

MEETING

PERFORMANCE AND CONTRACT MANAGEMENT COMMITTEE

DATE AND TIME

TUESDAY 4TH JULY, 2017

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BG

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

Chairman: Councillor Anthony Finn,
Vice Chairman: Councillor Sury Khatri

Councillors

Councillor Jess Brayne	Councillor Kathy Levine	Councillor Arjun Mittra
Councillor Geof Cooke	Councillor John Marshall	Councillor Barry Rawlings
Councillor Joan Scannell	Councillor Shimon Ryde	Councillor Peter Zinkin

Substitute Members

Councillor Paul Edwards	Councillor Lisa Rutter	Councillor Caroline Stock
Councillor Gabriel Rozenberg	Councillor Alison Moore	Councillor Dr Devra Kay

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

Andrew Charlwood – Head of Governance

Governance Services contact: Salar Rida 020 8359 7113 salar.rida@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

ORDER OF BUSINESS

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3.	Declarations of Members Disclosable Pecuniary Interests and Non-Pecuniary Interests	
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Decisions of the Performance and Contract Management Committee

27 February 2017

Members Present:-

AGENDA ITEM 1

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

Councillor Geof Cooke	Councillor Arjun Mittra
Councillor Jess Brayne	Councillor Shimon Ryde
Councillor Rohit Grover	Councillor Peter Zinkin
Councillor Kathy Levine	
Councillor John Marshall	

Apologies for Absence

Councillor Reema Patel

1. MINUTES OF THE PREVIOUS MEETING

The Chairman of the Committee, Councillor Anthony Finn opened the meeting and welcomed all attendees.

The Chairman noted that Jamie Masraff will be leaving the Council this week and thanked Mr Masraff for all his work and efforts during his time at Barnet.

RESOLVED that the minutes of the previous meeting held on 5th January 2017 be agreed as a correct record.

2. ABSENCE OF MEMBERS

Apologies for absence were received from Councillor Reema Patel.

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

The following interests were declared at the meeting:

Councillor	Agenda Item(s)	Interests declared
John Marshall	7	Non-pecuniary interest by virtue of being a School Governor at various schools in Barnet. Non-pecuniary interest by virtue of being a Council appointed Director for Barnet Group, Your Choice Barnet and Barnet Homes.

Jess Brayne	7	Non-pecuniary interest by virtue of being a leasehold tenant together with her partner of Barnet Homes.
Arjun Mittra	7	Non-pecuniary interest by virtue of being tenant of Barnet Homes.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

There were no public comments.

The Committee noted the details of the received public questions and the answers which were published ahead of the meeting. There were no supplementary questions.

6. MEMBERS' ITEMS (IF ANY)

None.

7. QUARTER 3 PERFORMANCE MONITORING 2016/17

The Chairman introduced the Q3 performance monitoring report.

Councillor John Marshall commended the work of the teams and the two schools who have achieved the Gold award for Healthy Schools which places Barnet in joint first position across all London boroughs.

Councillor Kathy Levine raised a query about the use of agency staff in adult social care. Upon invitation of the Chairman, Mr Mathew Kendall, Director of Adult Social Care, provided a response.

He noted the reduction in spend on agency staff for the current year in comparison to 2015-16. The Committee heard that a number of the current agency staff work on the implementation of the new IT system within Adults Delivery Unit until April 2018. One off funding sources have been utilised for the use of some agency staff who are employed to work on short term projects.

The Committee queried the impact of increased duties on local authorities in respect of managing homelessness and prevention. The Assistant Director for Housing Options Barnet Homes, Kate Laffan briefed the Committee about the proposals under the new Homelessness Prevention Bill 2016-17 which is currently being considered before enactment later in the year.

As part of the preparations for the likely impact of the Bill and anticipated increase in demand across the capital, Ms Laffan noted that proposals by Barnet Homes include working in a customer focused way to reduce homelessness and manage demand.

Committee Members requested that narrative on p.65 for indicator CES/S11-1 be amended for clarification to 'Bigger is better' in the report for the next meeting. **(Action)**

Jamie Masraff, Interim Strategic Lead - Programmes & Performance introduced the Corporate Risk Register, strategic risks and escalated risks from services.

Members asked that the Committee at its next meeting, receive a report on risk management detailing information about escalated risks and the measures put in place as treatments. **(Action: Forward Work Programme)**

A request was made by the Committee to undertake a review of the top 20 contracts in terms of value for future inclusion in the Log of Contract Variations. It was agreed that officers would consult with the Chairman, Councillor Geof Cooke and Councillor Peter Zinkin to take this forward. **(Action)**

It was **RESOLVED** that:

1. **The Committee scrutinised the performance of services, especially in relation to delivering the Corporate Plan, and (if necessary) make recommendations to other committees on the policy and commissioning implications.**
2. **The Committee noted the corporate risk register, including the escalated service risks, as detailed in Appendix J.**
3. **The Committee noted the Quarter 3 2016/17 revenue budget and forecast position, as detailed in paragraph 1.7.**
4. **The Committee noted the additions and deletions (which include virements) and approved the accelerations and slippages in the capital programme, as detailed in paragraph 1.8.**
5. **The Committee noted the savings delivered in Q3 2016/17, as detailed in paragraph 1.9.**
6. **The Committee noted the agency costs for Quarter 3 2016/17, as detailed in paragraph 1.13.**
7. **The Committee noted the treasury position outlined in paragraph 1.21.**

8. REVIEW OF PROCUREMENT AND MOBILISATION OF ADULT SOCIAL CARE ENABLEMENT SERVICE

The Chairman introduced the report and welcomed Jess Baines-Holmes, Head of Integrated Care Quality, Mathew Kendall Adults and Communities Director and James Mass Community and Wellbeing Assistant Director who presented the report.

Following discussion, the Committee agreed the following two motions:

- *That the Chairman would write to the Adults & Safeguarding Committee Chairman regarding the enablement report.*
- *That the Committee receive a report setting out the findings of a wider review around the procurement processes in place, to be undertaken jointly by Commercial and Procurement.(Action: Forward Work Programme)*

Upon the vote being taken, the motion was declared carried.

It was therefore **RESOLVED**:

1. That the Committee noted the report setting out the review of the procurement and mobilisation of the previous enablement service in Barnet.
2. That the Chairman write to the Adults & Safeguarding Committee Chairman regarding the enablement report and mobilisation plans.
3. That the Committee receive a report setting out the findings of a wider review around the procurement processes in place based on the lessons learnt from enablement service, to be undertaken jointly by Commercial and Procurement.

9. COMMITTEE FORWARD WORK PROGRAMME

The Committee noted the standing item on the agenda which covers the business items for 2017. The Chairman noted the items for addition to the Work Programme as discussed during the course of the meeting:

- *The Committee made a request in relation to risk management, to receive detailed information about the escalated risks and the measures put in place as treatments.*
- *The Committee requested that a report is brought back to the Committee setting out the findings of a wider review around the procurement processes in place to be undertaken jointly by commercial and procurement.*

It was **RESOLVED** that the Committee considered and commented as above on the items included in the 2017 work programme in Appendix A.

10. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

None.

11. MOTION TO EXCLUDE THE PRESS AND PUBLIC

The Committee **RESOLVED** that the press and public, in accordance with Section 100A(4) of the Local Government Act 1972, be excluded from the meeting.

The public gallery was cleared.

12. REVIEW OF PROCUREMENT AND MOBILISATION OF ADULT SOCIAL CARE ENABLEMENT SERVICE (EXEMPT)

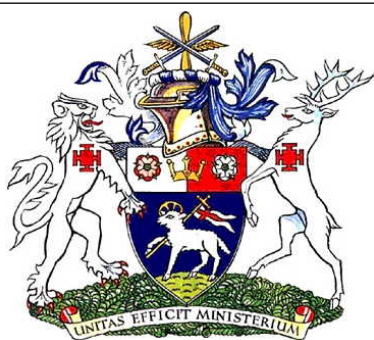
The Committee noted the exempt information as set out in the report.

13. ANY OTHER EXEMPT ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

None.

The meeting finished at 9.55 pm

AGENDA ITEM 6a



Performance and Contract Management Committee

4 July 2017

Title	Member's Item – Councillor Cooke – Contract for provision of information and advice to disabled people
Report of	Head of Governance
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None
Officer Contact Details	Salar Rida, Governance Officer Email: salar.rida@barnet.gov.uk Tel: 0208 359 7113

Summary

The report informs the Performance and Contract Management Committee of a Member's Item and requests instructions from the Committee.

Recommendations

1. That the Performance and Contract Management Committee's instructions in relation to this Member's item are requested.

1. WHY THIS REPORT IS NEEDED

- 1.1 Councillor Geof Cooke has requested that a Member's Item be considered on the following matter:
- 1.2 *To review the contract for provision of information and advice to disabled people*

2. REASONS FOR RECOMMENDATIONS

No recommendations have been made. The Performance and Contract Management Committee are therefore requested to give consideration and provide instruction.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

- 4.1 Post decision implementation will depend on the decision taken by the Committee.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 As and when issues raised through a Member's Item are progressed, they will need to be evaluated against the Corporate Plan and other relevant policies.

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 None in the context of this report.

5.4 Legal and Constitutional References

The Council's Constitution Meeting Procedure Rules (section 6) states that a Member, including appointed substitute Members of a Committee may have one item only on an agenda that he/she serves. Members items must be within the term of reference of the decision making body which will consider the item.

- 5.4.1 There are no legal references in the context of this report.

5.5 Risk Management

- 5.5.1 None in the context of this report.

5.6 Equalities and Diversity

- 5.6.1 Member's Items allow Members of a Committee to bring a wide range of

issues to the attention of a Committee in accordance with the Council's Constitution. All of these issues must be considered for their equalities and diversity implications.

5.7 Consultation and Engagement

5.7.1 None in the context of this report.


5.8 Insight

5.8.1 None.

6. BACKGROUND PAPERS

6.1 Email to the Governance Service dated 19 June 2017

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	<p align="center">Performance and Contract Management Committee</p> <p align="center">4 July 2017</p>	
Title	Quarter 4/End of Year Performance Monitoring Report 2016/17	
Report of	Commercial Director	
Wards	All	
Status	Public	
Urgent	No	
Key	No	
Enclosures	Appendix A (i) List of indicators in Appendices A (ii) and B Appendix A (ii) Corporate Plan Performance Appendix B Service Performance Appendix C Revenue Outturn Appendix D (i) Capital Outturn Appendix D (ii) Capital Funding Adjustments Appendix E Transformation Programme Appendix F Prudential Indicators Appendix G Investments Outstanding Appendix H (i) CSG Contract Benefit Realisation Tracking Appendix H (ii) Capita Payments Appendix I Contract Variations	
Officer Contact Details	Lindsey Hyde – Strategic Lead, Programmes and Performance lindsey.hyde@barnet.gov.uk Gillian Clelland – Assistant Director of Finance (CSG Finance) gillian.clelland@barnet.gov.uk	

Summary

The report provides an overview of the council's performance and finance for **Quarter 4/End of Year 2016/17**, including progress against the strategic priorities in the Corporate Plan.

Corporate Plan performance

An overview of performance in relation to the Corporate Plan has been provided. This highlights the successes and challenges and any annual targets that have not been met (RAG rated as Red). Further information can be found in Appendix A (ii).

Budget outturns

The General Fund **revenue outturn** is £283.298m, which is an adverse variance of £8.330m (3.0 per cent) compared with the revised budget of £274.968m (largely driven by an overspend in Adults and Communities). The outturn expenditure on the council's **capital programme** is £137.311m, £99.485m of which relates to the General Fund programme and £37.826m to the HRA capital programme. This is a variance of £38.492m against the 2016/17 revised budget of £175.803m. Further information can be found in Appendices C and D.

Customer experience and human resources

Customer satisfaction has continued to rise. Satisfaction with customer services (excluding web) is now 91%, above the target (88%) and web satisfaction is 55%, above the target (51%). Staff sickness absence has reduced to 7.83 days (from 7.88 days last quarter), but remains higher than the 6 days target.

Service performance

An overview of service performance has been provided in Appendix B. This focuses on the successes and challenges in each service and annual targets that have not been met (RAG rated as Red, Red Amber or Green Amber). It also includes a summary of progress on the council's **transformation programmes**. Further information, including escalated service risks, can be found in the service performance reports on the website at <https://barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

Treasury outturn

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 31 March 2017. 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.

Investment performance

As at 31 March 2017, deposits outstanding were £80.2 million, achieving an average annual rate of return of 0.53 per cent against a benchmark average (London Interbank Bid Rate - LIBID) of 0.33 per cent.

Contract management

A summary of contract changes on the council's key contracts has been provided in Appendix I.

Recommendations	
1.	The Committee is asked to scrutinise the performance of services, especially in relation to delivering the Corporate Plan, and (if necessary) make recommendations to other relevant committees on the policy and commissioning implications.
2.	The Committee is asked to note the 2016/17 revenue outturn position, as detailed in paragraph 1.6.
3.	The Committee is asked to note the additions and deletions (which include virements) and accelerations and slippages in the capital programme, as detailed in paragraph 1.9.
4.	The Committee is asked to note the savings delivered in 2016/17, as detailed in paragraph 1.11.
5.	The Committee is asked to note the agency costs for 2016/17, as detailed in paragraph 1.15.
6.	The Committee is asked to note the treasury position outlined in paragraph 1.29.

1. WHY THIS REPORT IS NEEDED

1.1 The report provides an overview of the council's performance and finance for **Quarter 4/End of Year 2016/17**, including progress against the strategic priorities in the Corporate Plan:

- Responsible growth and regeneration
- Managing demand for services
- Transforming services
- Building community resilience
- Improving customer services and transparency

1.2 The report shows:

- How the council has performed against the strategic priorities in the Corporate Plan, including a summary of successes and challenges, as set out in paragraphs 1.4 – 1.5 below (see Appendix A (ii) for full information)
- The revenue and capital outturns for 2016/17, as set out in paragraphs 1.6 – 1.10 below (see Appendices C and D for full information)
- Information on customer experience and human resources, as set out in paragraphs 1.12 – 1.13 below
- How services have performed, as set out in paragraph 1.16 below (see Appendix B for full information, including success and challenges and commentary for indicators that have not met target)
- The status of key programmes, as set out in paragraph 1.17 below (see Appendix B for full information).

1.3 In addition to this report, 15 service performance reports are published each quarter on the website. These can be found at: <https://barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

CORPORATE PLAN PERFORMANCE

- 1.4 This section focuses on the **End of Year (EOY) position** for **performance** and **finance**, highlighting successes and challenges and annual targets that have not been met (RAG rated as Red); along with the revenue and capital outturns. Further information can be found in Appendices A (ii), C and D.

An overview of performance for the basket of indicators in the Corporate Plan is shown in table 1 below. Of the 81 indicators in the Corporate Plan, 77 have been reported at the EOY 2016/17. 65 have been given a RAG rating and 60 have been given a Direction of Travel (DOT) status.

Table 1: Corporate Plan indicators (EOY 2016/17)

Strategic priority	Green	Green Amber	Red Amber	Red	Improved/ Same	Worsened
Growth and regeneration	75% (9)	8% (1)	0% (0)	17% (2)	62% (8)	38% (5)
Managing demand	56% (14)	12% (3)	4% (1)	28% (7)	52% (11)	48% (10)
Transforming services	54% (7)	8% (1)	0% (0)	38% (5)	67% (6)	33% (3)
Resilient communities	78% (7)	11% (1)	11% (1)	0% (0)	78% (7)	22% (2)
Customer service and transparency	67% (4)	0% (0)	17% (1)	17% (1)	50% (4)	50% (4)
Total	63% (41)	9% (6)	5% (3)	23% (15)	60% (36)	40% (24)

At the EOY 2016/17, 63% (41) of indicators in the Corporate Plan are “on or above target”, with 36 indicators (60%) improving from the same time last year. The indicators that have not met target (RAG rated as Red) are shown in the **strategic priorities** section below.

Overview of strategic priorities

- 1.5 Progress on the council’s “key areas of focus” is set out in full in Appendix A (ii), with the most significant successes and challenges for the year highlighted below for each of the strategic priorities.

Responsible growth and regeneration

Successes

- The **Growth and Regeneration Programme Annual Report** has been published. This shows good progress on estate regeneration with 483 homes, including 131 affordable homes, being delivered as part of four schemes (Dollis Valley, Grahame Park, Millbrook Park and Stonegrove and Spur Road); and continuation of the Brent Cross Cricklewood and The Development Pipeline schemes.

Estate regeneration¹

- Colindale** represents an opportunity to deliver sustainable housing growth and a new compact neighbourhood centre. Design work is underway for a new community hub, including a new children’s centre; proposals for improvements to Colindale Avenue and a new health facility have been

¹ Housing completion figures refer to 2016/17 (1 April 2016 to 31 March 2017).

developed; and planning applications have been submitted for improvements to Montrose and Silkstream parks.

- **Dollis Valley** will create a new integrated community of mixed tenure housing, community and children's day care facilities. 62 homes, including 21 affordable homes, have been completed in 2016/17 and Hope Corner Community Centre opened in September 2016.
- **Grahame Park** will create a mixed tenure neighbourhood comprising of 1,600 new private homes, over 1,000 new affordable homes and 463 retained homes. The area will also include health, library, community and retail facilities. 60 homes, including 37 affordable homes, have been completed in 2016/17. Barnet and Southgate College has been relocated and a new Centre for Independent Living and a public library have been opened. Construction of the new council offices has also commenced. There have been delays in the commencement of the work due to a variety of issues, including viability, grant funding, design and staff restructures within Genesis. Most issues have been resolved and the plots submitted to development management.
- **Granville Road** will create a mixed tenure community with new homes for sale and shared ownership, as well as improve the estate environment and public realm. Planning permission for the scheme has been granted in August 2016 and the project is progressing.
- **Millbrook Park** will transform a 40 hectares disused brownfield site into a new suburb. So far, 182 homes, including 47 affordable homes, have been completed in 2016/17.
- **Stonegrove and Spur Road** will create a new integrated community of mixed tenure housing, as well as improved transport links, school and community facilities. So far, 179 homes, including 26 affordable homes, have been completed in 2016/17 and OneStonegrove, joint community centre and church, has opened.

Brent Cross Cricklewood

- This scheme will regenerate 151 hectares to create a sustainable new town centre, including substantial residential and commercial development. A Joint Venture between the council and Argent Related has been formed in July 2016; Catalyst Housing Group and London and Quadrant have been selected as the respective Registered Providers for the replacement Whitefield Estate units and a Reserved Matters planning application for the updated Tempelhof Bridge has been submitted.

The Development Pipeline

- **Infill Development on Housing Land.** 40 new homes have been developed across six infill sites, formerly underused garages and redundant play areas. These have been let as affordable units through the council's letting policy. 10% of the homes are wheelchair accessible. A further 320 affordable homes will be delivered from 2017/18 by Opendoor Homes, a registered provider subsidiary of The Barnet Group.
- **Moreton Close Extra Care** is a 53-bed extra care scheme on the site of a former sheltered housing scheme. Former residents have been rehoused in suitable accommodation following individual assessments. The build contract has been awarded and work has commenced on site.

Entrepreneurial Barnet

- Entrepreneurial Barnet is the council's approach to making the borough the best place to be a small business in London, and ensuring that the borough is a great place to live, work and invest. The approach varies across five key themes: getting the basics right; a great place to live, work and invest; skilled employees and entrepreneurs; access to markets; and business growth. In summary, 56 apprentices have been employed by development partners; 50 apprenticeship opportunities have been created through Section 106 agreements; more than 300 local businesses have engaged in various events; 130sqm of affordable workspace has been secured through s106 agreements; and Town Centre Strategies for Burnt Oak, Finchley Church End, Golders Green and Edgware, which look at the physical realm and how to improve accessibility and support community activity, jobs and businesses, have been created or started.

