2015/16	Investing in IT	Revenue	207		Re: Investing in IT project to be funded from revenue
Adults and Communities	2015/16	Investing in IT	Borrowing	250		Re: Investing in IT project to be funded from Corporate
Commissioning Group	2015/16	Information Management	Borrowing	(250)		Re: Investing in IT project to be funded from Corporate
Commissioning Group	2015/16	Depot relocation	Capital Reserve		(8,900)	
Commissioning Group	2015/16	Depot relocation	Capital Receipt		8,900	
Adults and Communities	2015/16	Centre for Independent Living	Grant	(1,162)		CIL Project moving to Corporate services
Commissioning Group	2015/16	Centre for Independent Living & Libraries	Grant	1,162		CIL Project moving to Corporate services
Children's Family Services	2015/16	Libraries -Commissioning Plan	Borrowing	(2,000)		CIL Project moving to Corporate services
Commissioning Group	2015/16	Centre for Independent Living & Libraries	Borrowing	2,000		CIL Project moving to Corporate services
Children's Education and Skills	2015/16	Modernisation Primary & Secondary	Grant	2,400		Schools Modernisation grant
Children's Education and Skills	2015/16	Modernisation Primary & Secondary	Grant		(46)	Edgware Primary School - Walkway slippage
Children's Education and Skills	2015/16	Temporary Expansions - Allocated	Grant	785		Virement of Primary Contingency
Children's Education and Skills	2015/16	Primary Programme	Grant	(785)		Virement of Primary Contingency
Children's Education and Skills	2015/16	Orion Primary	Borrowing	(1,658)		Virement to Blessed Dominic/St James
Children's Education and Skills	2015/16	Blessed Dominic/St James	Borrowing	1,658		Virement from Orion Primary
Children's Education and Skills	2015/16	Primary Programme	Grant	(305)		Virement of Primary Contingency
Children's Education and Skills	2015/16	Blessed Dominic/St James	Grant	305		Virement of Primary Contingency
Children's Education and Skills	2015/16	Brunswick	Borrowing	(91)		Underspend of budget
Children's Education and Skills	2015/16	Martin Primary	Borrowing	(26)		Underspend of budget
Children's Education and Skills	2015/16	Primary Programme	Borrowing	116		Virement to Primary Contingency
Children's Education and Skills	2015/16	Monkfrith	Borrowing		(1,500)	Slippage into 2017/18, 2016/17
Children's Education and Skills	2015/16	Monkfrith ICT	Grant	70		Virement of Primary Contingency
Children's Education and Skills	2015/16	Primary Programme	Grant	(70)		Virement to Primary Contingency
Children's Education and Skills	2015/16	London Academy	Borrowing		1,394	Slippage from 2016/17
Children's Education and Skills	2015/16	London Academy	Grant	1,383		Projected overspend 2015/16 vired from Primary Programme
Children's Education and Skills	2015/16	Primary Programme	Grant	(1,383)		Virement to London Academy
Children's Education and Skills	2015/16	St Mary's & St John's	Grant	2,000		New School. Virement from Secondary
Children's Education and Skills	2015/16	Secondary Programme	Grant	(2,000)		Virement to SMSJ
Children's Education and Skills	2015/16	Oak Lodge Special School	Grant	150		Virement from SEN Contingency
Children's Education and Skills	2015/16	SEN	Grant	(150)		Virement to Oak Lodge Special School
Commissioning Group	2015/16	Customer access Centre	Capital Receipt		(2,992)	Delay in Project
Children's Education and Skills	2015/16	Copthall	S106	(43)		
Children's Education and Skills	2015/16	Copthall	Grant	43		
Re delivery unit	2015/16	General Fund Regeneration	Capital Receipt		(2,300)	Slippage to 2016/17
Re delivery unit	2015/16	General Fund Regeneration	Borrowing		(178)	Slippage to 2016/17