CPI: Growth and regeneration ²	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
	75% (9)	8% (1)	0% (0)	17% (2)	62% (8)	38% (5)

Two indicators have been RAG rated as Red:

- Number of new homes completed** – is 1,798 against a target of 3,152. This is a provisional annual result based on the quarterly outturns, which were 278 (Q1), 192 (Q2), 509 (Q3) and 819 (Q4). The final result will be confirmed in autumn 2017. The 2015 Barnet Housing Trajectory provides a fifteen year projection of housing delivery in Barnet and is updated annually. The 2016/17 target may have over-estimated the amount of development activity that could be completed in this period. More up-to-date intelligence now shows the 2016/17 Housing Trajectory to be a much lower figure. This combined with delays to some housing development scheme has resulted in a significant difference in delivery against target.
- Temporary accommodation current arrears as percentage of debit** – is 5.36% against a target of 4.95%. Temporary accommodation accounts continue to be affected by Welfare Reforms and the continued decline in Housing Benefit receipts, which means more income needs to be collected directly from tenants rather than received automatically from Housing Benefit. An improvement plan with clear timeframes outlining a range of improvement areas is in place and being closely monitored through the contract and performance management arrangements by the council.

Managing demand

Successes

- The Barnet Integrated Locality Team (BILT), a key scheme within the Better Care Fund, has been well established across the borough. The team provides **community based support to service users and patients** who are at risk of an unplanned accident and emergency attendance or unplanned admission into an acute setting within the next

² 15 indicators have been reported at EOY 2016/17 under Growth and Regeneration. 12 have been given a RAG rating and 13 have been given a Direction of Travel (DOT) status.

12 months. Along with the Rapid Response service and other key services, including the ageing well programme and the Dementia Hubs, patients and service users are able to access preventative and support services within a community setting.

- A programme of work has been launched to make Barnet a **dementia friendly** borough, including commissioning the Alzheimer's Society to provide dementia support services within the community - dementia advisors, dementia cafes, dementia day opportunities service and carer support. In addition, the Alzheimer's Society has developed a Dementia Hub in Hendon, providing a visible presence for the integrated dementia support services. They will work closely with the re-modelled Memory Assessment Service provided by the Barnet Enfield and Haringey Mental Health Trust. A number of organisations have signed up to form the Barnet Dementia Action Alliance, which was launched during Dementia Awareness Week in May 2017.
- The council has continued to **invest in the care market** delivering on its Care Act responsibilities to develop and sustain a high quality, diverse market place for social care services. The Integrated Quality in Care Homes Team have delivered a programme of good practice sharing and improvement support including a wide range of forums for all care homes including dedicated events on end of life, mental capacity, pressure care, safeguarding and dementia. Targeted work to improve services with failing providers has resulted in 13 providers achieving an improved CQC rating upon re-inspection.
- A **reorganisation of services for people with mental health issues** has been implemented with a greater focus on enablement and preventative services and a holistic, person-centred approach to meeting people's needs.
- A programme of work has been developed to improve **employment outcomes for working age adults with learning disabilities**. A new contract with Your Choice Barnet will increase support to people with learning disabilities, including autism, to move towards more independent living and participate in the workplace, whilst creating savings for the council.
- Measures put in place to **manage homelessness demand** have delivered strong results. 646 private sector lettings have been made through let2barnet (well above the 500 target); and 972 homelessness preventions have been achieved (against an annual target of 900). Numbers in emergency accommodation have fallen to 149, their lowest since April 2011.
- There has been **high level of public support for enforcement** to address behaviour that results in the degradation of the environment. Over 3,000 fixed penalty notices have been issued since the Keep Barnet Clean trial started in July 2016.

Challenges

- Managing the **continuing financial pressure on Adult Social Care** has been a challenge, with the final outturn showing an overspend of £5.353m.
- Delayed transfers of care – an indicator of the pressure across the health and social care system – have performed below target throughout the year. At the end of year, delays due to both health and social care were at 9.9 per 100,000 against the target of 7.35. Social care delays were at 5.1

against a target of 2.5 per 100,000. These indicators include delayed discharges from acute hospitals, community hospitals and mental health in-patient services. The council has taken part, with NHS partners, in a review to explore the root causes of issues in A&E performance, including the impact of delayed discharges. This found that Barnet does not have issues with delays caused by social care assessments or by the availability of equipment. However, issues were raised in relation to the availability of homecare and nursing care; although residential care capacity was perceived to be less of an issue. Other local authorities across North Central London have experienced similar issues with social care provider capacity and a joint programme of work is being developed with NHS partners to stimulate the provider market. The increase in delayed transfers of care attributable to social care should be seen in the context of significant growth in referrals to social care from NHS services. For example, referrals to adult social care from secondary NHS care increased by 49% (from 2,565 to 3,814) between 2010 and 2015 and the referral level remains high.

- The operating environment for **foster care has been challenging** with the council competing with both independent fostering agencies and neighbouring authorities for prospective applicants across a small geographic area. The sector has experienced a fall in numbers of new prospective carers coming forward. The council's fostering brand will continue to be promoted through the new marketing strategy, including fostering campaigns; and back office arrangements have been strengthened to convert enquiries into newly approved carers.
- A **significant shift in the Housing Needs and Resources budget** has been identified, with the final outturn for the year showing an overspend of £1.806, a significant increase from the previous forecast due partly to an expenditure that should have been charged in the previous year.
- **Demand for housing has remained high throughout the year**, with 4.2% more placements into temporary accommodation compared to 2015/16. Further mitigations have commenced in the latter part of the year such as the Housing Acquisitions Programme in and out of London and the Temporary Accommodation Reduction and Family Exclusion Mediation projects, which have contributed to a reduction in temporary accommodation numbers (2,757 from 2,941 last year).
- The condition of roads and pavements has remained a top concern for residents. A proactive approach has been taken to agree **investment in highways through the Network Recovery Plan**.
- Challenges experienced with obtaining timely and complete performance data from the third party contractor have persisted. Whilst reactive repairs for all category type defects continued to be instructed and repaired on the borough's roads, there has been **limited data to track performance on turnaround times** (see Red RAG rated indicator below).

CPI: Managing Demand ³	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
	56% (14)	12% (3)	4% (1)	28% (7)	52% (11)	48% (10)

³ 27 indicators have been reported at EOY 2016/17 under Managing Demand. 25 have been given a RAG rating and 21 have been given a Direction of Travel (DOT) status

Seven indicators have been RAG rated as Red:

- **Rate of hospital admissions related to alcohol** – 424.8 against a target of 400. The Adult Substance Misuse Service's (SMS's) new Hospital Liaison pathway will help reduce admissions and length of stay. There will also be targeted plans for frequent hospital attenders and interventions for vulnerable adults. Actions have been put in place to improve early identification and ensure effective engagement with harmful and hazardous drinkers. The new Young People's Substance Misuse Service will also contribute to reducing hospital attendance and admissions. The service will deliver advice, information, training and safe drinking messages across the Barnet Schools Network and the SMS Education Portal.
- **Percentage of household waste sent for reuse, recycling and composting** – 36.73% against a target of 41.96%. Performance has slightly improved from the same time last year (36.55%). This is mainly due to a decrease in kerbside collected residual waste.
- **Percentage of unacceptable levels of litter** - 5.83% against a target of 3%; and **percentage of unacceptable levels of detritus** – 10.73% against a target of 9%. The targets have been affected by litter and detritus found prior to cleansing that was scheduled to take place after the leaf fall in December. An additional deep cleanse will improve the standard of cleanliness across the borough with particular focus around parked cars and difficult access areas. Performance is expected to improve in 2017/18 when the new street cleansing model is implemented, which will focus cleansing operations on areas of greatest need and footfall, whilst delivering more effective cleansing through improved methodologies and investment in new equipment.
- **Highways defects made safe within agreed timescale** – this composite indicator has been reported as a fail for the third quarter due to an ongoing issue with the contractor. The issue should now be resolved, with data for Quarter 4 being reviewed and validated. Reporting should resume in Quarter 1 2017/18.
- **The percentage of residents who are satisfied with parking services** – 24% against a target of 33%. The service will continue to work with partners to improve responses to enquires, explore feedback from other channels and provide a more proactive service.
- **Compliance with Environmental Health Service Standards (Priority 1 incidents and service requests)** – 96% against a target of 100%. This indicator relates to Priority 1 notifications such as food alerts, infectious disease control, legionella outbreaks and accidents at work involving major injury or fatalities. A late case had been recorded in January leading to the indicator missing target. Prompt action has been taken by both the Re Customer Services Hub and Food Safety Teams to prevent risk to public health and improvements have been introduced to avoid a reoccurrence of the initial delay.

Transforming services

Successes

- The council has been committed **to helping people into work**. The Burnt Oak Opportunity Support Team (BOOST) has engaged with 824 people

and supported 298 people into work this year. In April 2017 a second BOOST team was launched in Childs Hill, which will support people in the south of the borough to make the most of the opportunities from the regeneration of Brent Cross.

- **Mental health employment support** through the Individual Placement and Support Service (IPS) and Motivational and Psychological Support Service (MAPS) has continued to grow. By December 2016, IPS had engaged with 59 residents and secured 30 jobs (a little short of the 36 target); and MAPS had engaged with 161 people and helped 51 into jobs. Referrals from Home Start and Primary Care Link Workers have increased over this period; and MAPS sessions will be offered in the CareSpace hubs from 2017/18.
- A smooth transfer of services was made to Cambridge Education in April 2016. All **service reviews have been completed within in the first 100 working days of the contract** and structural changes, efficiency measures and plans for growth have been put in place.
- **Barnet schools are performing within the top 10% in the country.** Educational performance is measured by the new Attainment 8 and Progress 8 indicators. These look at pupils' average grade across eight subjects, including English and Maths. Barnet schools have scored highly for Attainment 8 at 56.10 (compared with a national average of 48.2 and London average of 51.7) placing 5th in the country; and Progress 8 at 0.33 (compared with a national average of 0 and London average of 0.16) placing 4th in the country.
- A **strengths-based approach to adults' social care** has been implemented, which aims to improve quality of practice, promote resilience for service users and reduce the reliance on funded packages of care. A strengths-based practice training programme has been rolled out across operational teams and the programme was shortlisted for the Creative and Innovative Social Work Practice award at the Social Worker of the Year awards. **CareSpace** – the second wave of assessment hubs – has been rolled out across the borough, enabling operational teams to make stronger links with local communities and service users to have better access to community resources, with two hubs (the Independent Living Centre and Anne Owens) co-located with local voluntary and community sector (VCS) organisations. Over 20% of Adult Social Care referrals are now being met through hub appointments rather than home visits (up from 8% last year). A third hub will launch in the summer 2017.
- A range of **innovative new care and support services** have been introduced during the year helping to reduce the number of referrals into social care (from 2,633 in 2015/16 to 1,073 in 2016/17⁴). These include a new telecare service; revised accommodation and support offer (such as Neighbourhood Networks); supported living for people with complex disabilities and health needs and the Crash Pad emergency respite service for people with learning disabilities; access to employment support services and a new Personal Assistants (PAs) service (via Your Choice Barnet); Carers Dementia and Support; Ageing Well, Homeshare, Neighbourhood Day for Older People and the Shared Lives service (in

⁴ These figures are correct at the time of reporting. However, due to the live nature of the system will be subject to change as people continue to move through the social care system.

partnership with the London Borough of Harrow). These will lead to improved quality of life for residents and lower cost to the council.

- A legacy of poor practice in Barnet is being tackled through the **Family Services Practice Improvement Plan (PIP)**. The work is trying to create the environment for social work to flourish in Barnet enabling the needs of children to be addressed more effectively. Improvements are emerging from a very low base. Practice Development Workers have been appointed to support the pace of progress in practice improvements activity, enabling close scrutiny of the quality of practice and resulting in a clear plan to address areas of concern. Overall, the Quality Assurance framework has been strengthened with increased audit activity now taking place across the service such as regular and thematic audits, and reviews of practice. The Signs of Safety training has been rolled out to staff and managers providing a tool to support social work risk assessment, decision-making and planning; the training has also been delivered to senior managers and partners. Systemic training has been commissioned for leaders to support the overall resilience model and a series of internal workshops will take place to support further improvements required towards purposeful practice.
- A key practice improvement objective has been to retain, attract and grow the **permanent social care workforce** and reduce reliance on agency workers. The stability of the Children's social care workforce has improved with turnover reducing from 17% (in September 2016) to 13% (in April 2017). There has been a successful **drive to reduce caseloads** to ensure children receive the help they need and are not subject to unnecessary statutory interventions. In January 2016, individual social worker caseloads were at 37.5 in the Duty and Assessment Team and 18.7 in the Intervention and Planning Team. By April 2017 caseloads had reduced to an average of 12.7 in the Duty and Assessment Team and 14.6 in the Intervention and Planning Team.
- A Mental Health and Wellbeing Governance Board has been established to drive forward the re-modelling and **re-commissioning of the Children and Adolescent Mental Health Service (CAMHS)**. An outline service specification has been prepared and will be followed by a 'soft market' engagement event. A decision on the contract award will be made by 1 October 2017 with the current contract ending on 1 January 2018
- **Health Visiting services are being re-modelled**, as part of the 0-19 Family Services review, to establish a more integrated and resilience-based approach to supporting families' health and wellbeing. Extensive service mapping and consultation has taken place and options are being drawn up.

Challenges

- It is estimated that **Barnet schools on average will lose 1% of current funding by 2019/20** as a result of the introduction of the National Funding Formula. This comes on top of growing pressures on school budgets arising from annual pay rises and increases in employers' National Insurance and pension contributions. As a result, a growing number of schools are facing financial challenges.

CPI: Transforming service ⁵	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
	54% (7)	8% (1)	0% (0)	38% (5)	67% (6)	33% (3)

Five indicators have been RAG rated as Red:

- **Percentage of free entitlement early years places taken up by parents/carers that are eligible for a place** – 60% against a target of 63%. The children's centres have hosted a range of activities across the localities and invited families of eligible two year olds to attend. However, some parents have chosen not to access early education until their child is three, others want a specific setting and prefer to be on a waiting list, and some communities do not access their entitlement. An action plan has been implemented to positively promote the two year old offer, along with plans for the increase to 30 hours for three and four year olds from September 2017.
- **Excess weight in 10-11 year olds (overweight or obese)** - 34.4% against a target of 32%. Public Health has continued to work closely with partners to improve the health of Barnet residents, including on initiatives to decrease levels of excess weight in 10-11 year olds such as the Alive and Kicking weight management programme for 4-12 year olds and a School Time Obesity Prevention programme delivered in Years 3, 4 and 5. Recently, a new top priority school list based on National Child Measurement Programme results has been developed to target work in particular schools and help reduce obesity levels. In addition, Barnet has been involved with the Great Weight Debate, a London conversation on childhood obesity, and has encouraged residents to have their say on this issue.
- **Smoking prevalence** - 14.6% against a target of 13%. This indicator is based on the Annual Population Survey conducted every year by the Office for National Statistics. Across the UK 320,000 adults complete the survey and the results are scaled up to make projections for each local area. Public Health has been addressing a number of issues around quality and data systems; quality of community based support; and increasing use of community based services, including appointing a smoking cessation co-ordinator; organising training for new smoking advisors, existing providers and volunteers; securing specialist support from Lewisham Stop Smoking Service to review performance in practices/pharmacies; and strengthening clinical governance in the specification for community based providers such as payments by results that would bring them more in line with other boroughs and increase incentives for achieving a successful quit.
- **Average Attainment 8 score of looked after children** - 19.5 against a target of 22.8; and **Average Progress 8 score of looked after children** - -1.66 against a target of -1.14. This compared with scores of 56.10 and 0.33 overall. The size of the looked after children cohort should be noted at just 30 pupils for the attainment and 15 pupils for the progress measure. The Virtual School Challenge Committee provides support and challenge to monitor and improve the outcomes of looked after children. It has

⁵ 17 indicators have been reported at EOY 2016/17 under Transforming Services. 13 have been given a RAG rating and nine have been given a Direction of Travel (DOT) status.

prioritised specific areas of intervention to ensure rapid and sustainable improvements over time. These have included raising attendance to ensure all pupils were in school at least 96% of the time, and driving up standards in English and Maths so that pupils can access the next phase of their life in education or employment. The DfE's latest release shows attendance increased from 93.6% in 2015 to 96% in 2016 (in line with the national average for all pupils) and the proportion of pupils who achieved an A*-C grade in English and Maths rose from 14% in 2015 to 21.9% in 2016. It is also important to note that Barnet schools have much stronger outcomes for looked after children, with attainment 8 rising to 29.6 and progress 8 rising to -0.6 (both above the national average for looked after children and above target). Out-of-borough schools do less well. In January 2017, 1.8% of 16-17 year olds were not in education, employment or training (NEET), in line with the London average and better than the national average (2%).

More resilient communities

Successes

- The council has been committed to **tackling issues around domestic violence, mental health and substance misuse** and has focused support on a cohort of families through the Multi-Agency Safeguarding Hub (MASH). In addition, a new team 'REACH' has been established within Family Services to work with young people at high risk of gang related activity.
- The vision for Family Services has been to put children and families at the heart of everything they do and to **build family resilience through the resilience-based practice**. A new Children and Young People's Plan has been published and the service recently became a UNICEF Children's Rights' Partner. The Children in Care Council (now named #BOP) has been reconstituted with new members and a sub-group monitors the implementation of the Children in Care Council Improvement Plan. Young people are being involved in decision-making and had an opportunity to participate in a young people's survey, which will inform future service delivery such as CAMHS re-commissioning and the 0-19 review.
- The Communities Together Network has published an annual report and the Community Participation and Engagement Network will undertake an evaluation of the Community Participation Strategy, which will be used to inform a refresh for 2017/18. The **Barnet Community Directory has been launched**, along with the Barnet Together communications campaign to increase and facilitate community participation in the borough.
- **Valuations have been carried out on over 60 community assets identified in the Community Asset Strategy**. The properties have been sub-divided into seven phases and the Community Business Case Coach has been working with community groups to calculate their rental subsidies using the Community Benefit Assessment Tool (CBAT). Work on the new-build Tarling Road Community Centre is scheduled to start in late summer 2017.

CPI: Resilient Communities ⁶	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
	78% (7)	11% (1)	11% (1)	0% (0)	78% (7)	22% (2)

No indicators have been RAG rated as Red.

Improving customer services and transparency

Successes

- There has continued to be a high level of **satisfaction** with Barnet as a place to live (85%), which remains above the national average (83%); whilst satisfaction with the way the council runs things (71%) is on par with the national average (71%).
- The council has been moving to **digital-by-default** by encouraging customers online or to use self-service. Customer satisfaction with web and face-to-face services has been consistently improving over the year, with Barnet achieving Top 10 ranking in GovMetric's satisfaction league tables. Improving the web offering has been central to delivering the council's long-term strategy, so it has been particularly encouraging to see the focus on this area paying off, with web satisfaction rising from 46% in Quarter 1 2016/17 to 55% in Quarter 4 2016/17.
- The council has been **recognised as a Local Government Transparency Champion by the Cabinet Office** for setting high standards in the field of transparency and Open Data.

CPI: Customer service and transparency ⁷	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
	67% (4)	0% (0)	17% (1)	17% (1)	50% (4)	50% (4)

One indicator has been RAG rated as Red:

- **Performance of services** – 71% against a target of 80%. In comparison to other single tier and county councils, Barnet has achieved above benchmarks for 20 out of 28 metrics across themes including Education, Children's Services, Adults' Services, Housing, Planning and Environment (Regulatory Service).

Final revenue outturn

- 1.6 The General Fund revenue outturn (after reserve movements) is £283.298m, which is an adverse variance of £8.330m (3.0 per cent) compared with the revised budget of £274.968m. See table 2 below, which provides a summary of the General Fund revenue outturn for 2016/17 compared with the revised budget. A breakdown of the revenue outturn for each Delivery Unit is shown in Appendix C.

⁶ 10 indicators have been reported at EOY 2016/17 under Resilient Communities. Nine have been given a RAG rating and nine have been given a Direction of Travel (DOT) status.

⁷ Eight indicators are reported at EOY 2016/17 under Customer services and transparency. Six have been given a RAG rating and eight have been given a Direction of Travel (DOT) status

Table 2: Summary Revenue Outturn 2016/17

Service	Original Budget £000	Revised Budget £000	Outturn £000	Variance from Revised Budget Adv/(fav) £000	Variance from Revised Budget Adv/(fav) %
Adults and Communities	85,400	86,808	92,161	5,353	6.2
Assurance	3,793	3,847	3,846	(1)	-
Births, Deaths & Marriages (Registrar Service)	(160)	(162)	63	225	(138.8)
Central Expenses	51,381	41,800	41,298	(502)	(1.2)
Commissioning Group	19,288	20,200	20,200	-	-
Customer and Support Group (CSG)	22,120	22,086	22,586	500	2.3
Education and Skills	6,940	7,084	7,257	173	2.4
Family Services	46,647	54,863	55,289	426	0.8
HB Public Law	2,011	2,011	2,125	114	5.7
Housing Needs and Resources (Barnet Homes)	4,976	5,559	7,365	1,806	32.5
Parking and Infrastructure	(1,933)	(1,838)	(1,838)	-	-
Public Health	18,544	18,055	18,055	-	-
Regional Enterprise (Re)	1,134	1,130	1,364	234	20.7
Street Scene	13,896	13,525	13,527	2	-
Total	274,036	274,968	283,298	8,330	3.0

1.7 The top contributors to the variance from budget are **Adults and Communities** and **Housing Needs and Resources**.

The overspend of £5.353m within **Adults and Communities** represents 6.2 per cent of the total Delivery Budget (£86.808m).

- The care budgets within Adults and Communities have seen significant overspends since 2014/15 as a result of rising demand for services and increasing complexity in relation to those supported. The main pressure for learning disabilities also continues to be in relation to clients' complex needs increasing and individuals transitioning from children's services into adult services. There are further pressures on the Learning Disability budget resulting from Ordinary Residents clients transitioning into Barnet. In 2016/17, demand continued to grow for older adults' placements with a particular growth in clients with dementia requiring complex packages of care.
- The Deprivation of Liberty Safeguards (DOLS) service also continued to have significant pressures in 2016/17, as a result of Supreme Court judgements in 2014/15 and a loss of grant funding since 2015/16.
- To offset these demand pressures, the service achieved savings in third party contracts in the prevention and wellbeing area and has made significant staff savings across the delivery unit.

The overspend of £1.806m within **Housing Needs and Resources** represents 32.5% of the total budget (£5.559m). The overspend has been driven by a sustained demand for temporary accommodation and high rental prices exceeding government payments received by the council.

Final capital outturn

- 1.8 The outturn expenditure on the council's capital programme is £137.311m, £99.485m of which relates to the General Fund programme and £37.826m to the HRA capital programme. This is a variance of £38.492m against the latest approved budget of £175.803m. Table 3 below summarises the actual expenditure, budget and variance by service.

Table 3: Capital Programme Outturn 2016/17

Service	2016/17 Budget £000	Additions/ (Deletions) £000	(Slippage)/ Accelerated Spend £000	2016/17 Outturn £000	Variance from Approved Budget £000	Variance from Approved Budget %
Adults and Communities	1,380	661	(73)	1,968	588	(5.3)
Commissioning Group	16,820	-	2,032	18,852	2,032	12.1
Education and Skills (including schemes managed by Schools)	40,013	1,205	(13,188)	28,030	(11,983)	(33.0)
Family Services	5,523	-	(3,874)	1,649	(3,874)	(70.1)
Housing Needs & Resources (Barnet Homes)	8,870	-	(4,798)	4,072	(4,798)	(54.1)
Parking and Infrastructure	1,196	-	(75)	1,121	(75)	(6.3)
Regional Enterprise (Re)	60,875	55	(18,222)	42,708	(18,167)	(29.9)
Street Scene	1,908	-	(823)	1,085	(823)	(43.1)
General Fund Programme	136,585	1,921	(39,021)	99,485	(37,100)	(28.6)
HRA (Barnet Homes)	39,218	-	(1,392)	37,826	(1,392)	(3.5)
Total Capital Programme	175,803	1,921	(40,413)	137,311	(38,492)	(23.0)

- 1.9 The capital monitoring summary by service area, including additions to and deletions from the programme, accelerated spend and slippage, is set out in Appendix Di. The 'variance from approved budget' column is a net figure based on movements to and from budget allocated to future financial years, and additions and deletions to the capital programme⁸.
- 1.10 The capital outturn is £38.492m (23.0%) lower than the latest approved budget, primarily due to slippage. The principal variances from budget and the reasons for these are as follows:
- The **Adults and Communities** capital programme shows a variance from budget of £0.588m. This is due to increased expenditure on the investing in IT project; this project also requires a further £820k in 2017/18 that is yet to be approved.
 - The **Commissioning Group** outturn includes accelerated spend from the 2017/18 allocation on the Depot relocation project where expenditure has been incurred more quickly than previously thought.
 - The **Education and Skills** forecast includes slippage of £13.188m, mainly as a result of school building and expansion funding being re-profiled into future years.

⁸As an example, a budget may be set for a school build but construction may not start until halfway 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 in which it will be spent. Slippage does not indicate an underspend, simply a movement of budget into future financial years.

- The **Housing Needs and Resources** programme has decreased by £4.798m. This is primarily due to delays in the commencement of the new Registered Provider, Open Door.
- The **Re** delivery unit capital programme has decreased by £18.167m. This is due largely to expenditure on the office build and Thameslink Station slipping into 2017/18.
- The **HRA** forecast shows a decrease of £1.392m, which is due to direct acquisitions that did not complete before the end of the financial year.

Savings

- 1.11 In 2016/17 the council budgeted to deliver £19.554m of savings. Table 4 below summarises the value of savings that have been achieved against the savings programme. In total, £19.067m of savings has been delivered, which represents 97.5% of the target.

Table 4: Savings 2016/17

Service Area	2016/17 MTFS savings £000	Savings achieved £000	Percentage of savings achieved £000
Adults and Communities	3,383	3,383	100.0
Assurance	356	356	100.0
Central Expenses	6,995	6,716	96.0
Commissioning Group	2,406	2,406	100.0
Education and Skills	85	85	100.0
Family Services	1,986	1,833	92.3
Housing Needs and Resources	200	200	100.0
Regional Enterprise	2,253	2,253	100.0
Street Scene	960	905	94.3
Special Parking Account	930	930	100.0
	19,554	19,067	97.5

Customer experience and human resources

Customer experience

- 1.12 Efforts put into improving customer services over the year have paid dividends with 13 of the 16 indicators on the customer experience dashboard (table 5) ending the year on or above target. Whilst performance has fallen slightly on five indicators, four of these still met target. Quarter 4 2016/17 performance compares favourably to Quarter 1 2016/17, when seven targets had not been met; demonstrating clear progress throughout the year.

Table 5: Customer experience dashboard (Q4 2016/17)

Indicators	Q4 2016/17 Target	Q3 2016/17	Q4 2016/17	DoT
% Customers that rate customer service as 'Good' (GovMetric)	88%	89%	91%	↑
% Customers that rate the website as 'Good' (GovMetric)	51%	52%	55%	↑
% CSG Self-service contacts	42%	43%	42%	↓
% CSG Right first time contacts	72%	74%	79%	↑
% CSG Webforms responded to within SLA (5 days)	95%	97%	100%	↑
% CSG Emails responded to within SLA (5 days)	95%	96%	100%	↑
% of cases delivered within SLA ⁹	92%	85%	87%	↑
% of cases delivered within SLA for customers needing additional support	92%	98%	91%	↓
Case Closure Survey (sum of 'Very good' and 'Good' ratings)	65%	63%	66%	↑
% Complaints responded to within SLA	90%	93%	91%	↓
% Members Enquiries responded to within SLA (5 days)	98%	99%	99%	→
% Members Enquiries cases closed in 5 days	-	79%	79%	→
% FOIs resolved within SLA	90%	98%	97%	↓
% Contact centre calls answered in total, including IVR ¹⁰	95%	96%	96%	→
% Council desk phones answered in total	95%	79%	77%	↓
Non-appointment average wait (min) ¹¹	5 min	3m 34 s	2m 39s	↑
Appointment avg wait (min)	5 min	2m 13 s	n/a ¹²	n/a

- **Satisfaction with customer service** (across all channels excluding the web) increased to 91% and remains above target (88%).
- **Satisfaction with the website has improved significantly** to 55% from 46% in Quarter 1 2016/17. Continued improvement in Quarter 4 2016/17 has allowed the council to consolidate its place in Govmetric's Top 10 for UK councils whose websites are rated as 'Good'. This has been achieved by greater cross-council collaboration in responding to the feedback from customers.
- **Two CSG indicators, supporting the customer access strategy** to increase self-service and reduce failure demand, 'Self Service Contacts' and 'Right first time contacts' have continued to perform on or above target.
- Webform volumes have been under reported in Quarter 4 2016/17 because of a two week gap in data due to a technical problem. Despite this, **webform volumes have been 35% higher than in Quarter 4 2015/16** (14,802 versus 10,937).

⁹ Data primarily covers Parking, Assisted Travel, Highways and Planning and Revenues and Benefits

¹⁰ Re, CSG and Barnet Homes. Barnet Homes target is 92%.

¹¹ 16,441 non-appointments, 0 pre-booked appointments, 4,652 non-appointments with Barnet Homes / Housing Options. Measurement by Qmatic: total wait time of customers taking a ticket / total number of customers taking a ticket.

¹² There were no pre-booked appointments in Q4 2016/17.

- **CSG Customer Services** has responded to **100% of emails and webforms** within SLA timeframes.
- **Cases delivered within SLA timeframes** has improved to 87% (from 85% in Quarter 3 2016/17). This is still below target (92%), but improvements implemented in Revenues and Benefits in Quarter 4 2016/17 are paying dividends.
- The **Case Closure Survey** exceeded target for the first time this year with 66% of respondents rating their experience as 'Good' or 'Very Good'. This is a significant improvement on Quarter 1 2016/17, where only 49% of respondents rated their service this highly.
- **Complaint volumes have continued to fall** and despite a 2% fall in performance from Quarter 3 2016/17, 'Complaints responded to within SLA' (91%) remains above target (90%).
- The volume of **Members Enquiries** increased marginally quarter-on-quarter to 1,418 and 99% of these were responded to within SLA, above target (98%).
- **98% of calls into the CSG Contact Centre have been answered**, an increase from last quarter of 1%, and above the target of 95%. The number of phone calls answered by the contact centre within SLA timeframes increased from 82% to 85% (above the target of 80%).
- Waiting times for non-appointments (2 min 13 sec) have improved and are well below the five minute target.

Areas for improvement:

- **The percentage of CAS cases closed on time** has fallen to 91% (just below target of 92%). Street Scene performance at 84% will be addressed, with improvement measures being put in place.
- Barnet Homes answered 87% of calls versus a target of 92%. **An improved automated call answer system is being implemented in Quarter 1 2017/18** and this will deliver a better customer experience and allow demand to be managed more efficiently.
- The percentage of **calls into council desk phones** that are answered by staff (77%) remains below target (95%). Improvement plans are being implemented in Quarter 1 2016/17.

Human resources

- 1.13 Table 6 shows agency staff costs incurred during 2016/17 compared with the previous year. This identifies that agency expenditure has increased by £2.620m in the past year, with agency staff mainly being used to cover vacant posts.

Table 6: Expenditure on Agency Staff 2016/17

Service Area	2015/16 £000	2016/17 £000
Adults and Communities	4,145	3,862
Assurance	153	73
Education and Skills	1,403	2
Family Services	6,324	9,441
Commissioning Group	3,539	4,657
CSG	14	-

Service Area	2015/16 £000	2016/17 £000
HRA	16	36
Parking and Infrastructure	64	346
Re	-	91
Street Scene	2,916	2,686
	18,574	21,194

- 1.14 During Quarter 4 2016/17 there has been an average of 1,585 staff (1,344 Full Time Equivalent (FTE)) employed across the council; along with an average of 441 agency staff. Table 8 shows high numbers of agency staff in Street Scene (172) and Family Services (156), but it should be noted that figures are not FTE. Street Scene, for example, has a lot of agency staff that work part-time within Passenger Services. These agency staff operate bus services as part of the Special Educational Needs (SEN) and Adults transport function.

A range of measures have been put in place to manage agency staff, including moving people onto permanent and fixed-term contracts. Latest figures (for April 2017) show positive results, with agency staff reducing by 74 to 367 (including a reduction of 37 in Family Services). This has been reflected by an increase in Headcount and FTE (see tables 8a and 8b).

Table 7: Agency (Q4 2016/17 and April 2017)

	No. of agency staff*	
	Q4 2016/17	April 2017
Adults and Communities	78	70 (-8)
Commissioning Group	35	20 (-15)
Family Services	156	119 (-37)
Street Scene	172	158 (-14)
Overall	441	367 (-74)

*Figures not FTE

Source: HR Establishment Pack (average over 3 months)

Table 8a: Headcount (Q4 2016/17 and April 2017)

	Headcount*	
	Q4 2016/17**	April 2017
Adults and Communities	281	288
Commissioning Group	186	215
Family Services	642	693
Street Scene	476	491
Overall	1,585	1,687

*Excludes vacancies.

Source: HR Establishment Pack (**average over 3 months)

Table 8b: Full Time Equivalent (Q4 2016/17 and April 2017)

	FTE	
	Q4 2016/17**	April 2017

	FTE	
	Q4 2016/17**	April 2017
Adults and Communities	249	254
Commissioning Group	175	200
Family Services	497	511
Street Scene	423	433
Overall	1,344	1,398

Source: HR Establishment Pack (**average over 3 months)

- 1.15 Work has been undertaken to reduce sickness absence across the council. Sickness absence has reduced to 7.83 days in Quarter 4 2016/17 (from 7.88 days in Quarter 3 2016/17), but remains higher than the 6 days target. Sickness absence is particularly high in Adults and Communities at 9.71 days and Street Scene at 9.59 days. Plans are in place to bring down the level of sickness absence, with a focus on Adults and Communities and Street Scene in particular.

Table 9: Sickness absence (Q4 2016/17)

	Average days lost per FTE (rolling 12 months)
Adults and Communities	9.71
Commissioning Group (incl. CE)	3.94
Family Services	6.92
Street Scene	9.59
Overall	7.83

Source: HR Dashboard (average over rolling 12 months)

SERVICE PERFORMANCE

- 1.16 An overview of service performance is shown in table 10 below. This refers to the basket of indicators set out in the council's key business plans (Corporate Plan, Commissioning Plans and Management Agreements) and contracts that help the council monitor operational performance. 367 indicators are reported at EOY 2016/17. 301 have been given a RAG rating and 260 have been given a Direction of Travel (DOT) status.

Table 10: Service indicators (EOY 2016/17)

Service	Green	Green Amber	Red Amber	Red	Improved/ Same	Worsened
Adults and Communities	65% (15)	13% (3)	4% (1)	17% (4)	53% (9)	47% (8)
Barnet Homes*	81% (13)	13% (2)	0% (0)	6% (1)	88% (15)	12% (2)
Commissioning Group	77% (23)	13% (4)	7% (2)	3% (1)	52% (16)	48% (15)
Customer and Support Group (CSG)*	96% (25)	4% (1)	0% (0)	0% (0)	85% (17)	15% (3)
Education and Skills*	67% (10)	20% (3)	0% (0)	13% (2)	100% (6)	0% (0)
Family Services	64% (14)	18% (4)	0% (0)	18% (4)	50% (6)	50% (6)
HB Public Law*	93% (13)	0% (0)	0% (0)	7% (1)	25% (3)	75% (9)
Parking and Infrastructure	71% (5)	14% (1)	0% (0)	14% (1)	43% (3)	57% (4)

Service	Green	Green Amber	Red Amber	Red	Improved/ Same	Worsened
Public Health*	64% (16)	4% (1)	0% (0)	32% (8)	50% (12)	50% (12)
Regional Enterprise (Re)*	84% (68)	4% (3)	2% (2)	10% (8)	67% (47)	33% (23)
Registrar Service*	33% (3)	44% (4)	0% (0)	22% (2)	33% (3)	67% (6)
Street Scene	46% (6)	8% (1)	15% (2)	31% (4)	40% (4)	60% (6)
Your Choice Barnet (YCB)*	85% (17)	10% (2)	0% (0)	5% (1)	72% (18)	28% (7)
Total	76% (228)	10% (29)	2% (7)	12% (37)	61% (159)	39% (101)

* Externally provided services

At the EOY, 76% (228) of service indicators are “on or above target”, with 159 indicators (61%) improving from the same time last year. The indicators that have not met target (RAG rated as Red, Red Amber or Green Amber) are shown in Appendix B.

Transformation programme

1.17 The council's Transformation Programme consists of 78 projects required to deliver the Medium Term Financial Strategy and the Corporate Plan. The majority of projects within the Transformation Programme are on track to deliver to time, cost and quality. More information can be found in Appendix B.

- **The Way We Work Programme** - Policy and Resources Committee has approved the Business Case for full implementation of Unified Communications, an Electronic Document Management (EDM) pilot and the Choose Your Own Device approach on 23 February 2017. From 1 April 2017, **Unified Reward** has been implemented for schools and council staff.
- **Adults and Health Portfolio** - a number of decisions have been made by the Adults and Safeguarding Committee, including approval of the Adults Alternative Delivery Vehicle update paper on 6 March 2017 and changes to the prevention and early support services as part of the Early Support Prevention project on the 23 January 2017, which has secured savings of £621,574.
- Activities within the **Libraries project** have continued to be delivered. A number of libraries have re-opened after works have completed, some further libraries have temporarily closed for works and the Self-Service Opening (SSO) system has gone live in Chipping Barnet and Colindale libraries in April 2017.
- For the **Street Scene ADM project**, the Revised Outline Business Case has been discussed at Environment Committee on 15 March 2017. The transfer of Lot 4 (Parks Governance) from the Delivery Unit to the Commissioning Group has been approved and a revised report including an in-house option has been requested for Environment Committee on 11 May 2017.
- Within the **Growth and Development portfolio**, progress has been made on a number of projects, including the completion of 40 homes as part of Tranche 0 HRA Infill and the council has purchased 39 properties to utilise for temporary accommodation.
- As part of the **Education Capital Programme**, approval has been given for Blessed Dominic to proceed with planning submission of Enabling

Works and all works have been completed at Monkfrith School, with de-snagging and decant progressing.

Other Finance

Impact of revenue outturn on balances

- 1.18 The impact on the Housing Revenue Account balance is shown in table 11 below.

Table 11: Housing Revenue Account Outturn

	Original Budget £000	Revised Budget £000	Final Outturn £000	Variance from Budget Adv/(Fav) £000
Housing Revenue Account surplus before transfer to balances	(1,246)	(1,246)	(3,669)	(2,423)
Budgeted use of balances	1,246	1,246	3,669	2,423
Housing Revenue Account surplus after transfer from balances	-	-	-	-

- 1.19 The impact on the Dedicated Schools Grant balance is shown in table 12 below.

Table 12: Dedicated Schools Grant

	Original Budget £000	Revised Budget £000	Final Outturn £000	Variance from Budget Adv/(Fav) £000
Dedicated Schools Grant	-	-	(548)	(548)

- 1.20 The impact on the General Fund Balance is shown in table 13 below.

Table 13: General Fund Balance

	£000
General Fund Balance brought forward 1 April 2016	(12,544)
Budgeted use of balance	-
Outturn variance	8,330
Transfer from earmarked reserves	(5,400)
General Fund Balance 31 March 2017	(9,614)

- 1.21 The recommended limit for the council's General Fund balance is £15m and therefore the revenue outturn results in the balance being £5.386m below this recommended limit. This reduction in the General Fund balance will need to be managed through the council's Medium Term Financial Strategy to ensure the balance is replenished as the reduced balance would not be sustainable given the risks the council faces over the short to long term.

Housing Revenue Account

- 1.22 The Housing Revenue Account (HRA) had a budgeted contribution to balances of £1.246m in 2016/17. The outturn for the year is a surplus of £2.423m, thus there is a balance of £12.489m as at 31 March 2017.

Table 14: Housing Revenue Account Balance

	£000
Housing Revenue Account Balance brought forward 1 April 2016	(8,820)
Budgeted contribution to balances	(1,246)
In-year surplus	(2,423)
Housing Revenue Account Balance 31 March 2017	(12,489)

Dedicated Schools Grant

- 1.23 There is an underspend on the balanced in year Dedicated Schools Grant (DSG) of £0.548m before the budgeted use of balances. The DSG balance as at 31 March 2017 is £4.225m. Additional information relating to the DSG outturn and variance is contained in Appendix C.