Directorate	Year	Capital Programme	Funding Type	Additions/Deletions	Slippage/Accelerated Spend	Explanation for request
				Amount (£'000)	Amount (£'000)	
Re delivery unit	2015/16	Colindale - Lanacre Ave/Aerodrome rd Junction	Capital Reserve		(500)	Slippage to 2016/17
Re delivery unit	2015/16	Colindale - Grahame park decant programme	Capital Reserve		(2,000)	Slippage to 2016/17
Re delivery unit	2015/16	Empty Properties	Borrowing		(1,052)	Slippage to 2016/17
Re delivery unit	2015/16	Housing Association Development Programme - New Affordable Homes	S106		(1,416)	Slippage to 2016/17
Street Scene	2015/16	Fuel Storage Tank	Borrowing		(60)	Use rescheduled to 2016-17 pending depot relocation
HRA	2015/16	Major Works (excl Granv Rd)	Revenue		1,960	Accelerated Programme B/fwd from 2016-17
HRA	2015/16	Regeneration	Revenue		(3,126)	Slippage to 2016/17
HRA	2015/16	Misc - Repairs	Revenue		364	Accelerated Programme B/fwd from 2016-17
HRA	2015/16	M&E/ GAS	Revenue		(4,089)	Slippage to 2016/17
HRA	2015/16	Voids and Lettings	Revenue		348	Accelerated Programme B/fwd from 2016-17
Re delivery unit	2015/16	Colindale HQ - Pre-construction	Borrowing	465		Colindale HQ - Pre-construction
	2015/16	Total from Q1		3,433	(15,193)	

Appendix F - Transformation Programme

Projects	Total Budget agreed	EXPENDITURE							Comments	FUNDING BUDGETS
		PRIOE YEAR SPEND	2015/16 Actual	2015/16 Projected	2016/17 Projected	2017/18 & future years Projected	Total Spend to 2015/16 & future years	Variance		Total
Independence of Young People with Learning Difficulties 0-25	350,000	-	52,936	273,876	76,124	-	350,000		The estimated spend is £273,876 for 2015/16 and £76,124 is forecasted to be spent in 2016/17	350,000
Sports and Physical Activities	1,903,400	583,480	148,065	606,800	713,120	-	1,903,400		The estimated SPA spend for 2015/16 is £508,800. The remaining £711,120 will be carried over to the 2016/2017 budget.	1,903,400
Prevention, Independence and Efficiencies	1,724,000	-	318,131	1,122,795	601,205	-	1,724,000		Estimates for resources required this FY have been projected. More work needs to be done to project resources required to deliver the programme into future years.	1,724,000
Health & Social Care Integration	100,000	98,451	-	-	1,549	-	100,000			100,000
Adults and Communities transformation programme	870,710	995,710	-	-	-	-	995,710	125,000	This overspend from 2014/15 will be funded from the Care Act	870,710
CCTV	70,000	-	-	70,000	-	-	70,000		*The CCTV transformation project is projected to be completed during 2015/16, projected costs including Project Support are projected at £70k.	70,000
Early Years (pre Business Case)	-	-	-	-	-	-	-	0		-
Early Years – Children’s Centres	442,395	198,580	140,875	243,815	-	-	442,395			442,395
Family Services - Back Office Efficiencies *	250,000	-	-	250,000.00	-	-	250,000		This budget is expected to be spent in full at present.	250,000
Education and Skills	1,480,000	321,755	423,790	1,151,601	-	-	1,473,356	(6,644)		1,480,000
Nurseries	70,000	13,993	-	56,007	-	-	70,000		These have been paid against CC 10238 which will need to be reimbursed via a journal payment.	70,000
Libraries	500,000	26,085	-	473,915	-	-	500,000			500,000
PM to support CELS project	224,000	-	-	224,000	-	-	224,000		This budget is expected to be spent in full at present.	224,000
Family Services Transformation Programme	1,800,099	1,662,005	-	118,094	-	-	1,800,099			1,800,099
Street Scene Transformation	3,213,102	852,531	166,014	403,000	1,257,571	700,000	3,213,102		Spend in 15/16 expected on waste strat (160k), parks strat (60k), and £50k on ADM. £100k on Strategic Lead. Balance in 15/16 largely ADM related	3,213,102
Parking	485,912	334,263	64,351	151,649	-	-	485,912		Full expenditure on new parking policy	485,912
Review of the Mortuary Service	70,000	64,147	3,827	3,827	-	-	67,974	(2,026)	No further spend is expected for this project which has been concluded.	70,000
Entrepreneurial Barnet WLA (x3)	436,978	-	-	253,904	163,028	20,046	436,978		Opportunities for young people projecting £50,000. Working people / Working places projecting £171,338, and Skills escalator £32,566 in 2015/16.	436,978
Housing improvements and efficiency	150,000	4,079	145,050	169,300	-	-	173,379	23,379		150,000
Unified Reward	450,000	398,173	109,402	130,000	-	-	528,173	78,173		450,000
Smarter working	360,000	231,645	418,090	-	-	-	231,645	(128,355)		360,000
Central Support (BAU)	100,000	-	-	-	-	-	-	(100,000)		100,000
Workforce changes	1,362,000	-	374,387	524,387	450,000	387,613	1,362,000			1,362,000
Community Participation	100,000	-	31,957	100,000	-	-	100,000			100,000
Connecting with Barnet	271,000	235,073	13,204	35,927	-	-	271,000			271,000
Programme support	3,428,692	1,340,563	278,135	588,271	550,000	949,858	3,428,692			3,378,444
Contingency - Programmes	1,000,000	-	-	-	-	-	-	(1,000,000)		1,000,000
Legal support	1,500,000	-	-	200,000	150,000	1,150,000	1,500,000			1,500,000
Total	22,712,288	7,380,533	2,688,214	7,151,167	3,962,597	3,207,517	21,701,815	(1,010,473)		22,662,040