Table 15: Dedicated Schools Grant Balance

	£000
DSG Balance brought forward 1 April 2016	(5,019)
Budgeted use of balance	1,342
Outturn variance	(548)
DSG Balance 31 March 2017	(4,225)

Provisions

- 1.24 Provisions are made where an event has taken place that gives the council a legal or constructive obligation that requires settlement by a transfer of economic benefits or service potential and a reliable estimate can be made of the amount of the obligation. For example, 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 31 March 2017 the council held provisions of £14.670m. The level of provisions as at 31 March 2016 was £12.897m.

Table 16: Provisions

Service Area	Provision b/fwd 1 April 2016 £000	2016/17 in-year expenditure £000	New provisions raised/ (written back)	Provision c/fwd 31 March 2017 £000
Insurance	8,850	-	-	8,850
Service related provisions	487	(249)	2,243	2,481
Business Rates appeals	3,082	-	(25)	3,057
Other	478	(216)	20	282
	12,897	(465)	2,238	14,670

Reserves

- 1.25 The council has set aside specific amounts as reserves for future policy purposes or to cover contingencies. As at 31 March 2017 the council held reserves of £98.000m compared with £112.000m at 31 March 2016, a reduction of £14.000m.

Table 17: Reserves

Service Area	Reserves b/fwd 1 April 2016 £000	Drawdown £000	Contrib- utions/ new reserves raised/ transfers £000	Reserves c/fwd 31 March 2017 £000
Central - Capital Financing	3191	(1616)	-	1,575
Central - Community Infrastructure Levy	16,068	(9,732)	9,842	16,178
Central - Infrastructure	19,622	(9,964)	10,735	20,393
Central - MTFS	-	-	15,425	15,425
Central - Risk	9,099	(5,979)	(3,120)	-
Central - Service Development	10,582	(10,154)	5,880	6,308
Central - Transformation	12,653	(6,280)	381	6,754
Service - Central expenses	9,719	(600)	(1,851)	7,268
Service - Education & Skills	430	(413)	(3)	14
Service - Commissioning	8,234	(1,401)	(920)	5,913
Service - Other	3,101	(1,175)	706	2,632
Sub-total General Fund Earmarked Reserves	92,699	(47,314)	37,075	82,460
Service - DSG	5,269	(1,808)	763	4,224
Service - Housing Benefits	5,875	-	(4,845)	1,030
Service - NLSR	642	(47)	9	604
Service - PFI	4,265	-	21	4,286
Service - Public Health	1,336	(812)	1,834	2,358
Special Parking Account (SPA)	1,914	(1,986)	1,909	1,837
Sub-total Ring-fenced Reserves	19,301	(4,653)	(309)	14,339
Total Earmarked Reserves	112,000	(51,967)	36,766	96,799

Funding of Capital Programme

- 1.26 Table 4 below shows how the 2016/17 capital programme has been funded.

Table 18: Funding of 2016/17 Capital Programme

Service Area	Grants £000	S106/ Other Contrib- utions £000	Capital Receipts £000	Revenue/ MRA £000	Borrow- ing £000	Capital Reserves £000	Total £000
Adults and Communities	4	-	514	73	(3)	-	588
Commissioning Group	(900)	-	3,940	0	(1,188)	180	2,032
Education and Skills (including schemes managed by Schools)	(5,444)	(1,796)	(718)	(2)	(4,023)	-	(11,983)
Family Services	(454)	-	(1,334)	-	(2,007)	(79)	(3,874)

Service Area	Grants £000	S106/ Other Contrib- utions £000	Capital Receipts £000	Revenue/ MRA £000	Borrow- ing £000	Capital Reserves £000	Total £000
Housing Needs Resources	-	-	434	(126)	(5,106)	-	(4,798)
Parking and Infrastructure	-	-	(85)	124	0	(114)	(75)
Regional Enterprise (Re)	(7,563)	(334)	(399)	(253)	(6,750)	(2,868)	(18,167)
Street Scene	(506)	(71)	(30)	(250)	(236)	270	(823)
General Fund Programme	(14,863)	(2,201)	2,322	(434)	(19,313)	(2,611)	(37,100)
HRA	(880)	(914)	(124)	7,172	(6,646)	-	(1,392)
Total Capital Programme	(15,743)	(3,115)	2,198	6,738	(25,959)	(2,611)	(38,492)

Write-offs and debt information

- 1.27 As part of the quarterly monitoring process the council reports on all scheduled write-offs in excess of £5,000.

Sundry debt write-offs

- 1.28 The value of a write-off is determined at a debt value as per the council's financial regulations. Debts under £5,000 are approved by the Chief Finance Officer.

Action taken to recover debt is as per the council's Income and Debt Management Policy. If an invoice is raised and remains unpaid, a 'dunning' process is initiated, as follows:

- Level 1 - a reminder is sent after 21 days
- Level 2 - a final notice is sent after 35 days, i.e. a further 14 days

The Income Team will review all Level 2 cases remaining outstanding greater than 49 days (allowing a further 14 days to pay after the Final Notice) to decide whether the debt recovery process should proceed.

Depending on the type of debt, customer and circumstances, the use of debt collectors or issuing proceedings in the County Court is considered. Each case is treated individually and the circumstances of each debt are assessed prior to a decision being made, in conjunction with the delivery unit, on the recovery of the debt.

Table 19 below analyses the scheduled sundry debt write-offs that have taken place during 2016/17 where the individual debt level is in excess of £5,000; the aggregate of these write-offs is £0.049m. Individual debts under £5,000 totalling £0.959m have also been written off in 2016/17.

Table 19: Sundry debt write offs over £5,000

Sundry Debts - Write offs over £5k			
Account Reference	Amount	Invoice Date	Comments
1	£5,185.12	30/04/2009	Recovery action exhausted
2	£5,270.96	22/11/2012	Recovery action exhausted

Sundry Debts - Write offs over £5k			
Account Reference	Amount	Invoice Date	Comments
3	£23,735.55	15/11/2013	Recovery action exhausted
5	£8,700.00	15/01/2014	Insufficient funds in estate
7	£6,440.16	14/12/2015	Insufficient funds in estate
Total	£49,331.79		

Treasury Outturn

- 1.29 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 31 March 2017. 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 F.

The Local Government Act 2003 requires the council to set an Affordable Borrowing Limit, (the Authorised limit), irrespective of its indebted status. This is a limit which should not be breached. During the period to 31 March 2017, 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 for 2016/17 was approved by Council on 1 March 2016. The Treasury Management Strategy requires 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.

1.30 Investment Performance

Investment deposits are managed internally. As at 31 March 2017, deposits outstanding were £80.2 million, achieving an average annual rate of return of 0.53 per cent against a benchmark average (London Interbank Bid Rate - LIBID) of 0.33 per cent. The list of deposits outstanding as at 31 March 2017 is attached as Appendix G and summarised in table below.

Table 20: Summary of Investments as at 31 March 2017

	£000
Local Authorities	5,000
Money Market Funds	23,700
UK Banks & Building Societies	51,500
Non UK Banks & UK Building Societies	0
TOTAL	80,200

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

1.31 Debt Management

The total value of long term loans as at 31 March 2017 was £304.08m. There has been no external borrowing in the financial year to date. The average rate for total borrowing for the quarter ending 31 March 2017 was 3.89 per cent.

2 REASONS FOR RECOMMENDATIONS

- 2.1 These recommendations are to provide this Committee with the necessary information to oversee the performance of the corporate plan and service and contract performance. This paper enables the council to meet the budget agreed by Council on 1 March 2016.

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 for the delivery of services by the council, such as the performance of Delivery Units, Service Providers and partners.

- 5.1.2 The past four years of performance information is available at: <https://barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

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

- 5.1.3 Relevant council strategies and policies include the following:

- Corporate Plan 2015-2020
- Corporate Plan - 2016/17 Addendum
- Medium Term Financial Strategy
- Treasury Management Strategy
- Debt Management Strategy
- Insurance Strategy
- Risk Management Strategy
- Capital, Assets and Property Strategy.

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

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

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

5.3 Legal and Constitutional References

- 5.3.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.

- 5.3.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority's financial position is set out in sub-section 28(4) of the Act.

- 5.3.3 The council's Constitution, in Part 15 Annex A, Responsibility for Functions, states in Annex A the functions of the Performance and Contract Management Committee including:

- 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 including Adults and Communities; Assurance; Barnet Homes;; Commissioning Group; Customer and Support Group; Education and Skills Family Services; HB Public Law; Mortuaries, NSL (Parking Contractor); Public Health; Re; Registrars, Street Scene; and YCB.
- 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.

- 5.3.4 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.

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

5.3.6 The council's Constitution, 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.

5.4 Risk Management

- 5.4.1 A separate paper on the council's risk management is on the agenda for this Committee meeting. The paper sets out the mitigating actions in place to manage strategic and service risks that have a risk score of 15 or above.
- 5.4.2 Various projects within the council's revenue budget and capital programme are supported by time-limited grants. Where there are delays to the implementation of these projects, there is the risk that the associated grants will be lost. If this occurs either the projects will be aborted or a decision to divert resources from other council priorities will be required.
- 5.4.3 The revised forecast level of balances needs to be considered in light of the risk identified in 5.4.1 above.

5.5 Equalities and Diversity

- 5.5.1 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.
- 5.5.2 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.
- 5.5.3 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.

- 5.5.4 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.
- 5.5.5 Progress against the performance measures we use is published on our website at:
www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity

5.6 Consultation and Engagement

5.6.1 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	Summer 2013	The council forecast that its budget would reduce by a further £72m between 2016/17 and 2019/20, setting the scene for the PSR consultation
Phase 2: PSR consultation to inform development of options	October 2013 - June 2014	Engagement through Citizen's Panel Workshops which focused on stakeholder priorities and how they would want the council to approach the Priorities and Spending Review An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.
Phase 3: Engagement through Committees	Summer 2014	Focus on developing commissioning priorities and MTFS proposals for each of the 6 committees Engagement through Committee meetings and working groups
Phase 4: Strategic Plan to 2020 Consultation	December 2014 – March 2015	A series of 6 workshops with a cross section of residents recruited from the Citizens Panel and Youth Board, plus two workshops with users ¹³ of council services. An online survey (17 December 2014 – 11 February 2015)

¹³ 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.

6 BACKGROUND PAPERS

- 6.1 Performance and Contract Management Committee, 12 May 2015 (Decision Item 7) – approved Final Outturn and Quarter 4 Monitoring Report 2014/15
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=693&MId=7873&Ver=4>
- 6.2 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>
- 6.4 Council, 4 April 2015 (Decision item 13.1) – approved 2016/17 addendum to Corporate Plan
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8344&Ver=4>

Appendix A (i): List of indicators in Appendices A (ii) and B (Q4/EOY 2016/17)

Reference	Title	Type	Appendix
Adults and Communities.			
AC/S3	Percentage of adults with learning disabilities who live in their own home or with their family	CPI	A
AC/S4	Percentage of adults with learning disabilities in paid employment	CPI	A
AC/S5	Percentage of adults with mental health needs in paid employment	CPI	A
AC/S6	Percentage of adults with mental health needs who live independently, with or without support	CPI	A
AC/S8	Percentage of new clients, older people accessing enablement	CPI	A
AC/S9	Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	CPI	A
AC/S10	Percentage of people who feel in control of their own lives	CPI	A
AC/S15	Percentage of people who use services who say those services make them feel safe and secure	CPI	A
AC/S16	Proportion of service users with a direct payment	SPI	B
AC/S18	Percentage of service users receiving ongoing services with telecare	SPI	B
AC/S25	Percentage of Social Care Direct customers who are satisfied or very satisfied with the service they have received post resolution	SPI	B
AC/S29	Number of instances of information, advice and guidance provided to carers	CPI	A
AC/C10	Percentage of clients receiving an ongoing package of care reviewed	MPI	B
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	MPI	B
AC/C13	Number of delayed transfers of care from hospital, and those which are attributable to adult social care, per 100,000 population	MPI	B
AC/C14	Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64*	CPI	A
Barnet Homes			
BH/S2	Number of Homelessness Preventions	CPI	A
BH/S3 (LY: BH/S4)	Current tenant arrears as a percentage of the annual rent debit	CPI	A
BH/C2 (LY: BH/C6)	Households placed directly into the private sector by Barnet Homes	CPI	A
BH/C5 (LY: BH/S5)	Temporary Accommodation (TA) current arrears as percentage of debit	CPI	A
BH/KPI 1 (LY: BH/C4)	Total number of Households in Temporary Accommodation	CPI	A
Cambridge Education.			
CES/S1	Percentage of primary schools rated as 'good' or better	CPI	A
CES/S3	Percentage of secondary schools rated as 'good' or better	CPI	A
CES/S11-1	Percentage of pupils eligible for free school meals in the past 6 years (FSM6) achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2	CPI	A
CES/S13-1	Average Attainment 8 score	CPI	A
CES/S13-2	Average Progress 8 score	CPI	A

Reference	Title	Type	Appendix
CES/S15	Average Attainment 8 score of looked after children	CPI	A
CES/S16	Average Progress 8 score of looked after children	CPI	A
CES/S18-1	Percentage of 16-18 year olds who are not in education, employment or training	CPI	A
CES/S24	Percentage of primary pupils achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2	CPI	A
CES/S25	Percentage attendance levels at primary schools	CPI	A
CES/S26	Percentage of pupils with an Education, Health and Care Plan or statement of special educational needs achieving the 'expected standard' in English Reading, English writing and Mathematics at Key Stage 2	SPI	B
CES/S27-2	Average progress 8 score for pupils with pupils with an Education, Health and Care Plan or statement of special educational needs	SPI	B
Commissioning Group			
CG/S1	Unemployment	CPI	A
CG/S3	Decrease in the level of crime across the Mayor's Office for Policing And Crime set of crimes	CPI	A
CG/S4 (RPS - Biannual)	Public confidence in police and council in dealing with anti-social behaviour and crime issues that matter in their area	CPI	A
CG/S5 (RPS)	Percentage of residents who report feeling they belong to their local area	CPI	A
CG/S6 (RPS - Biannual)	Percentage of residents who list affordable housing as a concern	CPI	A
CG/S9 (RPS - Biannual)	Percentage of residents that volunteer at least once a month	CPI	A
CG/S10 (RPS - Biannual)	Percentage of residents who agree that people pull together to help improve their area	CPI	A
CG/S11 (RPS - Biannual)	Percentage of residents who are satisfied with the repair of roads	CPI	A
CG/S12 (RPS - Biannual)	Percentage of residents who are satisfied with the quality of pavements	CPI	A
CG/S14 (RPS - Biannual)	Percentage of residents who are satisfied with the way the Council runs things	CPI	A
CG/S15	Performance of services	CPI	A
CG/S16 (RPS - Biannual)	Percentage of residents who are satisfied with Barnet as a place to live	CPI	A
CG/S18 Biannual	Percentage of respondents very or fairly satisfied with the service provided by their social housing provider (Barnet Homes)	CPI	A
CG/S19 (RPS - Biannual)	Percentage of residents who report it is easy to access council services	CPI	A
CG/S22	Council Tax collection	CPI	A
CG/S23	Business rate collection	CPI	A
CG/S24	Overall satisfaction with customer services	CPI	A
CG/S25	Satisfaction with the council's website	CPI	A
CG/S26	Customer cases that are closed within the agreed timescales	CPI	A
CG/S27	Percentage of total spend with local businesses	CPI	A
CG/C17	Percentage of residents who are concerned about traffic congestion	SPI	B
CG/C23	Sickness absence	MPI	B
Customer and Support Group (CSG)			

Reference	Title	Type	Appendix
Super KPI35b CSG/S1	Resident Satisfaction - It is easy to access council services	SPI	B
Family Services.			
FS/S1	Number of children made subject to Child Protection Plans	CPI	A
FS/S2	Children made subject to Child Protection Plan for a second or subsequent time	CPI	A
FS/S3	Number of children subject to Child Protection Plans for two or more years	CPI	A
FS/S4	Number of referrals to social care (per 10,000 of the under-18 population)	CPI	A
FS/S5	Number of children adopted	CPI	A
FS/S6	Percentage of children in London Borough of Barnet foster care	CPI	A
FS/S7	Percentage of free entitlement early years places taken up by parents/ carers that are eligible for a place	CPI	A
FS/S8	Percentage of the target groups that are registered with the children centre within the area it serves	CPI	A
FS/S11	Percentage of children in external residential placements	SPI	B
FS/S15	Percentage of care leavers age 19 – 21 in education, employment or training	CPI	A
FS/S16	Number of children in care per 10,000	CPI	A
FS/S17 (Annual)	Percentage of young people in care who know about the Corporate Parenting Pledge	CPI	A
FS/S18	Proportion of care leavers age 19 – 21 in suitable accommodation	CPI	A
FS/C18	Percentage of children in care with three or more placements during the last 12 months	SPI	B
FS/C26	% of CLA visits taken place within timeframes	MPI	B
FS/C28	The average time between a child entering care and moving in with its adoptive family (days)	MPI	B
FS/C37	Percentage of CLA who have had a timely initial health assessment in the last 6 months	MPI	B
FS/C39	Percentage with dental checks in the previous 12 months	MPI	B
HB Public Law.			
HBL001 (HBPL/C1)	Acknowledge emails within 1 working day	KPI	B
Parking Services.			
PI/S3 (RPS)	Percentage of residents who are satisfied with parking services	CPI	A
PI/C3	Parking - Response processing in time: Response provided within legislative timescales in relation to correspondence	SPI	B
Public Health.			
PH/S2	Excess weight in 4-5 year olds (overweight or obese)	CPI	A
PH/S3	Excess weight in 10-11 year olds (overweight or obese)	CPI	A
PH/S4	Rate of hospital admissions related to alcohol	CPI	A
PH/S5	Smoking prevalence	CPI	A
PH/S7	Physical activity participation	CPI	A
PH/C12	Successful treatment - alcohol users	SPI	B
PH/C14	Re-presentations – opiates users	SPI	B
PH/C15	Re-presentations – non-opiates users	SPI	B
PH/C19	Number of schools registered for the Healthy Schools London awards - (a) primary	MPI	B

Reference	Title	Type	Appendix
PH/C20	Number of schools registered for the Healthy Schools London awards - (b) secondary	MPI	B
PH/C21	Number of schools reaching bronze award	MPI	B
Re.			
EH01B	Compliance with Environmental Health Service Standards (Priority 1 incidents and service requests).	CPI	A
EH02I	Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) - Licenced HMOs meeting legal standards	CPI	A
KPI 1.1 NM	Annual programme relating to Highway Safety Inspections	KPI	B
KPI 1.2 NM	Annual Programme relating to Carriageway Resurfacing schemes	KPI	B
KPI 2.1 NM	Number of Highways Emergency Defects Rectification completed on time	KPI	B
KPI 2.3 NM	Category 2 Defects Rectification Timescales completed on time	KPI	B
KPI 2.4 NM	Highways Insurance Investigations completed on time	KPI	B
KPI 2.8 NM	Timely construction of Vehicle Crossovers following receipt of payment	KPI	B
KPI 2.1 -2.3 (Composite KPI)	Highways defects made safe within agreed timescale	CPI	A
KPI001 (A&A)	Compliance with planning application statutory timescales (for major, minor, other applications)	CPI	A
KPI001 LC	Average time taken to process requests for Full Official Searches (online and post) in Land Charges (days)	SPI	B
KPI002 (ENF)	Prosecution and direct action	KPI	B
NM KPI 2.2	Category 1 Defects Rectification Timescales completed on time (48 hours)	KPI	B
REGENKPI01 (Re/S11)	Number of New Homes completed	CPI	A
SK1	Business survival rate across the borough (end of year 3)	CPI	A
SK2	Reduction in Youth Unemployment (including graduates and school leavers) - 16-24 year olds	CPI	A
SK3	Vacancy rates on high street	CPI	A
SKPI 5	Improve customer satisfaction	SPI	B
TSLKPI03	Implementation of improvement projects - ensures that the Trading Standards Department undertake targeted and measured projects aimed at improving the fair trading environment	KPI	B
Registrar			
R/1	Percentage of births registered within 42 working days of request	KPI	B
R/3	Percentage of deaths registered within 5 working days of request	KPI	B
R/4	Percentage of Marriage/Civil Partnership notices appointments offered within 10 working days of request	KPI	B
R/7	Issue certificates from deposited registrars: Percentage of applicants dealt with within 7 days of application	KPI	B
R/8	Birth, still-born and death declarations: Percentage of incoming declarations registered with 24hrs of receipt	KPI	B
R/9	Corrections and re-registration: Percentage of applications offered appointment within 7 working days of Registration Officer receiving GRO notification	KPI	B
Street Scene			

Reference	Title	Type	Appendix
SS/S1 (RPS - Biannual)	Percentage of residents who are satisfied with parks and open spaces	CPI	A
SS/S3	Percentage of household waste sent for reuse, recycling and composting	CPI	A
SS/S4 (RPS - Biannual)	Percentage of residents who are satisfied with refuse and recycling services	CPI	A
SS/S6 (RPS - Biannual)	Percentage of residents who are satisfied with street cleaning	CPI	A
SS/S7	Percentage of unacceptable levels of litter	CPI	A
SS/S8	Percentage of unacceptable levels of detritus	CPI	A
SS/C1	Waste tonnage – residual per household	SPI	B
SS/C2	Waste tonnage – recycling per household	SPI	B
YCB.			
YCB 11	Agency staff	KPI	B
YCB 19	New referrals from other local authorities.	KPI	B
YCB 23	Service utilisation	KPI	B

Key:

CPI	Corporate Plan Indicator
SPI	Commissioning Plan Indicator
MPI	Management Agreement Indicator
KPI	Contract Performance Indicator

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Appendix A (ii): Corporate Plan Performance (Quarter 4/End of Year 2016/17)

The Corporate Plan identifies a suite of indicators that help us to monitor performance; and targets have been set to encourage improvement against our strategic priorities. This appendix provides an **annual** overview of performance information for each of the strategic priorities in the refreshed Corporate Plan – highlighting progress on the council’s key areas of focus; and commentary on indicators that are “below target” (RAG rated as Green Amber, Red Amber or Red)¹. Further information is published on the website each quarter at <https://barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

81 indicators are in the refreshed Corporate Plan. Of these, **77** have been reported at the end of the year. **65** have been given a RAG rating: **63% (41)** are “on or above target” and **37% (24)** are “below target”. **60** have been given a Direction of Travel (DOT) status: **60% (36)** have an “improved or same” DOT and **40% (24)** have a “worsened” DOT from the same period last year.