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Appendix G: Prudential Indicator Compliance

Upper Limits for Fixed Interest Rate Exposure and Variable Interest Rate Exposure

- These indicators allow the Council to manage the extent to which it is exposed to changes in interest rates.
- The upper limit for variable rate exposure allows for the use of variable rate debt to offset exposure to changes in short-term rates on our portfolio of investments.

	Limits for 2015/16 %
Upper Limit for Fixed Rate Exposure	100
Compliance with Limits:	Yes
Upper Limit for Variable Rate Exposure	40
Compliance with Limits:	Yes

Maturity Structure of Fixed Rate Borrowing

- This indicator is to limit large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates.

Maturity Structure of Fixed Rate Borrowing	Upper Limit %	Lower Limit %	Actual Fixed Rate Borrowing as at 30/09/15	% Fixed Rate Borrowing as at 30/09/15	Compliance with Set Limits?
Under 12 months	0	50		0	N/A
12 months and within 24 months	0	50	0	0	N/A
24 months and within 5 years	0	75		0	N/A
5 years and within 10 years	0	75	0	0%	N/A
10 years and above	0	100	304,080,000	100%	Yes

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TREASURY DEPOSITS OUTSTANDING AS AT 30.9.2015 FOR LONDON BOROUGH OF BARNET

Deal Number	Counter Party	Start Date	Maturity Date	Rate of Interest %	Principal Outstanding
					£
2000011445	Greater London Authority	01-Apr-14	01-Apr-16	1.04	10,000,000
2000011463	Glasgow City Council	27-Nov-13	27-Nov-15	1.10	10,000,000
2000011488	Warrington Brough Council	15-Apr-14	15-Oct-15	1.00	5,000,000
2000011502	Gwent CC	01-Aug-14	03-Aug-15	1.10	3,000,000
2000011514	Corby Borough Council	02-Dec-14	01-Dec-15	0.67	5,000,000
2000011506	Newcastle City Council	30-Jul-14	29-Jul-16	1.00	5,000,000
Local Authorities					38,000,000
2000011284	Goldman Sachs	14-May-13		0.36	400,000
2000011251	Aviva	06-Sep-13		0.38	5,400,000
2000011482	Ignis Liquidity Fund	26-Mar-14		0.43	23,000,000
2000011238	Federated Investors	01-Jul-15		0.38	700,000
2000011377	Invesco	07-May-15		0.32	1,600,000
Money Market Funds					31,100,000
Money Market Funds Non specified					
2000112434	Federated Prime Rate Cash	15-May-13	31-Mar-16	0.70	10,000,000
2000010341	Bank of Scotland	09-Sep-12	CALL A/C	0.40	12,500,030
2000011523	Standard Chartered	29-Apr-15	29-Oct-15	0.69	10,000,000
2000011531	Barclays	16-Jul-15	16-Oct-15	0.53	23,000,000
2000011532	Santander	16-Jul-15	16-Oct-15	0.55	25,000,000
2000011535	Lloyds	24-Jul-15	02-Nov-15	0.57	9,000,000
2000011537	Nationwide Build Soc	15-Sep-15	15-Mar-16	0.73	22,600,000
UK Banks & Building Societies					102,100,030
2000011527	Bank of Nova Scotia	17-Jun-15	17-Dec-15	0.53	5,500,000
2000011527	Bank of Nova Scotia	26-Jun-15	04-Feb-16	0.60	13,500,000
2000011529	Australia and New Zealand Bank	26-Jun-15	04-Jan-16	0.60	6,000,000
2000011530	TORONTO DOMINION BANK LONDON	07-Jul-15	07-Jan-16	0.64	8,000,000
2000011533	BANK OF NOVA SCOTIA CAPITAL	21-Jul-15	21-Jan-16	0.62	6,000,000
2000011534	Australia & New Zealand Banking Group Ltd	22-Jul-15	22-Jan-16	0.57	8,000,000
2000011536	Australia & New Zealand Banking Group Ltd	21-Aug-15	23-Nov-15	0.55	11,000,000
Non UK Banks & UK Building Societies					58,000,000
TOTAL		30-Sep-15			239,200,030
				Average rate of return	0.64

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APPENDIX I: Corporate Risk Register

The following risk register represents those risks in place at the time of reporting at Quarter 2, the mitigation strategies in place for each risk and the proposed treatment of each risk.

PROBABILITY	SCORE	IMPACT				
		1	2	3	4	5
		Negligible	Minor	Moderate	Major	Catastrophic
5	Almost Certain	0	0	0	0	0
4	Likely	0	0	0	1	0
3	Possible	0	0	1	4	0
2	Unlikely	0	0	0	1	0
1	Rare	0	0	0	0	0

Risk	Current Assessment Impact Probability Rating			Control Actions	Target Assessment Impact Probability Rating		
<p>Homelessness - ORG0039</p> <p>There is a risk that homelessness and the subsequent cost of providing emergency short term accommodation will continue to rise.</p> <p>Cause: The Council has an obligation to house people that are homeless and support families who are unintentionally homeless. Despite improvements in the economy, homelessness has continued at high levels within the borough due to a shortage of homes, and increasing housing costs, particularly in the private rented sector. Welfare reform means that poorer households receive less financial support with their housing costs and landlords are increasingly seeking tenants who do not rely on housing</p>	Major 4	Likely 4	High 16	<p>Preventative: The Housing Strategy identifies 3 key areas where Barnet Homes and the Council are focusing their efforts to reduce homelessness:</p> <ul style="list-style-type: none"> increasing prevention activities, including joint working with job centre plus. increasing the supply of homes for households facing homelessness Making best use of existing resources through the Allocations Scheme and Tenancy Strategy <p>Detective: A number of mitigating actions have already been taken, including a more commercial approach to working with private landlords,</p>	Moderate 3	Unlikely 2	Medium Low 6

Risk	Current Assessment Impact Probability Rating			Control Actions	Target Assessment Impact Probability Rating		
<p>benefit to pay their rent. The housing benefit subsidy levels for temporary accommodation have not increased since 2011 whilst costs have risen significantly. Further welfare reform and a freeze of LHA rates means more households will be at risk of homelessness, whilst potential reductions in social rents and Right to Buy proposals are likely to curtail the potential supply of affordable homes.</p> <p>Consequence: Substantial increase in homelessness including intentional homelessness where children are involved and the subsequent provision of affordable housing at a significant and increasing cost to the Council.</p>				<p>innovative TA solutions and redesigned services. The Welfare reform task force has helped households affected by welfare reform to avoid losing their home by accessing employment.</p> <p>The Strategic Housing Lead and Contract Manager are now working with Barnet Homes to explore further options for reducing homelessness and the associated costs, including putting additional resources into securing more homes in the private rented sector and intervening at an earlier stage where a household is threatened with homelessness. Barnet Homes are also producing a homelessness and temporary accommodation action plan which will be in place by September 2015.</p>			
<p><u>Financial Position - ORG0025</u></p> <p>Given the overall economic position, it is clear that cuts to government funding will continue until the end of the decade.</p> <p>Alongside this the Council now bears additional risks as a result of business rate reforms, whereby a contraction in economic activity in Barnet will see a reduction in Council funding. The recent announcement by the Chancellor on business rate localisation will fundamentally change the way local government is financed. This is both an opportunity for the Council to grow income but also a risk around economic fluctuations.</p> <p>The economic position also impacts on the costs of Council services, for example in terms of pressure on temporary accommodation and increases in benefit caseloads.</p>	Major 4	Possible 3	Medium High 12	<p>Preventative: The Council's financial planning cycle mitigates the risks associated with reductions in funding and increases in demand for services. Planning ahead enables the Council to mitigate the impact of increases in demand and ensure that the Councils overall financial position on reserves and contingency is sufficient.</p> <p>The Council has a total budget gap of £81m from 2016 through to 2020. Proposals to meet this budget gap will be going through theme committees in November, and the draft budget for consultation will be approved by Policy and Resources Committee in December. The final budget will be agreed by Council in March.</p>	Moderate 3	Possible 3	Medium High 9