Strategic priority	No. reported (EOY)	No. with a RAG rating (EOY)	RAG Ratings				Monitor / NYA	No. with a DOT (EOY)	Long Term Direction of Travel	
			Green	Green Amber	Red Amber	Red			Improved / Same	Worsened
Growth and regeneration	15	12	75% (9)	8% (1)	0% (0)	17% (2)	3	13	62% (8)	38% (5)
Managing demand	27	25	56% (14)	12% (3)	4% (1)	28% (7)	2	21	52% (11)	48% (10)
Transforming services	17	13	54% (7)	8% (1)	0% (0)	38% (5)	4	9	67% (6)	33% (3)
Resilient communities	10	9	78% (7)	11% (1)	11% (1)	0% (0)	1	9	78% (7)	22% (2)
Customer service and transparency	8	6	67% (4)	0% (0)	17% (1)	17% (1)	2	8	50% (4)	50% (4)
Total	77	65	63% (41)	9% (6)	5% (3)	23% (15)	12	60	60% (36)	40% (24)

¹ Public Health and footnoted Street Scene indicators are reported a quarter in arrears, so data refers to Quarter 3 2016/17.

Responsible growth and regeneration

Key area of focus	Description	2016/17 Progress Update
Growth and regeneration programme	Building more than 20,000 new homes by 2025 – the most in outer London – across our seven major growth and regeneration sites	<p>The Annual Growth and Regeneration report has been presented to Assets, Regeneration and Growth Committee on 24 April 2017. 1,212 homes have been delivered through the regeneration programme over the year; this includes Colindale where homes have been delivered by private developers and managed through an Area Action Plan planning designation. Excluding Colindale, 615 homes have been delivered through the regeneration programme.</p> <p>During Quarter 4 the West Hendon CPO Public Inquiry has been completed; and the licences to demolish Noel block on Grahame Park have been signed.</p> <p>A number of key challenges remain within the programme, including at Colindale the delivery of highway infrastructure, the Controlled Parking Zone and the development of the tube station.</p>
Sport and physical activity	Designing the 'built environment' to help people keep fit and active, and investing in new leisure centres	<p>Planning Applications for leisure centres at Barnet Copthall and New Barnet have been approved by the Planning Committee on 25 January 2017. Further surveys and reports to ensure sufficient detail is provided to allow discharge may result in some additional cost pressure. Construction will start on site in the summer 2017.</p>
Entrepreneurial Barnet	Creating the conditions for a thriving local labour market	<p>The Annual Regeneration and Growth Report provides a full round up of activities for Entrepreneurial Barnet. Highlights include delivery of 56 apprenticeships amongst our developer partners. During Quarter 4 a range of activities have been held, including:</p> <ul style="list-style-type: none"> • Apprenticeship Week took place 6-10 March, with partners delivering a range of activities to promote apprenticeship routes. • Entrepreneurial Barnet Competition finals took place on 7 March. All finalists will receive mentoring support. Business ideas included pastoral support for Middlesex University students using an eye catching app, two dance companies and a handwriting course • Re announced the launch of a business offer covering their full range of services for businesses such as a Small Business Advisor, support and assistance with license applications, training, pest monitoring and assistance with planning needs. • Re held a business breakfast in February 2017. The sessions covered how to win business with the council, and business responsibility. <p>The Government's March budget included a skills devolution deal for London, which will give London and the sub-regions more control over skills funding and skills activity.</p>

Key area of focus	Description	2016/17 Progress Update
	Investing in town centres (focusing on Burnt Oak and Finchley Church End).	The “Town Centre Offer” has been published. This will make it easier for local groups to drive forward projects to improve their local area. Investment in town centres has focused on Burnt Oak and the development of proposals for Finchley Church End. Physical improvements in Burnt Oak are underway and a further request for funding has been taken to Assets, Regeneration and Growth Committee on 24 April 2017. Finchley Church End strategy will be presented to Members in early summer following an event for stakeholders in May/ June 2017. The Golders Green Town Centre Strategy is out to tender.
	Ensuring that businesses can access information about the council easily and at first contact	The Barnet Business Directory and plans for a Business Portal have continued. In addition, marketing information for the Business Advice Service has been published.
Health estates pilot	Looking at how to optimise the use of health and care estate across the sub-region and identify surplus health estate land for development and regeneration.	The North Central London (NCL) Sustainability and Transformation Plan (STP) partnership covers five London boroughs: Barnet, Camden, Enfield, Haringey and Islington. This new partnership has been formed to support the development of the STP and a bid for estates devolution. The vision for the NCL estate is to provide a fit for purpose, cost-effective, integrated, accessible estate that enables the delivery of high quality health and social care services for local residents. The pilot outline business case has been submitted to the London Health and Care Devolution Programme; and the London Estates Board has met in shadow form as a step towards implementation. A working group has also been established and individual projects within the estates devolution delivery plan have been drafted.
One public estate (OPE)	Encouraging local authorities to work collaboratively with central government and local agencies on public property and land issues	<p>The Phase 5 West Hendon Broadway project bid has been partially successful with a grant of £100k awarded. Work has continued on the remaining Phase 3 workstreams – Edgware Community Hospital, Finchley Memorial Hospital, Burnt Oak Hub and Edgware Town Centre. The Silkstream Flood Risk Assessment brief has been shared with the Environment Agency for them to base the next phase upon. The remaining Burnt Oak report is due to be published in Quarter 1 2017/18.</p> <p>The OPE Board is working well, with good regular attendance from Government and public sector partners. Consultation on individual projects has been good and project reports have been produced for the bulk of the OPE 3 programme. The council will continue to work closely with NHS departments on the projects to be completed under OPE to ensure the delivery of cost savings and capital receipts.</p>

15 indicators are reported at the end of year 2016/17. Of these, 12 have been given a RAG rating: **75% (9)** are “on or above target” and **25% (3)** are “below target”. 13 have been given a Direction of Travel (DOT) status: **62% (8)** have an “improved/same” DOT and **38% (5)** have a “worsened” DOT from the same period last year.

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
Growth and regeneration programme									
REGENKP I01 (Re/S11)	Number of new homes completed	Bigger is Better	Apr 2016 - Mar 2017	3152	1798 (R)	1529	Improving	No benchmark available	This is a provisional annual result based on the quarterly outturns, which were 278 (Q1), 192 (Q2), Q3 (509) and 819 (Q4). The final result will be confirmed in autumn 2017. The 2015 Barnet Housing Trajectory provides a fifteen year projection of housing delivery in Barnet and is updated annually. The 2016/17 target may have over-estimated the amount of development activity that could be completed in this period. More up-to-date intelligence now shows the 2016/17 Housing Trajectory to be a much lower figure. This combined with delays to some housing development scheme has resulted in a significant difference in delivery against target.
CG/S6 (RPS - Biannual)	Percentage of residents who list affordable housing as a concern ²	Smaller is Better	Autumn 2016	Monitor	34%	36%	Improving	London 23% (November 2014, Survey of Londoners)	
High quality private rented sector									
BH/C2 (LY: BH/C6)	Households placed directly into the private sector by Barnet Homes	Bigger is Better	Apr 2016 - Mar 2017	500	646 (G)	492	Improving	No benchmark available	
EH02I	Compliance with Licensing Requirements for Houses in Multiple Occupation	Bigger is Better	Apr 2016 - Mar 2017	60%	72% (G)	80%	Worsening	No benchmark available	
Social housing									

² A representative sample of 500 residents (adults, 18+) from across the London Borough of Barnet. Confidence intervals for a sample of 500 = +/-4.4% (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%). London data taken from Survey of Londoners 2014/15 (November 2014) - a representative random sample of approximately 1,000 adults in London. National data taken from LGA public poll on resident satisfaction (October 2016) – a representative random sample of approximately 1,000 British adults polled by telephone once a quarter.

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
CG/S18 (Biannual)	Percentage of respondents very or fairly satisfied with the service provided by their social housing provider (Barnet Homes)	Bigger is Better	Annual Survey 2016/17	81%	79% (G)	81%	Worsening	London average (of 19 London boroughs) 76% (2013-2016, Housemark)	Whilst the target of 81% has not been achieved, the result of 79% is within the 3% statistical margin of error tolerance applicable to surveys of this nature. The result places Barnet Homes in the top quartile against London peers based on benchmarking analysis provided by independent housing consultancy Housemark. A total of 1,054 surveys were returned, which have provided valuable intelligence in terms of the drivers for dissatisfaction and this data is being analysed to develop detailed plans for the areas of service in which residents most wish to see improvements.
BH/S3 (LY: BH/S4)	Current tenant arrears as a percentage of the annual rent debit	Smaller is Better	March 2017	3.00%	3.04% (GA)	3.24%	Improving	Second highest quartile (Q3 2016/17, Housemark)	Performance in March 2017 has been impacted by a series of IT system issues that took place in the final two weeks of the financial year. This caused delays in the posting of both the weekly rent debit and housing benefit receipts on the system and subsequently limited the ability of the team to identify which accounts were in arrears and which were awaiting delayed benefit payments. Investigations are underway to ensure such issues will be prevented in future. Despite these issues, year-end performance demonstrates a continued improvement on both 2014/15 (3.5%) and 2015/16 (3.2%).

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
BH/C5 (LY: BH/S5)	Temporary Accommodation (TA) current arrears as percentage of debit	Smaller is Better	March 2017	4.95%	5.36% (R)	5.04%	Worsening	No benchmark available	<p>The IT issues that impacted on the collection of arrears on tenant rent accounts outlined in BH/S3 above also applied to collection on Temporary Accommodation accounts.</p> <p>Temporary Accommodation accounts continue to be affected by Welfare Reforms and the continued decline in Housing Benefit receipts, which means more income needs to be collected directly from tenants rather than received automatically from Housing Benefit.</p> <p>An improvement plan with clear timeframes outlining a range of improvement areas is in place and being closely monitored through the contract and performance management arrangements with the council.</p>
Parks and open spaces									
SS/S1 (RPS - Biannual)	Percentage of residents who are satisfied with parks and open spaces ²	Bigger is Better	Autumn 2016	72%	72% (G)	67%	Improving	London 68% (November 2014, Survey of Londoners)	
Sport and physical activity									
PH/S7	Physical activity participation ¹	Bigger is Better	Oct - Dec 2016	59.0%	59.5% (G)	58.5%	Improving	England 57.1%; London 57.8% (March 2017, Public Health Outcomes Framework)	
Entrepreneurial Barnet									
CG/S27	Percentage of council spend (excluding direct debits) with local businesses	Bigger is Better	As at 31 March 2017	Monitor	23%	New for 2016/17	New for 2016/17	No benchmark available	

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
SK1	Business survival rate across the borough (end of year 3) ³	Bigger is Better	Apr 2016 - Mar 2017	5.0%pts	7.2%pts (G)	1.9%pts	Improving	No benchmark available	
SK3	Vacancy rates on high street	Smaller is Better	Apr 2016 - Mar 2017	7.9%	5.7% (G)	4.6%	Worsening	Comparable boroughs 7.15% vacancy rates (2015/16, DCLG)	Comparable boroughs = Brent, Bromley, Ealing, Haringey, Harrow, Lewisham
CG/S1	Unemployment (of people on out of work benefits)	Smaller is Better	Jan - Dec 2016	Monitor	4.9%	5.8%	Improving	London 5.7% National 4.8% (Jan - Dec 2016, Nomisweb)	
SK2	Reduction in Youth Unemployment (including graduates and school leavers) - 16-24 year olds	Smaller is Better	Apr 2016 - Mar 2017	18%	16% (G)	18%	Improving	No benchmark available	
Planning and building control									
KPI001 (A&A)	Compliance with planning application statutory timescales (for major, minor, other applications)	Bigger is Better	Apr 2016 - Mar 2017	75%	83% (G)	87.3%	Worsening	Newham 97%, Brent 70%, Enfield 83% Haringey 76% (Q4 2015/16, DCLG)	

Managing demand for services (Fairness)

Key area of focus	Description	2016/17 Progress Update
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³ This is the percentage points increase, against recognised comparable boroughs, in the number of Barnet businesses surviving for more than two years

Key area of focus	Description	2016/17 Progress Update
Health and social care integration	Helping the NHS manage the cost of A&E and hospital admissions through greater provision of primary and community care	<p>The Barnet Integrated Locality Team, a key scheme within the Better Care Fund, has been well established across the borough. The team provides community based support to service users and patients who are at risk of an unplanned accident and emergency attendance or unplanned admission into an acute setting within the next 12 months. Along with the Rapid Response service and other key services, including the ageing well programme and the dementia hubs, patients and service users are able to access preventative and supporting services within a community setting.</p> <p>All schemes within the Better Care Fund plan are being reviewed in line with national guidance. The outputs from the review will support the planning requirements for the 2017 -19 plan as set out in the newly published Better Care fund policy for the period, which had been issued on the 31 March 2017.</p>
Older peoples independence	Working with older people to design and manage services that help them to be more independent	<p>Service users and carers have been invited to participate in an Engagement Working Group. Two meetings have taken place and a draft action plan has been developed. The next meeting will take place at the Barnet Dementia Hub in May 2017.</p> <p>Work has been slowed down on the Barnet Dementia Action Alliance, due to delays in the Alzheimer's Society recruiting a Dementia Action Alliance co-ordinator.</p>
Foster care	Increasing the size and effectiveness of the in-house foster care service	<p>The operating environment continues to be challenging with the council competing with both independent fostering agencies and neighbouring authorities for prospective applicants across a small geographic area. The sector has experienced a fall in numbers of new prospective carers coming forward. The council's fostering brand will continue to be promoted through the new marketing strategy, including fostering campaigns; and back office arrangements have been strengthened to convert enquiries into newly approved carers.</p>
Families early intervention	Working with partners to deliver early intervention for families	<p>The reviews of Early Years', Health Visiting and Youth to develop a 0-19 model have continued this quarter.</p> <p>All the Early Intervention Programme (EIP) project work has been signed off by the Barnet Safeguarding Children Board. The threshold document has been refreshed to incorporate the overarching principles and pathways and these, along with tools such as the menu of interventions, signs of safety and graded care profile, will be officially launched at resilience workshops planned for the end of May 2017.</p> <p>The Families First work has continued to embed across EIP services, with 1,218 families being supported.</p> <p>The number of Common Assessment Frameworks (CAFs) has continued to increase with 935 open CAFs in March 2017. Work to increase CAFs in the Early Years has had a positive effect across children's centres, with 93 CAFs open across the three children's centre localities. Work has continued to increase CAFs initiated through health partners.</p>

Key area of focus	Description	2016/17 Progress Update
Family friendly Barnet	Working with partners to make Barnet a family friendly borough	<p>The Children and Young People's Plan (CYPP) has been published and actions progress towards delivering the vision of making Barnet the most family friendly borough by 2020.</p> <p>The results of the Young People's Survey have been published. Key findings show that the majority of young people (85%) are happy to live in Barnet, which is in line with the residents' perception survey. Almost two thirds (60%) feel the council is doing a good job, which is slightly lower than the residents' perception survey. Young people's top fears include gangs, with nearly half (47%) citing this as a concern.</p>
Homelessness	Tackling rising demand for help with housing through work to prevent homelessness	<p>Demand for housing has remained high throughout the year, with 4.2% more placements into temporary accommodation compared to 2015/16. However, key mitigation actions have delivered positive year end outcomes such as procurement of 646 private rented units through let2barnet; and 972 homelessness preventions. Further mitigations have commenced in the latter part of the year such as the Housing Acquisitions Programme in and out of London; and the Temporary Accommodation Reduction and Family Exclusion Mediation projects have contributed to a reduction in temporary accommodation numbers.</p> <p>By the end of Quarter 4, the number of households in emergency accommodation had fallen to 149, the lowest number since early 2011; and the overall number of households in temporary accommodation has fallen from 2,941 (2015/16) to 2,757.</p>
Specialist housing	Diversifying Barnet's accommodation so that it supports people to live independently	<p>The Moreton Close extra care scheme has progressed, with site setup completed, foundations dug out and piling commencing.</p> <p>Funding has been agreed for the development of an additional two extra care schemes and initial feasibility work is underway. Governance of this workstream is being reviewed and the first Extra Care Housing Board took place in March 2017. The Board agreed an approach and timescales for the development of the two additional extra care schemes and further work on the financial model to be used for these developments.</p> <p>The Adult Accommodation and Support service approved list has been successfully mobilised for the planned 3 April 2017 go-live date and the first two referrals are being processed.</p> <p>The Early Support provider event has been completed and the views of the sector have been reported back to the Early Support Board. There is a draft high level model for investing in early support under discussion.</p>
Recycling and waste strategy	Developing strategy for achieving 50% target recycling rate by 2020	Expansion of recycling systems in flats has continued throughout the year, including the complete phased roll-out of 1100-litre bins; the initial surveying of 50 of the 1,750 sites for bin rebalancing; and a report on the proposed future programme.

Key area of focus	Description	2016/17 Progress Update
Enforcement	Improving the overall approach to enforcement of enviro-crime	The Keep Barnet Clean trial started in July 2016 with communications and an education campaign. Enforcement started at the end of July 2016. The trial has gone well to date with a high level of public support for the council and encouragement to tackle behaviour that results in the degradation of the street scene. Over 3,000 fixed penalty notices have been issued as part of the trial. On 15 March 2017 the Committee approved the procurement of a new contact in 2017/18.

27 indicators are reported at the end of year 2016/17. Of these, 25 have been given a RAG rating: **56% (14)** are “on or above target” and **44% (11)** are “below target”. 22 have been given a Direction of Travel (DOT) status: **50% (11)** have an “improved/same” DOT and **50% (11)** have a “worsened” DOT from the same period last year.