Risk	Current Assessment Impact Probability Rating			Control Actions	Target Assessment Impact Probability Rating		
<p>Demographic changes mean that the Council faces a growing population, an ageing population and increasing numbers of young people, which adds further to the pressure and demand on services.</p> <p>Cause: Further government cuts, uncertainty over the local economic position for business rates and demographic changes.</p> <p>Consequence: Additional pressure and by implication cost in the delivery of services, reduction in income, coupled together providing a challenge for the Council's economic position.</p>				<p>Detective: Budget monitoring (revenue and capital) and financial management standards being adhered to.</p> <p>Recovery plans and alternative options reviewed in areas with overspends.</p> <p>Review capital programme profiling.</p> <p>Value for money indicators in use across the business.</p> <p>Monitoring delivery of Medium Term Financial Strategy.</p>			
<p>Demographic and Population - ORG0035</p> <p>There is a risk that the organisation will not be prepared or able to respond to the impacts of demographic changes (e.g. gender, age, ethnicity, disability, education, employment) and/or population growth rate (birth, death, immigration, emigration) with insufficient social infrastructure (schools, older people homes), physical and green spaces, services and affordable housing to meet demand.</p> <p>Cause: Uncertainty of demographic changes and population growth, insufficient planning, monitoring and management of demand internally and externally where reliant on partner organisations.</p> <p>Consequence: Increased demand for public services generally, changing demand for types of services, costs spiral, reactive decision making, cuts to front line services or service failure.</p>	Major 4	Possible 3	Medium High 12	<p>Preventative: Test demographic change and population growth hypothesis against insight on customer profile, deeper interrogation of specific data sets (in/out migration) and identify potential gaps in data sets (availability of data, deficiency of existing data). New insight model which models impacts of growth in a number of key council services.</p> <p>The priorities and spending review (PSR) is key response to ensuring the organisation is sufficiently prepared for and able to respond to the impacts of population and demographic changes. Uncertainty is being reduced as service pressures and budget requirements are being analysed and underlying assumptions monitored and refined to ensure they remain valid as the organisation prepares to respond to this challenge.</p> <p>5 year budget proposals includes demographic change funding across key council service areas. Funding</p>	Major 4	Unlikely 2	Medium High 8

Risk	Current Assessment			Control Actions	Target Assessment		
	Impact	Probability	Rating		Impact	Probability	Rating
				<p>subject to annual review as part of finance and business planning. Understand approach and dependencies with resident engagement, equalities and health and wellbeing impact assessments.</p> <p>Growth Strategy, Housing Strategy, Regeneration Strategy and respective governance structures.</p> <p>Detective: The Commissioning Group supports the setting of strategic outcomes and development of commissioning strategies with a particular focus on cross cutting themes and risks. The Commissioning Board will review underpinning risk analysis at regular intervals to consider data, revisit assumptions, outcomes and controls.</p> <p>Partnership SCB has been introduced to enhance partnerships working in order to meet the financial challenges facing the public sector and collaborate on the development of future plans to both deliver transformation and improve outcomes</p>			
<p>People - ORG0036 There is a risk that the organisation's people (competence, skills, knowledge) and culture are not aligned with its medium and long term strategic direction and will not be able to deliver the improvements in service delivery and on-going change and innovation required to achieve its long term goals.</p> <p>Cause: The context in which the organisation operates is rapidly changing and demands continual service improvements. This requires the right organisational and developmental</p>	Major 4	Possible 3	Medium High 12	<p>Preventative: To understand the current and required corporate capabilities and develop corporate and delivery unit plans to respond to gaps, recognising the need to create an internal environment that facilitates the generation of new ideas and entrepreneurship. To support change through leadership and people engagement (including through partners), to provide results for the organisation, its people and customers.</p>	Moderate 3	Possible 3	Medium High 9