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where “below target”
Health and social care integration									
AC/S8	Percentage of new clients, older people accessing enablement	Bigger is Better	Apr 2016 - Mar 2017	63.0%	70.3% (G)	61.5%	Improving	No benchmark available	
AC/S9 ASCOF2A (2)	Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	Smaller is Better	Apr 2016 - Mar 2017	530	381.9 (G)	New method 2016/17	New method 2016/17	CIPFA 445.2 London 516.5 (2015/16, ASCOF)	
AC/C14	Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64	Smaller is Better	Apr 2016 - Mar 2017	16.60	8.50 (G)	New method 2016/17	New method 2016/17	Group average 6.9 (Q3 2016/17, LAPS)	

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
PH/S4	Rate of hospital admissions related to alcohol (per 100,000) ¹	Smaller is Better	Oct - Dec 2016	400.0	424.8 (R)	404.8	Worsening	No benchmark available	The Adult Substance Misuse Service's (SMS's) new Hospital Liaison pathway will help reduce admissions and length of stay. There will also be targeted plans for frequent hospital attenders and interventions for vulnerable adults. Actions have been put in place to improve early identification and ensure effective engagement with harmful and hazardous drinkers. The new Young People's Substance Misuse Service will also contribute to reducing hospital attendance and admissions. The service will deliver advice, information, training and safe drinking messages across the Barnet Schools Network and the SMS Education Portal.
Experience of service users									
AC/S15 (ASCOF 4A)	Percentage of people who use services who say those services make them feel safe and secure	Bigger is Better	Apr 2016 - Mar 2017	80.1%	79.6% (G)	67.5%	Improving	CIPFA comparator group average 67.8% London 65.9% (2015/16, ASCOF)	
AC/S10 (ASCOF 1B) (Annual)	Percentage of people who feel in control of their own lives	Bigger is Better	Apr 2016 - Mar 2017	68.5%	69.4% (G)	68.4%	Improving	CIPFA comparator group average 71.7% (2015/16, ASCOF)	
AC/S29	Number of instances of information, advice and guidance provided to carers	Bigger is Better	Apr 2016 - Mar 2017	3000	3226 (G)	New for 2016/17	New for 2016/17	No benchmark available	
Older people's independence									

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
AC/S3 (ASCOF 1G)	Percentage of adults with learning disabilities who live in their own home or with their family	Bigger is Better	As at 31 March 2017	63.0%	71.6% (G)	63.6%	Improving	CIPFA 68.8% London 70.1% (2015/16, ASCOF)	The council's new accommodation and support offer is now live and includes a range of innovative new accommodation services such as Crash Pad and neighbourhood networks as well as more conventional support to live at home. The council is working with Barnet Homes to ensure regular referrals are made into appropriate HRA developments. Referrals are monitored by a joint Housing Oversight Panel.
AC/S4 (ASCOF 1E)	Percentage of adults with learning disabilities in paid employment	Bigger is Better	As at 31 March 2017	10.8%	10.9% (G)	9.2%	Improving	CIPFA 9.9% London 7.5% (2015/16, ASCOF)	Performance had fallen from 74 in Quarter 1 to 71 in Quarter 4, but this relatively small fall has been offset by the increase in the size of the learning disabilities cohort. Procurement of an approved list of employment support providers took place in early 2017, with the aim of increasing choice and provision for service users. The resulting employment support and workplace retention services are being rolled out as part of the new day opportunities tender. The new Your Choice Barnet contract has a specific focus on employment and includes establishment of a dedicated employment service. The tender went live in Quarter 4.
AC/S5 (ASCOF 1F)	Percentage of adults with mental health needs in paid employment	Bigger is Better	As at 31 March 2017	7.2%	7.6% (G)	4.8%	Improving	CIPFA 6.5% London 5.0% (2015/16, ASCOF)	
AC/S6 (ASCOF 1H)	Percentage of adults with mental health needs who live independently, with or without support	Bigger is Better	As at 31 March 2017	83.0%	84.2% (G)	81.0%	Improving	CIPFA 74.4% London 73.5% (2015/16, ASCOF)	

Focus on foster care

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
FS/S6	Percentage of children in London Borough of Barnet foster care	Bigger is Better	As at 31 March 2017	42.5%	44.0% (G)	43.5%	Improving	No benchmark available	
Families early intervention									
FS/S4	Number of referrals to social care (per 10,000 of the under-18 population)	Monitor	As at 31 March 2017	Monitor	345	396	Monitor	Statistical Neighbours: 467.48 London: 477.9 England: 548.3 (2014/15, LAIT)	
FS/S16	Number of children in care per 10,000	Monitor	As at 31 March 2017	Monitor	39.8	New	Monitor	Statistical Neighbours: 43.1 London: 52 England: 60.0 (2014/15, LAIT)	
FS/S5	Number of children adopted	Bigger is Better	Apr 2016 - Mar 2017	10	8 (GA)	12	Worsening	No benchmark available	8 adoption orders have been granted in 2016/17, which is a drop from 12 last year. However, 12 children are currently placed for adoption with orders anticipated.
Tackling homelessness									
BH/S2	Number of Homelessness Preventions	Bigger is Better	Apr 2016 - Mar 2017	900	972 (G)	870	Improving	2 nd Quartile (2015/16, DCLG)	

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
BH/KPI1 (LY: BH/C4)	Numbers of households in Temporary Accommodation	Smaller is Better	March 2017	2700	2757 (GA)	2941	Improving	Rank 29 out of 33 London boroughs (Q3 2016/17, DCLG)	Performance has fallen for four consecutive quarters from 2,941 in Quarter 4 2015/16 to 2,757 in Quarter 4 2016/17; however the outturn is short of the 2,700 target. Despite strong performance with private sector lettings, preventions and additional affordable supply coming online, sustained levels of demand and a total of 1,469 placements in 2016/17 have meant that reducing the overall number of households in temporary accommodation has been challenging. However, the longer term outlook is positive with steps taken to further reduce the number of households in temporary accommodation.
Recycling and waste									
SS/S3	Percentage of household waste sent for reuse, recycling and composting ¹	Bigger is Better	Oct - Dec 2016	41.96%	36.73% (R)	36.55%	Improving	Rank 8 out of 27 London boroughs (Q3 2016/17, Waste Data Flow)	Performance has slightly improved from the same time last year (36.55%). This is mainly due to a decrease in kerbside collected residual waste.
SS/S4 (RPS - Biannual)	Percentage of residents who are satisfied with refuse and recycling services ²	Bigger is Better	Autumn 2016	80%	75% (GA)	78%	Worsening	London 68% (November 2014, Survey of Londoners).	These services remain the highest rated council services. Street Scene will continue to provide a high quality service, whilst looking at any operational changes that could lead to an improvement in satisfaction.
Enforcement									

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
SS/S7	Percentage of unacceptable levels of litter	Smaller is Better	Apr 2016 - Mar 2017	3.00%	5.83% (R)	2.44%	Worsening	Rank 9 (out of 14 reporting boroughs) (Q3 2016/17, LAPS). Group average was 4.77%	<p>Levels of litter were found to be higher than target and significantly higher than the same time last year; mainly generated by results from industrial areas and other highways. The survey had been undertaken prior to cleansing taking place following the leaf fall operations that finished in December, and the subsequent extended cleansing cycle, resulting in higher levels of litter being present.</p> <p>Street Scene is working to improve performance with the implementation of the Street Cleansing model, which will focus cleansing operations in areas of greatest need and footfall whilst delivering more effective cleansing through improved methodologies and investment in new equipment.</p>

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
SS/S8	Percentage of unacceptable levels of detritus	Smaller is Better	Apr 2016 - Mar 2017	9.00%	10.73% (R)	6.78%	Worsening	Rank 13 (out of 13 reporting boroughs) (Q3 2016/17, LAPS). Group average was 4.66%.	Levels of detritus exceeded target at 10.73% and were higher than the same time last year. The levels of detritus has been due to the residual leaf fall in road channels and backlines that are scheduled to be cleaned as part of the residential cleansing programme, which at the time of survey was 60%, with completion at the end of March 2017. Street Scene will implement an additional deep cleanse to improve the standard of cleanliness across the borough with particular focus around parked cars and difficult access areas. An improved street cleansing model, due to commence in the summer, will deliver cleansing operations to areas of greatest need and footfall; and new technology and equipment will deliver more effective cleansing.
SS/S6 (RPS - Biannual)	Percentage of residents who are satisfied with street cleaning ²	Bigger is Better	Autumn 2016	58%	51% (RA)	52%	Worsening	London 55% (November 2014, Survey of Londoners)	Although below target, satisfaction with street cleaning remains in line with previous survey results. Street Scene is working to improve performance by raising awareness through the Keep Barnet Clean campaign on street cleansing services and steps the council is taking to address littering and fly-tipping. It is expected that this activity should positively influence levels of satisfaction by the spring survey. This will be capitalised upon further with the implementation of the Street Cleansing model, which will focus cleansing operations in areas of greatest need and footfall whilst delivering more effective cleansing through improved methodologies and investment in new equipment.

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
CG/S11 (RPS - Biannual)	Percentage of residents who are satisfied with the repair of roads ²	Bigger is Better	Autumn 2016	35%	33% (G)	35%	Worsening	London 41% (November 2014, Survey of Londoners)	
CG/S12 (RPS - Biannual)	Percentage of residents who are satisfied with the quality of pavements ²	Bigger is Better	Autumn 2016	35%	34% (G)	35%	Worsening	London 41% (November 2014, Survey of Londoners)	
KPI 2.1 - 2.3	Highways defects made safe within agreed timescale	Bigger is Better	Apr 2016 - Mar 2017	100%	FAIL (R)	97.3%	Unable to provide DOT	No benchmark available	Progress has been made to resolve issues with submission of performance data by the contractor. The contractor has submitted data for Quarter 4, which is being reviewed and will be sent back for further clarification as part of the validation process. Performance data for January to March should be available for reporting in Quarter 1.
Parking and regulatory services									
PI/S3 (RPS)	Percentage of residents who are satisfied with parking services ²	Bigger is Better	Autumn 2016	33%	24% (R)	30.0%	Worsening	London 33% (November 2014, Survey of Londoners)	The service is working closely with partners to ensure that resident perception changes by improving responses to enquires, exploring feedback received from other channels and providing a more proactive service.
EH01B	Compliance with Environmental Health Service Standards (Priority 1 incidents and service requests)	Bigger is Better	Apr 2016 - Mar 2017	100%	96% (R)	100%	Worsening	Ealing 75.7% (2013/14) Q1 81.5% (2014/15, Barnet Survey)	This measure relates to Priority 1 notifications such as food alerts, infectious disease control, legionella outbreaks and accidents at work involving major injury or fatalities. Following a late case recorded in January, this indicator has missed the target. Prompt action has been taken by both the Re Customer Services Hub and Food Safety Teams to prevent risk to public health and improvements have been introduced to avoid a reoccurrence of the initial delay.

Transforming services (Opportunity)

Key area of focus	Description	2016/17 Progress Update
Burnt Oak Opportunity Support Team	Piloting new approach to place based commissioning to help longer-term unemployed	The Burnt Oak Opportunity Support Team (BOOST) has engaged with 824 people and supported 298 people into work. On 13 April 2017 the second BOOST team launched in Childs Hill. This team will support people in the south of the borough to make the most of the opportunities from the regeneration of Brent Cross.
Welfare Reform Task Force	Co-locating service to help residents into work	The lower benefit cap has been fully implemented, with all residents receiving letters and offers of support to find work. Multi-agency support to key groups has continued, including for Care Leavers, 'Families First', those affected by welfare reforms, new claimants of Universal Credit and those living in priority wards (e.g. Burnt Oak and Childs Hill).
Best practice social care	Remodelling social care services for adults to focus on independence and early intervention.	<p>By the end of January 2017, 94 staff had completed the strengths-based practice learning programme.</p> <p>A third Care Space hub is in development and will be launched in the summer 2017.</p> <p>The new operating model has had a positive impact. For example, over 20% of Adult Social Care referrals are now met through a Care Space hub appointment instead of a home visit (an increase from 8% in 2015/16).</p> <p>A progress report on implementation of the new operating model and on the development of the two remaining delivery vehicle options has been presented to the Adults and Safeguarding Committee on 6 March 2017. The Committee agreed that a further report would be brought back in September 2017. The NHS shared service option will be explored through a trial of the Primary Care Home approach, which is a type of accountable care model.</p>
Children's social care	Developing excellent social work practice	<p>Implementation of the Family Services Practice Improvement Plan (PIP) has been a priority this year; and will be refreshed for the next 12 months. Practice Development Workers have been appointed to support the pace of progress in practice improvements activity; and the Quality Assurance framework has been strengthened with increased audit activity now taking place across the service such as regular and thematic audits, and reviews of practice. The Signs of Safety tool has been used to support social work practice and training has been delivered to staff, including senior managers and partners. Systemic training has been commissioned for leaders to support the overall resilience model and a series of internal workshops will take place to support purposeful practice.</p> <p>The Signs of Safety tool has been used to support social work practice following an evaluation of different tools and frameworks. Training has been delivered to staff, including senior managers and partners.</p> <p>Systemic training has been commissioned for leaders to support the overall resilience model and a series of internal workshops will take place to support purposeful practice.</p>

Key area of focus	Description	2016/17 Progress Update
Family service ADM	Exploring opportunities for social work-led, not-for-profit organisation, to provide some services for children and young people	An Outline Business Case (OBC) has been developed and will be presented to the Children, Education, Libraries and Safeguarding Committee in the spring 2017. Consultation will then take place on the recommended option(s) before proceeding onto the final stage(s).
Health visiting and CAMHS	Re-commissioning health visiting and CAMHS and developing a traded CAMHS service	<p>Agreement has been reached to jointly commission Children and Young Peoples (CYP) Emotional Wellbeing and Mental Health within a Section 75 agreement with the council and Clinical Commissioning Group (CCG).</p> <p>The Children and Adolescent Mental Health Service (CAMHS) contract has been extended to 1 January 2018 and the CCG contract will terminate at this time. Procurement preparation is underway and an outline service specification has been prepared. This will be followed by a 'soft market' engagement event. A decision on the contract award will be made by 1 October 2017.</p> <p>For the schools facing work, a resilience development programme is being led by Public Health and will be piloted in six schools. This will retain an element of a traded service, and also include a local offer funded initially by Public Health and to then be included in the overall budget for CYP Emotional Wellbeing and Mental Health.</p>
Street services ADM	Exploring opportunities to deliver frontline services via different business models.	The Street Scene Alternative Delivery Model (ADM) initial Outline Business Case has been presented to the Environment Committee on 29 September 2016. A public consultation ran between November and January 2017. A Street Scene staff consultation has been run in parallel. The revised Outline Business Case has been presented to Environment Committee on 15 March 2017, with a decision not to proceed with an outsourced or shared service and a request that officers carry out further work on the other options.

17 indicators are reported at the end of year 2016/17. Of these, 13 have been given a RAG rating: **54% (7)** are "on or above target" and **46% (6)** are "below target". 9 have been given a Direction of Travel (DOT) status: **67% (6)** have an "improved/same" DOT and **33% (3)** have a "worsened" DOT from the same period last year.

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
Education and skills									
CES/S13-1	Average Attainment 8 score	Bigger is Better	Academic Year 2015/16	53.50	56.10 (G)	New for 2016/17	New for 2016/17	England 48.5 London 51.9 Statistical Neighbours 53 (2016, DFE)	

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
CES/S13-2	Average Progress 8 score	Bigger is Better	Academic Year 2015/16	0.23	0.33 (G)	New for 2016/17	New for 2016/17	England 0 London 0.16 Statistical Neighbours 0.16 (2016, DFE)	
CES/S24	Percentage of primary pupils achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2	Bigger is Better	Apr 2016 - Mar 2017	Baseline year	59%	New for 2016/17	New for 2016/17	England 53% London 59% Statistical Neighbours 58.9% (2016, DFE)	
CES/S11-1	Percentage of pupils eligible for free school meals in the past 6 years (FSM6) achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2	Smaller is Better	Apr 2016 - Mar 2017	Baseline year	46%	New for 2016/17	New for 2016/17	England 39% London 49% Statistical Neighbours 44.8% (2016, DFE)	
CES/S15	Average Attainment 8 score of looked after children	Bigger is Better	Academic Year 2015-16	22.8	19.5 (R)	New for 2016/17	New for 2016/17	England 22.8 London 23.2 Statistical Neighbours 20.85 (2016, DFE)	<p>The size of the looked after children cohort should be noted at just 30 pupils for the attainment and 15 pupils for the progress measure.</p> <p>The Virtual School Challenge Committee provides support and challenge to monitor and improve the outcomes of looked after children. It has prioritised specific areas of intervention to ensure rapid and sustainable improvements over time. These have included raising attendance to ensure all pupils were in school at least 96% of the time, and driving up standards in English and Maths so that pupils can access the next phase of their life in education or employment. The DfE's latest release shows attendance has increased from 93.6% in 2015 to 96% in 2016 (in line with the national average for all pupils) and the</p>

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
CES/S16	Average Progress 8 score of looked after children	Bigger is Better	Academic Year 2015-16	-1.14	-1.66 (R)	New for 2016/17	New for 2016/17	London (-1.02), Statistical Neighbours (-1.14), National (-1.14) (2016, DFE)	proportion of pupils who achieved an A*-C grade in English and Maths rose from 14% in 2015 to 21.9% in 2016. It is also important to note that Barnet schools have much stronger outcomes for looked after children, with attainment 8 rising to 29.6 and progress 8 rising to -0.6 (both above the national average for looked after children and above target). Out-of-borough schools do less well.
CES/S1	Percentage of primary schools rated as 'good' or better	Bigger is Better	As at 31 March 2017	95%	93% (GA)	93%	Same	England (90%); London (93%) (April 2017, Watchsted)	Barnet's monitoring and challenge policy sets out how schools are supported to achieve a good or outstanding grade at their next Ofsted inspection.
CES/S3	Percentage of secondary schools rated as 'good' or better	Bigger is Better	As at 31 March 2017	92%	92% (G)	84%	Improving	England (78%); London (89%) (April 2017, Watchsted)	
CES/S25	Percentage attendance levels at primary schools	Bigger is Better	Academic Year 2015/16	95.9%	95.9% (G)	95.9%	Same	England 96% London 95.9% Statistical Neighbours 96% (2016, DFE)	
CES/S18-1	Percentage of 16-18 year olds who are not in education, employment or training	Smaller is Better	As at January 2017	2.5%	1.8% (G)	2.0%	Improving	England 2.8% London 1.8% Statistical Neighbours 2% (2016, DFE)	
Children's social care									
FS/S1	Number of children made subject to Child Protection Plans	Monitor	Apr 2016 - Mar 2017	Monitor	260	310	Monitor	Statistical Neighbours 265 (2014/15, CIN Census)	
FS/S2	Children made subject to Child Protection Plan for a second or subsequent time	Smaller is Better	As at 31 March 2017	15.6%	14.8% (G)	12.3%	Worsening	Statistical Neighbours: 15.64% London: 13.8% England: 16.6% (2014/15, LAIT)	

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
FS/S3	Number of children subject to Child Protection Plans for two or more years	Monitor	As at 31 March 2017	Monitor	10	7	Monitor	Statistical Neighbours: 9 (2014/15, CIN Census)	
FS/S7	Percentage of free entitlement early years places taken up by parents/carers that are eligible for a place	Bigger is Better	Apr 2016 - Mar 2017	63%	60% (R)	60%	Same	No benchmark available	The children's centres have hosted a range of activities across the localities and invited families of eligible two year olds to attend. However, some parents have chosen not to access early education until their child is three, others want a specific setting and prefer to be on a waiting list, and some communities do not access their entitlement. An action plan has been implemented to positively promote the two year old offer, along with plans for the increase to 30 hours for three and four year olds from September 2017.
Public health									
PH/S2	Excess weight in 4-5 year olds (overweight or obese) ¹	Smaller is Better	Oct - Dec 2016	21.0%	19.2% (G)	19.9%	Improving	England 22.14%; London 21.97% (17/03/2017; Public Health Outcomes Framework)	

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
PH/S3	Excess weight in 10-11 year olds (overweight or obese) ¹	Smaller is Better	Oct - Dec 2016	32.0%	34.4% (R)	32.6%	Worsening	England 34.17%; London 38.077% (17/03/2017; Public Health Outcomes Framework)	<p>Barnet has a number of initiatives in place to decrease levels of excess weight in 10-11 year olds, including a tier 2 weight management programme (Alive & Kicking) for 4-12 year olds and a School Time Obesity Prevention programme delivered in Years 3, 4 and 5. The Healthy Weight Nurse team also work with children and parents/carers identified as above the 98th centile for weight. Recently, a new top priority school list based on NCMP results has been developed to help target work in particular schools to help reduce obesity levels. Barnet has also been involved with the Great Weight Debate - a London conversation on childhood obesity, and has been encouraging residents to have their say on the issue. A workshop has been held with parents in a local children centre and an evaluation at a local and regional level will be available in 2017.</p> <p>A new initiative around trans fats is being delivered with secondary schools. The project highlights the dangers of trans fats and what to look out for when purchasing foods in popular take away outlets, this will allow young people to make better informed choices.</p>

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
PH/S5	Smoking prevalence (aged 18 years and over) ¹	Smaller is Better	Oct - Dec 2016	13.0%	14.6% (R)	13.2%	Worsening	England 16.93%; London 16.26% (17/03/2017; Public Health Outcomes Framework)	<p>This indicator is based on the Annual Population Survey conducted every year by the Office for National Statistics. Across the UK 320,000 adults complete the survey and the results are scaled up to make projections for each local area.</p> <p>Public Health is addressing a number of issues around quality and data systems; quality of community based support; and increasing use of community based services.</p>

More resilient communities (Responsibility)

Key area of focus	Description	2016/17 Progress Update
Community participation	Multiple work streams, including development of database for voluntary organisations and volunteering brokerage package	An evaluation of the Community Participation Strategy's six workstreams has been started by the Community Participation and Engagement Network (CPEN), including what has worked well/not worked well and where there might be gaps in building a sustainable and resilient Voluntary and Community Service (VCS) and empowered and responsible community-minded residents. The findings from the evaluation, as well as the recommendations for a next phase of the Community Participation Strategy, will be shared with the Community Leadership Committee in November 2017. The CPEN is also consulting on the development of the final deliverables of the Community Participation Strategy - the volunteer policy, volunteer management toolkit and the VCS engagement page on the council website.
Community assets strategy	Investing in community hubs to work with co-located community groups to improve interaction with council services	The Community Business Case Coach has been working with community groups to calculate their rental subsidies using the Community Benefit Assessment Tool. The proposed new-build Tarling Road Community Centre is scheduled to start in late summer 2017. Section 106 community centres are also being developed at Sweets Way and Chandos Avenue.