Risk	Current Assessment Impact Probability Rating			Control Actions	Target Assessment Impact Probability Rating		
<p>interventions to ensure the competence, knowledge and skills necessary to deliver the strategic objectives. Failure to ensure the right learning, knowledge sharing, career development, training and commitment to generating new ideas will cause the risk to escalate and negatively impact service delivery.</p> <p>Consequence: The consequence of failure in this respect and the escalation of risk will be a skills/knowledge/competence gap in the organisation that will result in poorer service performance in the medium term and/or longer term strategic failure.</p>				<p>Detective: Through the risk management framework and robust and continuous risk analysis and monitoring of delivery unit risk profiles and action plans it will be possible to identify and ensure the right interventions and to identify 'early warning systems' where failure in this respect is impacting negatively on service delivery and strategic change..</p>			
<p><u>Commissioning Approach - ORG0041</u></p> <p>If there is not a clearly defined approach to commissioning in place that ensures consistent application of Commissioning Cycle activities then objectives becomes difficult to monitor or achieve.</p>	Major 4	Possible 3	Medium High 12	<p>The Council's Commissioning Plans and priorities to 2020 are in place and agreed via Committees in 2014/15. This supports delivery of the Council's draft Corporate Plan and Medium Term Financial Strategy, supported by meaningful qualitative performance indicators that are linked to outcomes.</p>	Major 4	Unlikely 2	Medium High 8
<p><u>Resident Engagement - ORG0029</u></p> <p>Failure to engage properly with Residents.</p> <p>Cause: The lack of an engagement policy, comprehensive plan and coordinated approach to consulting with residents</p> <p>Consequence: Legal Challenge, lack of public buy in, do not deliver the services resident want, Consultations not contributing to service design, lack of transparency on outcomes, customer satisfaction declines</p>	Moderate 3	Possible 3	Medium High 9	<p>Preventative: Finance and Business Planning – feeding consultations into service design. Ensuring equalities is embedded within the Commissioning Group.</p> <p>Consultation strategy in place and transparency commitment confirmed.</p> <p>3rd sector strategy/ community resilience</p> <p>Social media – alternative methods of engaging with residents to be explored through future updates to the website</p> <p>Detective: Common understanding of the citizen engagement within the Council through review of complaints</p>	Moderate 3	Unlikely 2	Medium Low 6

Risk	Current Assessment Impact Probability Rating			Control Actions	Target Assessment Impact Probability Rating		
				data analysis and prior consultations. Performance indicators for customer satisfaction and customer care.			
<p>Prosperous Borough - ORG0038</p> <p>Barnet's position as a prosperous suburb is under threat from wider threats to London as a world city and infrastructure improvements connecting more and new places to London.</p> <p>Cause: Existing infrastructure near capacity, other places benefiting from new infrastructure digital technology making physical proximity less important wider threats to London as a world city</p> <p>Consequence: Barnet becomes less desirable as a place to live and work.</p>	Major 4	Unlikely 2	Medium High 8	<p>Infrastructure delivery plan and Mayoral infrastructure 2050.</p> <p>Entrepreneurial Barnet - economic strategy for making Barnet the best place to be a small business</p> <p>Regular monitoring of resident and business satisfaction surveys West London Alliance: Implementation of the West London Alliance jobs, skills and growth programme.</p>	Major 4	Unlikely 2	Medium High 8
<p>Increasing costs of Adult Social Care - ORG0042</p> <p>There is a risk that the pressure on Adults budgets caused by increasing demographics and complexity will not be contained within existing budgets.</p> <p>Cause: The council has an obligation to provide social care for individuals assessed with demonstrating a need. Increasing demographic pressures and the complexity of the mental health and learning difficulty clients, along with supply side pressures is increasing the cost of Adult social care. In addition to this referrals from hospitals have increased by an average of 22% over the last</p>				<p>Preventative: Developing plans around increasing prevention activities. Ensuring effective information and advice is offered and promoting more independent living.</p> <p>Detective: Robust budget monitoring and financial standards being adhered to. Recovery plan in place to ensure current overspends are being addressed. Engagement with CCG to ensure referrals from hospitals are monitored and funded.</p>			

Risk	Current Assessment Impact Probability Rating		Control Actions	Target Assessment Impact Probability Rating	
<p>2 years with a reduction in funding received from health for Winter Pressures.</p> <p>Consequence: A significant overspend in Adults would reduce the council's general fund reserve.</p>					

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APPENDIX J - Capita Payments

Row Labels	Sum of Value (ex vat)
CSG Invoice 1	7343330.39
CSG Invoice 3	3146686.38
Re Invoice 1	4532901.6
RE Invoice 2	4407071.99
Grand Total	19429990.36

Invoice Date	Invoice / Credit No	Value (ex vat)	Commentary	Type
22/07/2015	6003123569	£ 12,900.00	CSG Services Contract Payment - Print charges Pension Fund	CSG Invoice 3
06/07/2015	6003123745	£ 55,858.28	CSG Services Contract Payment - Postage, Print and Courier June 2015	CSG Invoice 3
10/07/2015	6003123567	£ 985,939.00	CSG Services Contract Payment - Special Projects (Initiations Request) June 2015	CSG Invoice 3
10/07/2015	6003123568	£ 106,504.00	CSG Services Contract Payment - Special Projects (Resource) June 2015	CSG Invoice 3
22/07/2015	6003123570	£ 36,372.29	CSG Services Contract Payment - Postage, Print and Courier July 2015	CSG Invoice 3
28/04/2015	6003073453	£ 11,685.25	CSG Services Contract Payment - DBS April 2015	CSG Invoice 3
24/07/2015	6003124276	£ 11,875.15	CSG Services Contract Payment - DBS May 2015	CSG Invoice 3
01/09/2015	6003152603	£ 313,479.00	CSG Services Contract Payment - Customer Portal Retention	CSG Invoice 1
01/09/2015	6003152604	£ 174,942.00	CSG Service Contract Payment - Indexation 2014/15 & 2015/16	CSG Invoice 1
01/09/2015	6003152605	£ 242,616.00	CSG Service Contract Payment - Schedule 24 True Up (3 months July-Sept)	CSG Invoice 1
07/09/2015	6003156075	£ 510,244.49	CSG Services Contract Payment - Special Projects (Initiations Request) Aug 2015	CSG Invoice 3
07/09/2015	6003156076	£ 177,809.71	CSG Services Contract Payment - Special Projects (Resources) Aug 2015	CSG Invoice 3
10/09/2015	8003013256	-£ 20,628.30	CSG Services Contract Payment - Postage, Print and Courier Aug 2015	CSG Invoice 3
10/08/2015	6003137454	£ 1,122,530.32	CSG Services Contract Payment- Special Projects (Initiations Request) July 2015	CSG Invoice 3
10/08/2015	6003137455	£ 135,596.19	CSG Services Contract Payment - Special Projects (Resource) July 2015	CSG Invoice 3
09/06/2016	6003097945	£ 6,612,293.39	CSG Services Contract Payment	CSG Invoice 1
02/07/2015	6085000110	£ 626,721.26	RE Services Contract Payment - Special Projects (Initiations Request) Jan - Mar 2015	RE Invoice 2
11/09/2015	6085000166	£ 2,652,000.00	RE Services Contract Payment - Special Projects (Initiations Request) - Development Pipelin	Re Invoice 2
28/08/2015	6085000162	£ 1,128,350.73	RE Services Contract Payment - Special Projects (Initiations Request) April - Aug 2015	Re Invoice 2
21/09/2015	6085000167	£ 670,000.00	RE Services Contract Payment - LIP Annual Charges	Re Invoice 1
11/09/2015	6085000165	£ 3,799,644.00	RE Service Contract Payment	Re Invoice 1
16/06/2015	6085000093	£ 63,257.60	RE Service Contract Payment - Indexation 2015	Re Invoice 1
		£ 19,429,990.36		

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Appendix K – Waste Action Plan and Adults and Communities Recovery Plan

1. Waste Action Plan Executive Summary

A Waste Action Plan has been developed and will go to the 10 November meeting of the Environment Committee. This plan sets out a range of actions over the next 6 – 9 months to support residents to improve the amount of waste they recycle.

The first phase includes already ongoing activities:

- Prioritising 3 areas;
- Expanding dry recycling at flats;
- Increasing food waste recycling at houses, and,
- Piloting a food waste project at flats.

The second phase will include work on:

- Increasing dry recycling at houses through ongoing communications;
- Progressing the learning from early experience of the Phase 1 activities, and,
- Strengthening planning requirements for future developments to ensure 50/50 recycling / residual waste provision.

It is expected that there would be a maximum impact of a 2% improvement in the recycling rate once all the activities set out in the Action Plan are completed. These interventions will continue to be rolled out over a longer period and recycling targets will continue to remain challenging without any significant changes to the service offer in order to drive up residents' engagement and participation in recycling.

The Waste Action Plan is intended to improve recycling performance in the short to medium term. The development of the Municipal Waste and Recycling Strategy will address the medium to long term approach.

2. Adults and Communities Recovery Plan

The Adults and Communities delivery unit is currently forecasting an overspend of £2.487m which equates to 2.9% of their revenue budget of £86.378m.

A number of steps have already been taken by the delivery unit and corporately during the 2015/16 financial year and these have been reflected in the current reported position. Actions take to date and future actions include the below with a stretch target to reduce the overspend on the Adults and Communities budget to £2.000m by the end of 2015/16.


- Corporate funding for pressures of £2.000m as reported previously to Performance and Contract Management Committee.
- Re-profiling and reduction of Wheelchair Housing saving in 2015/16 by £1.500m.
- Additional workforce savings, forecasting £0.750m underspend on staffing, achieving over £0.400m reduction in agency forecast spend through reducing

from 90 agency staff at the beginning of the financial year to circa 40 in November.