Key area of focus	Description	2016/17 Progress Update
Building family resilience	Working with families, schools and the community to build resilience.	<p>A pilot of a resilience approach to address mental ill health in educational settings has been agreed; and 160 practitioners have been trained on Signs of Safety, a resilience-based tool for social care practice. A resilience DVD, incorporating views of key partners about resilience has been produced and shared at meetings with partners, including the voluntary sector and schools. A resilience page has been created on the Barnet Partnership for Schools Improvement (BPSI) website, which includes resources devised by schools that can be used across the borough. Resilience training, including mindfulness courses, has been included in the BPSI Training Programme. Resilience Champion schools are being established.</p> <p>Family Services has been building family resilience by putting the voice of young people at the heart of what we do. The Children in Care Council (now named #BOP) has been reformed and reconstituted with new members and a new sub-group monitors the implementation of the Children in Care Council Improvement Plan.</p> <p>The Children and Young People's Plan 2016-2020 has been published and Barnet has recently become a UNICEF Child Rights' Partner. A young people's survey has been undertaken alongside the residents' perception survey. The findings will inform service delivery, in particular the CAMHS recommissioning and the 0-19 review.</p> <p>Children and young people's involvement in planning for their lives has also improved. Looked After Children involvement in reviews has been high (90-95% participation rate) over the past year. An app called MOMO has been introduced to enable young people to feedback their views at any time.</p>

10 indicators are reported at the end of year 2016/17. Of these, 9 have been given a RAG rating: **78% (7)** are "on or above target" and **22% (2)** is "below target". 9 have been given a Direction of Travel (DOT) status: **78% (7)** have an "improved/same" DOT and **22% (2)** have a "worsened" DOT from the same period last year.

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
Community participation									
CG/S5 (RPS - Annual)	Percentage of residents who report feeling they belong to their local area ²	Bigger is Better	Autumn 2016	74%	76% (G)	74%	Improving	National 71% (2015/16 Community Life Survey)	
CG/S9 (RPS - Biannual)	Percentage of residents that volunteer at least once a month ²	Bigger is Better	Spring 2016	29%	23% (RA)	26%	Worsening	National 24% (2010/11 Community Life Survey)	The data will be further explored to understand if there are geographical areas or groups which have seen a particular decline in volunteering.

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
CG/S10 (RPS - Biannual)	Percentage of residents who agree that people pull together to help improve their area ²	Bigger is Better	Spring 2016	53%	52% (G)	52%	Same	National 63% (2014/15, Community Life Survey)	
CG/S16 (RPS - Biannual)	Percentage of residents who are satisfied with Barnet as a place to live ²	Bigger is Better	Autumn 2016	90%	85% (GA)	88%	Worsening	National 83% (October 2016, LGA Survey)	Resident satisfaction remains high at 85% and above the national average (83%). The drop in satisfaction remains within the 4 percentage point tolerance for a survey of this sample size, so effectively remains on par with the previous year.
Community safety									
CG/S3	Level of crime across the Mayor's Office for Policing and Crime set of crimes	Bigger is Better	12 months up to March 2017	20% reduction	21% reduction (G)	17% reduction	Improving	London 18.6% (Apr 2015 – Mar 2016, Mayor's Office for Policing And Crime)	
CG/S4 (RPS - Biannual)	Public confidence in police and council in dealing with anti-social behaviour and crime issues that matter in their area ²	Bigger is Better	Autumn 2016	68%	67% (G)	64%	Improving	No benchmark available	
Building family resilience									
FS/S17 (Annual)	Percentage of young people in care who know about the Corporate Parenting Pledge	Bigger is Better	Apr 2016 - Mar 2017	Monitor	Not available	New for 2016/17	New for 2016/17	No benchmark available	The framework to record this indicator has not been fully implemented therefore an annual result cannot be returned. Plans are in place to begin recording in 2017/18.
FS/S8	Percentage of the target groups that are registered with the children centre within the area it serves	Bigger is Better	As at 31 March 2017	65%	86% (G)	76%	Improving	65%+ of Deprived Children 0-5 should be known to be deemed as 'Good' or 'Outstanding' (April 2014, Ofsted)	

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
FS/S15	Percentage of care leavers age 19 – 21 in education, employment or training	Bigger is Better	As at 31 March 2017	55.0%	59.8% (G)	55.0%	Improving	Statistical Neighbours: 51.8% London: 53% England: 48% (2014/15, LAIT)	
FS/S18	Proportion of care leavers age 19 - 21 in suitable accommodation	Bigger is Better	As at 31 March 2017	90%	98% (G)	95.9%	Improving	Statistical Neighbours: 79.8% London: 83% England: 81% (2014/15, LAIT)	

Improving customer services and ensuring transparency

Key area of focus	Description	2016/17 Progress Update
Council tax and business rates	Helping the council become financially sustainable by maximising local sources of revenue.	<p>At the end of Quarter 4, the Council Tax four-year collection rate had been 98.50% against a year-end target of 98.49%.</p> <p>The Business Rates four-year collection rate had been 99.06% against a year-end target of 99%.</p> <p>An additional £4.263m has been collected in Council Tax compared to the same time last year. The forecast net annual collectable Council Tax as at March 2017 is £194.3m - an estimated increase of £3.8m compared to March 2016. The Council Tax four-year collection rate achieved the year-end target. The Business Rate four-year collection rate also achieved its year-end target.</p>

Key area of focus	Description	2016/17 Progress Update
Web-based services	Interacting with the council via the web and other self-service channels	<p>Web satisfaction has seen an overall 10 percentage point increase this year, placing the site firmly within the top ten rated local authority sites according to the GovMetric customer web satisfaction index. This is partly due to detailed analysis of customer feedback and subsequent re-writing of content and to a more stable IT environment, allowing the site to function as it should.</p> <p>The carers section of the Adult Social Care pages has been re-designed, with page templates and content radically changed to take on board findings from user research. This process is being rolled out across the rest of the Adult Social Care pages on the site, with resident input guiding the process and the work taking place in a series of Agile sprints. The central web team has been testing with older residents in situ at libraries and bowling clubs. Work is being done to test with users of other potentially digitally excluded groups to help co-design the rest of the site.</p> <p>Online direct debit and Council Tax payment forms have been introduced by the Customer Experience team, with widespread use among residents.</p> <p>The Customer Transformation Programme has laid the foundations of a major digital redesign of the site. The first stream has focused on testing the current MyAccount with residents and feeding in their comments to the design of a new MyAccount.</p> <p>SiteMorse software has been procured to test and improve the council sites accessibility rating.</p> <p>The web team has attended two more cross-council local government standards meetings to collaborate across London councils in adopting a clearer and simpler way of creating web content.</p>
Customer satisfaction	Resolving issues at first point of contact	<p>Quarter 4 2016/17 has seen further improvement with 79% of contacts being resolved first time. This shows that the actions put in place in Quarter 3 such as closing the staffing gaps, fully training all new staff and a strong focus on reducing the number of follow up calls, continue to drive improvement. The proportion of customers rating their service via telephone, face-to-face or email as 'Good' has increased this quarter to 91%. Satisfaction with the website continues to rise, averaging 55% for the quarter.</p>
Open Data Portal and Transparency	Providing access to council data and information; and publishing contract and spend data	<p>Progress this quarter includes:</p> <ul style="list-style-type: none"> • Publication of Tree Preservation Order data – first fully open GIS dataset on portal • Expanded links from portal to provide contextual data from public sector partners – 10 separate publishers now featured on portal. • Expanding suite of parking data to incorporate PCN income, appeals and permits. <p>The portal has reduced the burden of answering Freedom of Information (FOI) requests. 18% of all FOI requests have been answered using published data and information in 2016/17; more than double the 8% recorded in 2015/16. There has also been a 50% reduction in the rate of receipt for requests regarding Business Rates, due to the publication of data.</p>

8 indicators are reported at the end of year 2016/17. Of these, 6 have been given a RAG rating: **67% (4)** are “on or above target” and **34% (2)** are “below target”. 8 have been given a Direction of Travel (DOT) status: **50% (4)** have an “improved/same” DOT and **50% (4)** have a “worsened” DOT from the same period last year.

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where “below target”
Improving customer services and ensuring transparency									
CG/S22	Council Tax collection	Bigger is Better	Apr 2016 - Mar 2017	Monitor	98.5%	98.63%	Worsening	Outer London 96.8% (June 2016, DCLG)	
CG/S23	Business rate collection	Bigger is Better	Apr 2016 - Mar 2017	Monitor	99.1%	98.90%	Improving	Outer London 98.4% (June 2016, DCLG)	
CG/S19 (RPS - Biannual)	Percentage of residents who report it is easy to access council services ²	Bigger is Better	Spring 2016	67%	66% (G)	71%	Worsening	No benchmark available	
CG/S14 (RPS - Biannual)	Percentage of residents who are satisfied with the way the council runs things ²	Bigger is Better	Autumn 2016	73%	71% (G)	74%	Worsening	London 70% (November 2014, Survey of Londoners) National 71% (October 2016, LGA Survey)	
CG/S24	Overall satisfaction with customer services (excluding web)	Bigger is Better	Apr 2016 - Mar 2017	88%	91% (G)	77%	Improving	No benchmark available	
CG/S25	Satisfaction with the council's website	Bigger is Better	Apr 2016 - Mar 2017	51%	55% (G)	42%	Improving	No benchmark available	
CG/S26	Customer cases that are closed within the agreed timescales	Bigger is Better	Apr 2016 - Mar 2017	92%	83.8% (RA)	70%	Improving	No benchmark available	Improvement measures are being introduced such as a regular monitoring and review process and sharing resources with other Capita UK teams to meet demand peaks and cover absences.

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where “below target”
CG/S15	Performance of services	Bigger is Better	Jan-Mar 2017	80%	71% (R)	77%	Worsening	No benchmark available	In comparison to other single tier and county councils, Barnet has achieved above benchmarks for 20 out of 28 metrics, across themes including Education, Children’s Services, Adults’ Services, Housing, Planning and Environment (Regulatory Service).

Appendix B: Service Performance (Quarter 4/End of Year 2016/17)

This appendix sets out **performance** information for each service (Delivery Units and Service Providers) focusing on the key successes and challenges; and any service indicators that are “below target” (RAG rated as Green Amber, Red Amber or Red). The full service reports are published on the website each quarter at <https://barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

Performance

367 indicators are reported in 2016/17. Of these, 301 have been given a RAG rating: **76% (228)** are “on or above target” and **24% (73)** are “below target”. 260 indicators have been given a Direction of Travel (DOT) status: **61% (159)** have an “improved/same” DOT and **39% (101)** have a “worsened” DOT from the same period last year.

Service	No. reported 2016/17	No. with a RAG rating 2016/17	RAG Ratings				Monitor 2016/17	No. with a DOT at 2016/17	Long Term Direction of Travel	
			Green	Green Amber	Red Amber	Red			Improved/ Same	Worsened
Adults and Communities	29	23	65% (15)	13% (3)	4% (1)	17% (4)	6	17	53% (9)	47% (8)
Barnet Homes	18	16	81% (13)	13% (2)	0% (0)	6% (1)	2	17	88% (15)	12% (2)
Commissioning Group	42	30	77% (23)	13% (4)	7% (2)	3% (1)	12	31	52% (16)	48% (15)
Customer and Support Group (CSG)	29	26	96% (25)	4% (1)	0% (0)	0% (0)	3	20	85% (17)	15% (3)
Education and Skills	21	15	67% (10)	20% (3)	0% (0)	13% (2)	6	6	100% (6)	0% (0)
Family Services	43	22	64% (14)	18% (4)	0% (0)	18% (4)	21	12	50% (6)	50% (6)
HB Public Law	15	14	93% (13)	0% (0)	0% (0)	7% (1)	1	12	25% (3)	75% (9)
Parking and Infrastructure	7	7	71% (5)	14% (1)	0% (0)	14% (1)	0	7	43% (3)	57% (4)
Public Health	25	25	64% (16)	4% (1)	0% (0)	32% (8)	0	24	50% (12)	50% (12)
Regional Enterprise (Re)	88	81	84% (68)	4% (3)	2% (2)	10% (8)	7	70	67% (47)	33% (23)
Registrar Service	10	9	33% (3)	44% (4)	0% (0)	22% (2)	1	9	33% (3)	67% (6)
Street Scene	13	13	46% (6)	8% (1)	15% (2)	31% (4)	0	10	40% (4)	60% (6)
Your Choice Barnet (YCB)	27	20	85% (17)	10% (2)	0% (0)	5% (1)	7	25	72% (18)	28% (7)
Total	367	301	76% (228)	10% (29)	2% (7)	12% (37)	66	260	61% (159)	39% (101)

Adults and Communities

Successes	Challenges
<ul style="list-style-type: none"> The new operating model for Adult Social Care has been embedded. Strengths-based social care, a delivery approach that aims to improve quality of practice, promote resilience for service users and reduce the reliance on funded packages of care, has been implemented. The training programme which supported the approach was shortlisted for the Creative and Innovative Social Work Practice award at the Social Worker of the Year awards. CareSpace – the second wave of assessment hubs – has been rolled out across the borough, enabling operational teams to make stronger links with local communities and service users to have better access to community resources, with one hub (the Independent Living Centre) co-located with local voluntary and community sector (VCS) organisations. Social work teams have been encouraged to work more flexibly within the community through the introduction of mobile working technology. A range of innovative new care and support services have been commissioned and launched, including the supported employment offer (supports job searches and people moving into work) delivered in partnership with the voluntary sector; a new Personal Assistants (PAs) service, delivered by Your Choice Barnet, and the Shared Lives service, delivered in partnership with London Borough of Harrow. As part of the Integrated Barnet Carers and Young Carers' Strategy, a new carers' support offer has been launched, including a new contract for specialist carers' support services and a new team that supports carers of people with dementia. The council has also become part of the national Employers for Carers scheme. A reorganisation of services for people with mental health issues has been implemented based on a strength-based model with a greater focus on enablement and preventative services with a holistic, person-centred, approach to meeting people's needs. 	<ul style="list-style-type: none"> Managing the continuing financial pressure on Adult Social Care. Adult Social Care experienced significant challenges in relation to its budget in 2016/17, due to the impact of demand pressures and increased complexity of need. The care budgets have seen significant overspends since 2014/15. The position for 2016/17 reflected the full year budget impact for a number of individuals placed part way through 2015/16 and continuing through into 2016/17, as well as new pressures from new placements in year and increases to existing packages reflecting increases in need. The Deprivation of Liberty Safeguards (DOLs) service continued to have a significant pressure in 2016/17 (£0.5m), as a result of the Supreme Court judgements in 2014/15 and a loss of grant funding since 2015/16. Managing the knock-on impact of pressure on the NHS. The service has continued to work closely with the NHS to maintain the operational arrangements that enable assessments to take place in an efficient and timely manner. Barnet is an active participant in the local Accident and Emergency Delivery Board and senior managers have taken part in a series of 'rapid improvement events' in hospitals early in 2017. Other local authorities across North Central London have been experiencing similar issues with market capacity and a joint programme of work has been agreed with NHS partners to stimulate the provider market. The new Your Choice Enablement service has developed further in Quarter 4 and has added 600 hours of care a week to available provision in the Borough.

Service Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
	65% (15)	13% (3)	4% (1)	17% (4)	53% (9)	47% (8)

29 indicators are reported at EOY 2016/17. 23 have been given a RAG rating: 65% (15) are "on or above target" and 34% (8) are "below target". 17 have been given a Direction of Travel (DOT) status: 53% (9) have an "improved/same" DOT and 47% (8) have a "worsened" DOT from the same period last year. Of the 8 "below target", none are Corporate Plan Indicators. 8 are Service Indicators (in the Adults and Safeguarding Committee Commissioning Plan and/or Adults and Communities Management Agreement) and are set out below.

Ref	Indicator	Polarity	Period Covered	2016/17 Annual Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where "below target"
AC/S11 ASCOF 2B (1)	Percentage of older people remaining at home 91 days after discharge	Bigger is Better	Apr 2016 - Mar 2017	81.5%	69.3% (R)	73.8%	Worsening	CIPFA 83.8% London 85.4% (2015/16, ASCOF)	<p>This is an annual measure which refers to the previous year's performance (2015/16), not to activity in 2016/17. Work has already been carried out to change the way in which enablement is provided in the borough and improvements will be ongoing as part of resolution of other issues with the main Barnet provider.</p> <p>Social care does not have complete control over performance against this measure, as the indicator includes some people who are referred in from the NHS and receive health-related enablement services only, meaning that the council has limited or no control over outcomes for them.</p> <p>Data for this indicator is collected via a survey and this creates significant issues in capturing complete information, as the fact that someone cannot be contacted for a survey does not necessarily imply that they were not at home on the 91st day after discharge but can lead to significant undercounting of positive outcomes. Work is being carried out in partnership with the analytics team at the local Commissioning Support Unit to explore a more robust collection method for this year.</p>
AC/S16 (ASCOF 1C/2A)	Proportion of service users with a direct payment (ASCOF 1C/2A)	Bigger is Better	Apr 2016 - Mar 2017	42.0%	37.5% (RA)	40.10%	Worsening	CIPFA 29.5% London 27.6% (2015/16, ASCOF)	Direct Payments continue to be promoted through the support planning process and through challenge at the Panel approval stage. Barnet remains a high performer nationally against this indicator with benchmarking data for 2015/16 showing a comparator group average of 29.5% and a London average of 27.6%
AC/S18	Percentage of service users receiving ongoing services with telecare*	Bigger is Better	Apr 2016 - Mar 2017	17.0%	16.2% (GA)	12.7%	Improving	No benchmark available	The new telecare contract is now live. The service is being promoted to social workers, AEOs and SCD to ensure referrals are made and the referrals process itself has been streamlined through the introduction of the new Mosaic case management system.