- Reducing debt owed through client contributions therefore reducing the level of bad debt provision requirement by £0.107m.
- Working with health and securing £0.400m of Winter Pressure funding, introduction of a triage model in the integrated social care direct team to control entry into enablement and agreeing to maximise £0.266k on the Shared Care Record through the Better Care Fund.
- Reduction of third party expenditure including, working with Genesis Housing Association on their outreach contract, reclaiming unspent expenditure by direct payment clients and exploring opportunities to maximise the level of recharge to the Housing Revenue Account.

In addition to the above a number of non-quantifiable savings through tight controls and further work have been put in place to try to recover the budget position, including:

- Member of the delivery unit leadership team chairing panel to authorise care expenditure;
- Measures to improve staff productivity;
- Refreshing staff understanding of transport policy, and,
- Issuing clear operational guidance on the use of respite.

AGENDA ITEM 10.	
 <p>Performance and Contract Management Committee</p> <p>17 November 2015</p>	
Title	Performance and Contract Management Committee Work Programme
Report of	Head of Governance
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A – Committee Work Programme 2015-16
Officer Contact Details	Sarah Koniarski, Governance Officer sarah.koniarski@barnet.gov.uk 020 8359 7574

Summary
The Committee is asked to consider and comment on the items included in the 2015-16 work programme in Appendix A.

Recommendation
1. That the Committee consider and comment on the items included in the 2015-16 work programme in Appendix A.

1. WHY THIS REPORT IS NEEDED

- 1.1 The Performance and Contract Management Committee’s work programme 2015-16 indicates forthcoming items of business.
- 1.2 The work programme of this Committee is intended to be a responsive tool which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.

1.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme having regard to its terms of reference.

2. REASONS FOR RECOMMENDATION

2.1 The compilation and review of work programme is intended to assist the Committee to plan and manage its work across the municipal year.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 None

4. POST DECISION IMPLEMENTATION

4.1 Any alterations made by the Committee to its Work Programme will be published on the Council's website.

5. IMPLICATIONS OF DECISION

5.1.1 The Committee Work Programme is in accordance with the Council's strategic objectives and priorities as stated in the Corporate Plan 2015-20.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

5.2.1 None in the context of this report.

5.3 Social Value

5.3.1 The Committee is advised that the Public Services (Social Value) Act 2013 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.

5.4 Legal and Constitutional References

5.4.1 The terms of reference of the Performance and Contract Management Committee is included in the Constitution Responsibility for Functions, Annex A:

[Section 15 London Borough of Barnet Constitution - Responsibility for Functions](#)

5.5 Risk Management

5.5.1 None in the context of this report.

5.6 Equalities and Diversity

5.6.1 The Committee is advised that the 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies 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 people from different groups
- foster good relations between people from different groups.

5.6.2 The broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies and the delivery of services.

5.7 Consultation and Engagement

5.7.1 Not applicable.

6. BACKGROUND PAPERS

None

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**London Borough of Barnet
Performance and Contract Management Committee
Work Programme 2015-16**

Contact: Sarah Koniarski 020 8359 7574 sarah.koniarski@barnet.gov.uk

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
7 January 2016			
Business planning: Monitoring 2016/17	To discuss the proposed monitoring framework for 2015/16.	John Hooton Chief Operating Officer	Non key
CSG Year 3 Contract Review	To review CSG Year 3 contract.	Philip Hamberger Partnership Relationship Manager Commissioning Group	
Members' Enquiries Review	To receive an update on the Members' Enquiries Service.	Kari Manovitch Head of Commercial	Non key
15 February 2016			
Quarter 3 Monitoring Report 2015/16	To review and approve Quarter 3 2015/16 finance and performance report for internal and external Delivery Units. This report includes Treasury Management Outturn.	John Hooton Chief Operating Officer	Non key
Barnet Group - Annual Report 2014/15	To receive financial performance of Barnet Homes and Your Choice Barnet for the year ending March 2015.	Chief Executive, The Barnet Group	Non key

Subject	Decision requested	Report Of	Contributing Officer(s)
31 May 2016			
Quarter 4 and year-end outturn Monitoring Report 2015/16	To approve the Final Outturn and Quarter 4 Performance Report 2015/16. This report includes the Treasury Management Outturn.	John Hooton Chief Operating Officer	Non key
Corporate Risk Management Policy Statement and Strategy	To approve the risk management framework; ensuring that the risk management framework is in place and aligned to Council policy.	Davina Fiore Director of Assurance	Non key

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