Ref	Indicator	Polarity	Period Covered	2016/17 Annual Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where "below target"
AC/S21	Number of carers' assessments	Bigger is Better	Apr 2016 - Mar 2017	1045	824 (R)	New for 2016/17	New for 2016/17	No benchmark available	The number of carers' assessments carried out directly by Barnet staff has been low throughout the year, reflecting work to signpost carers towards the specialist support services commissioned from the local VCS. There have been incremental increases in the numbers carried out in each quarter (211 assessments completed in Q4 in comparison to 194 carried out in Q1). Data on the number of carers' assessments completed is monitored by Heads of Service on a monthly basis at the same time as information on other key activities such as case reviews.
AC/C10	Percentage of clients receiving an ongoing package of care reviewed	Bigger is Better	Apr 2016 - Mar 2017	75.0%	61.3% (GA)	New for 2016/17	New for 2016/17	No benchmark available	The number of clients reviewed in Quarter 4 2016/17 was 824 compared with 1,063 in Quarter 3 2016/17. Mosaic training and cutover took place in Quarter 4 - at the same time as other more standard year end activities - which placed substantial demands on operational social work teams and reduced the time available to carry out business as usual activities. Overall, good progress was made on case reviews this year with better targeting of reviews through the identification of priority cohorts and use of capacity from external reviewing teams.
AC/C13 (ASCOF 2C/2)	Number of delayed transfers of care from hospital, and those which are attributable to adult social care, per 100,000 population	Smaller is Better	Apr 2016 - Mar 2017	2.5	5.1 (R)	3.3	Worsening	CIPFA 3.6 London 3.3 (2015/16, ASCOF)	Barnet has taken part, with NHS partners, in a 'deep dive' exercise to explore the root causes of issues in A&E performance including delayed discharges. The service continues to work closely with the NHS to maintain the operational arrangements which enable assessments to take place in an efficient and timely manner. Barnet is an active participant in its local Accident and Emergency Delivery board and senior managers took part in a series of 'rapid improvement events' in hospitals early in 2017. Other local authorities across North Central London have been experiencing similar issues with market capacity and a joint programme of work has been agreed with NHS partners to stimulate the provider market.
AC/C12 (ASCOF 2c(1))	Number of delayed transfers of care from hospital per 100,000 population (aged 18+) which are attributable to both NHS and Adult Social Care	Smaller is Better	Apr 2016 - Mar 2017	7.35	9.9 (R)	7.5	Worsening	CIPFA 8.8 London 7.8 (2015/16, ASCOF)	

Ref	Indicator	Polarity	Period Covered	2016/17 Annual Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where "below target"
AC/S25	Percentage of Social Care Direct customers who are satisfied or very satisfied with the service they have received post resolution	Bigger is Better	Apr 2016 - Mar 2017	85.0%	80.0% (GA)	100.0%	Worsening	No benchmark available	Performance dropped in Quarter 4 to 80% against the 85% target, from 100% at the end of Quarter 3. The indicator is rated Green Amber. Satisfaction ratings are being considered as part of the overall review of the Adult Social Care Front Door structure which is being implemented in 2017/18.

Assurance

Successes	Challenges
<p>Corporate Anti-Fraud Team (CAFT)</p> <ul style="list-style-type: none"> Blue Badge Fraud and Misuse has featured heavily within the CAFT programme. CAFT resource has been increased to combat this area of fraud. Some of the outcomes of this activity include 23 successful prosecutions and 43 Formal Cautions being issued. Tenancy Fraud investigations have resulted in 64 properties being recovered, of which six succession applications and 13 emergency accommodation properties were cancelled. CAFT interventions in this area have resulted in 17 'Right to Buy' applications and 10 new Housing applications being denied. <p>Governance Service</p> <ul style="list-style-type: none"> 57 people have signed up to the Barnet Youth Assembly, making it the largest group of its kind in the country. The Youth Assembly has been focusing on different themes; hearing from influential speakers and debating motions. <p>Internal Audit</p> <ul style="list-style-type: none"> Internal Audit has been shortlisted for a Public Finance Innovation Award in the category of Innovation in Internal Audit. Barnet is one of the founding members of the Cross Council Assurance Service (CCAS), along with Islington, Camden, Lambeth, Enfield and Harrow. Specialist audits of IT (Disaster Recovery and Change Management) have led to service improvement. Timeframes for a Risk Diagnostic exercise to assess IT control maturity have been agreed. <p>Electoral Services</p> <ul style="list-style-type: none"> An Annual Report of Electoral Registration has been presented to General Functions Committee on 20 March 2017. A competitive tender, award of contract and primary installation (go-live) for a new Electoral Registration and Elections Management system has been carried out. 	<p>Governance Services</p> <ul style="list-style-type: none"> Members' Post-Election 2018 IT Offer will require development, including clarification of capital and revenue funding. <p>Internal Audit</p> <ul style="list-style-type: none"> Engagement in audits and timely implementation of audit recommendations provide an indication of the strength of an organisation's control environment, and the management culture and behaviours with regards to risk and control. Concern that medium priority audit recommendations (which are not followed-up systematically) have not been implemented <p>Electoral Services</p> <ul style="list-style-type: none"> The Prime Minister has called a General Election for 8 June 2017. This will cause all other work streams and objectives within Electoral Services to be halted for a minimum of 9 weeks. This will have significant impact on the delivery of some of the planned responses to the recommendations of the 'Smith Report' of Electoral Services

No Service Indicators are reported by Assurance.

Barnet Homes

Successes	Challenges
<ul style="list-style-type: none"> The Homes and Communities Agency (HCA) has granted Opendoor Homes registered provider (RP) status at its March 2017 committee meeting. The decision heralds the start of an ambitious new build programme to deliver an initial 320 homes for affordable rent for Barnet residents. These homes will be owned and managed by Opendoor Homes, a subsidiary of Barnet Homes. Building work is expected to commence in May 2017, with the 320 programme scheduled to complete by the summer of 2020. Barnet Homes has retained the number one position in Housemark's benchmarking analysis for voids re-let performance by London Local Authorities in Quarters 1-3 (2016/17), 7 days less than its closest competitor in the peer group. Barnet Homes year end performance for re-letting routine voids of an average of 14 days is a 9.7 day improvement on the 2015/16 outturn of 23.7. This is attributable to the implementation of recommendations from Barnet Homes' voids service review and effective joined up working across services and with partners. The Property Acquisitions Programme commenced in Quarter 3 2016/17 and by the end of Quarter 4 2016/17 a total of 531 properties had been registered, 183 surveys carried out, and 74 offers made to vendors. This resulted in the completion of 39 properties in 2016/17 (16 within London and 23 outside of London). The first of these properties are now let, with the rest of the units being refurbished and a small number of the remaining properties going through the final stages of the conveyancing process. Barnet Homes has developed a business case for Phase 2, which has been presented to Assets, Regeneration and Growth Committee on 24 April 2017. 	<ul style="list-style-type: none"> Increased homelessness demand has resulted in a continuing increase in temporary accommodation and associated cost pressures on the General Fund. Demand has remained high in 2016/17 with 4.2% more placements into temporary accommodation (TA) compared to 2015/16. Despite this, private sector lettings performance has been good with let2barnet procuring 646 units (target 500) and 972 preventions (target 900). New build supply from Housing Associations available for letting and the commencement of a target TA reduction project in Quarter 4 2016/17 have all contributed to the number in temporary accommodation continuing to reduce. By the end of Quarter 4 2016/17 the number of households in emergency accommodation fell to 149, the lowest number since early 2011. The overall number of households in TA has fallen from 2,941 in 2015/16 to 2,757 at Quarter 4 2016/17. Significant variations between the temporary accommodation budget month 11 forecasts and the full year forecast position have resulted in additional pressures on the General Fund, including a £1.6m shift from month 11 to 12. Robust measures have been implemented by Barnet Homes and CSG to ensure that such issues cannot reoccur.

Service Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
	81% (13)	13% (2)	0% (0)	6% (1)	88% (15)	12% (2)

18 indicators are reported at EOY 2016/17. 16 have been given a RAG rating: 81% (13) are "on or above target" 19% (3) are "below target". 17 have been given a Direction of Travel (DOT) status: 88% (15) have an "improved/same" DOT and 12% (2) have a "worsened" DOT from the same period last year. The 3 "below target" are Corporate Plan Indicators and can be found in Appendix A:

- BH/C5 Temporary Accommodation (TA) current arrears as percentage of debit.
- BH/KPI1 Numbers of households in Temporary Accommodation.
- BH/S3 Current tenant arrears as a percentage of the annual rent debit.

Commissioning Group

Successes	Challenges
<ul style="list-style-type: none"> The first year of the strategic partnership with Cambridge Education has been successful. The services transitioned smoothly, the governance structure for the partnership has been established and audited and Cambridge Education's business plan follows on from the 100 day review process. The Community Asset Strategy and 'One Public Estate' programmes have been seeking opportunities to rationalise and make best use of the estate. The operational property portfolio is being reviewed; proposals for surplus/underutilised sites are being developed; and a compliance inspection programme is nearing completion. As part of the Entrepreneurial Barnet programme, 56 apprentices have been employed by development partners; 50 apprenticeship opportunities have been created through Section 106 agreements; more than 300 local businesses have engaged in various events; 130sqm of affordable workspace has been secured through s106 agreements; and Town Centre Strategies for Burnt Oak, Finchley Church End, Golders Green and Edgware, which look at the physical realm and how to improve accessibility and support community activity, jobs and businesses, have been created or started. The Communities Together Network has published an annual report and undertaken an evaluation of the Community Participation Strategy, which will be used to inform a refresh for 2017/18. The Barnet Community Directory has been launched, along with a communications campaign to increase community participation in the borough. Work has continued to formalise joint working across the police and council in terms of responding to cases involving persistent anti-social behaviour, crime, domestic violence and violence against women and girls. Support has been provided through the Victim Support Anti-social Behaviour project to over 70 victims of anti-social behaviour, with over 95% saying that they would recommend the service to others. Domestic Violence and Violence Against Women and Girls (VAWG) services have been commissioned and a new strategy will be published in 2017. 	<ul style="list-style-type: none"> The Community Asset Strategy and 'One Public Estate' programmes have been seeking opportunities to rationalise and make best use of the estate. The operational property portfolio will be reviewed, including proposals for surplus/underutilised sites; and a compliance inspection programme is nearing completion. The strategy implementation is a few months behind schedule. Planning applications for two leisure centres (Barnet Copthall Leisure Centre and New Barnet Leisure Centre) have been approved with construction starting on site in the summer 2017. However, the combined construction value of the two leisure schemes has increased, resulting in a delay of Stage 3 Costs and RIBA 4 Gateway.) Meetings have taken place to discuss the costs and possible value engineering opportunities. Final cost certainty is not expected until mid-June 2017.

Service Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
	77% (23)	13% (4)	7% (2)	3% (1)	52% (16)	48% (15)

42 indicators are reported in 2016/17. 30 have been given a RAG rating: 77% (23) are "on or above target" and 23% (7) are "below target". 31 have been given a Direction of Travel (DOT) status: 52% (16) have an "improved/same" DOT and 48% (15) have a "worsened" DOT from the same period last year. Of the 7 "below target", 4 are Corporate Plan Indicators and can be found in Appendix A:

- CG/S9 Percentage of residents that volunteer at least once a month

- CG/S15 Performance of services;
- CG/S16 Percentage of residents who are satisfied with Barnet as a place to live
- CG/S26 Customer cases that are closed within the agreed timescales

3 are Service Indicators (in the Theme Committee Commissioning Plans and/or Commissioning Group Business Plan) and are set out below.

Ref	Indicator	Polarity	Period Covered	2016/17 Annual Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where “below target”
CG/C17 (RPS – Biannual)	Percentage of residents who are concerned about traffic congestion ¹	Smaller is Better	Autumn 2016	18%	23% (GA)	26%	Improving	London 23% (November 2014, Survey of Londoners)	There has been an increase in the number of major works undertaken and also an increase in the number of regeneration / development work in some parts of the borough which might explain the perception that congestion is increasing.
CG/C23	Sickness absence	Smaller is Better	12 months up to March 2017	6 days	7.83 days (GA)	New for 2016/17	New for 2016/17	No benchmark available	Absence figures vary across the council. All services are working proactively to deliver the target.
CG/C24	Running costs of estate (designated civic buildings only)	Smaller is Better	Apr 2016 - Mar 2017	£4.47m	£5.7m (GA)	New for 2016/17	New for 2016/17	No benchmark available	The overspend relates to the new Mill Hill depot programme (666k), additional security for civic buildings (£387k) and other civic estate miscellaneous costs.

¹ A representative sample of 500 residents (adults, 18+) from across the London Borough of Barnet. Confidence intervals for a sample of 500 = +/-4.4% (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%). London data taken from Survey of Londoners 2014/15 (November 2014) - a representative random sample of approximately 1,000 adults in London. National data taken from LGA public poll on resident satisfaction (October 2016) – a representative random sample of approximately 1,000 British adults polled by telephone once a quarter.

Customer and Support Group (CSG)

Successes	Challenges
<ul style="list-style-type: none"> In terms of Council Tax, an additional £4.3m has been collected for the council during 2016/17 compared with the previous year; this follows on from the £5.1m increase in 2015/16. Additionally Business Rates have exceeded the target for the 2016/2017 financial year with 97.03% collection achieved. This represents an increase on the contractual target (96.60%) of 0.43%. When compared with last year's collection (96.74%) the increase is 0.29%. Web customer satisfaction has continued to improve and achieved 55% in Quarter 4 2016/17, which is a 3% increase on the previous quarter. Web satisfaction has continued to feature in the Top 10 of the GovMetric channel satisfaction index, ranking third in the latest results. Partnership working and an improvement in service delivery by the Parking Client Team has seen CSG be shortlisted as finalists in the National British Parking Awards. 	<ul style="list-style-type: none"> A number of escalations have been received in respect of Integra issues and performance. Steps have been taken to improve the performance of the Integra finance system, including a significant increase in the network connection capacity along with system configuration improvements, although there are still performance issues. A Mobile management software outage occurred during March, which caused an escalation due to Members iPads requiring re-enrolment. HR have had particular focus on the Pension team to tighten up on reporting and governance in place. The validation controls and delays in producing information for the actuarial valuation caused delays in producing the pensions valuation and the future contribution rates being provided. The pensions team had to do significant work to clean the data to ensure that this was fit for the purpose of the valuation. Resourcing levels within the Estates Service are still a challenge, with the posts of Heading of Building Services and Head of Property Services being vacant.

Service Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
	96% (25)	4% (1)	0% (0)	0% (0)	85% (17)	15% (3)

29 indicators are reported in 2016/17. 26 have been given a RAG rating: 96% (25) of the indicators were “on or above target” and 4% (1) are “below target”. 20 have been given a Direction of Travel (DOT) status: 85% (17) have an “improved/same” DOT and 15% (3) have a “worsened” DOT from the same period last year. The 1 “below target” is in the Customer Service Group (CSG) contract and is set out below.

Ref	Indicator	Polarity	Period Covered	Annual 2016/17 Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where “below target”
Super KPI35b CSG/S1	Resident Satisfaction - It is easy to access council services	Bigger is Better	Spring 2016	80%	66% (GA)	71%	Worsening	No benchmark available	1 of the 3 contract Super KPI's relating to the survey failed. The survey questions related to 'it is easy to access council services' (14% off target), although 'has staff that are friendly and polite'.

Education and Skills

Successes	Challenges
<ul style="list-style-type: none"> The percentage of secondary schools rated good or outstanding at their latest inspection has increased to 92% from 84% last year. The achievement of pupils in Barnet secondary pupils in Key Stage 4 is within the top 10% in the country. Out of 150 local authorities, Barnet ranked 5th in Attainment 8, 4th in Progress 8, 7th for the percentage getting a good grade in English and Mathematics and 3rd in the EBacc. In addition, Special Educational Needs (SEN) pupils with Education, Health and Care Plans ranked 6th in the country on Attainment 8. The progress of pupils in Barnet primary pupils in Key Stage 2 is in or close to the top 10% in the country, ranking 13th for Reading and 17th for Mathematics. In addition, there has been a significant improvement in Primary attendance so that it is now at the London average. 	<ul style="list-style-type: none"> Barnet schools on average will lose 1% of current funding by 2018/19 as a result of the introduction of the National Funding Formula. This comes on top of growing pressures on school budgets arising from annual pay rises and increases in employers' National Insurance and pension contributions. As a result a growing number of schools are facing financial challenges. Continuing growth in pupil numbers requires careful planning of school places and liaison with the DfE and Education Funding Agency over the opening of new Free Schools. The implementation of the SEN Reforms in relation to the completion of statutory processes remains a challenge. Under the SEN reforms introduced under the Children and Families Act, 2014 and a revised statutory SEN Code of Practice, which took effect in September 2015, local authorities are required to follow new procedures for assessing the needs of children and young people with special educational needs and disabilities. New statutory assessments, leading to the production of Education, Health and Care Plans (EHCPs) for individual pupils must now be completed within 20 weeks (previously 26 weeks) and all existing statements (approximately 2000), and learning disability assessments for college students with learning difficulties and disabilities, must be converted to EHCPs by 31 March 2018.

Service Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
	67% (10)	20% (3)	0% (0)	13% (2)	100% (6)	0% (0)

21 indicators are reported in 2016/17. 15 have been given a RAG rating: 67% (10) are "on or above target" and 33% (5) are "below target". 6 have been given a Direction of Travel (DOT) status: All 6 (100%) have an "improved/same" DOT from the same period last year. Of the 5 "below target", 3 are Corporate Plan Indicators and can be found in Appendix A:

- CES/S1 Percentage of primary schools rated as 'good' or better.
- CES/S15 Average Attainment 8 score of looked-after children.
- CES/S16 Average Progress 8 score of looked-after children.

2 are Service Indicators (in the Children, Education, Libraries and Safeguarding Committee Commissioning Plan and/or Cambridge Education contract) and are set out below.

Ref	Indicator	Polarity	Period Cover	2016/17 Annual Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where “below target”
CES/S26	Percentage of pupils with an Education, Health and Care Plan or statement of special educational needs achieving the ‘expected standard’ in English Reading, English writing and Mathematics at Key Stage 2	Bigger is Better	Academic Year 2015-16	Top 10% in England = 11%	10% (GA)	New for 2016/17	New for 2016/17	London 9%, Statistical Neighbours 10.4%, National 7% (2016, DfE)	Attainment is below target (by 1%), but attainment of this group is ranked 21 st nationally. Barnet’s school improvement and SEND teams continue to work in partnership with schools to maintain high expectations.
CES/S27-2	Average progress 8 score for pupils with pupils with an Education, Health and Care Plan or statement of special educational needs	Bigger is Better	Academic Year 2015-16	Top 10% in England = -0.68	-0.72 (GA)	New for 2016/17	New for 2016/17	London -0.87, Statistical Neighbours -0.92, National -1.03 (2016, DfE)	Progress is ranked 18 th nationally. Barnet’s school improvement and SEND team continue to work in partnership with schools to maintain high expectations.

Family Services

Successes	Challenges
<ul style="list-style-type: none"> Family service ADM: An Outline Business Case (OBC) has been developed and will be presented to the Children, Education, Libraries and Safeguarding Committee in the spring 2017. Consultation will then take place on the recommended option(s) before proceeding onto the final stage(s). Building family resilience: A pilot of a resilience approach to address mental ill health in educational settings has been agreed; and 160 practitioners have been trained on Signs of Safety, a resilience-based tool for social care practice. A resilience DVD, incorporating views of key partners about resilience has been produced and shared at meetings with partners, including the voluntary sector and schools. A resilience page has been created on the Barnet Partnership for Schools Improvement (BPSI) website, which includes resources devised by schools that can be used across the borough. Resilience training, including mindfulness courses, has been included in the BPSI Training Programme. Resilience Champion schools are being established. Family Services has been building family resilience by putting the voice of young people at the heart of what we do. The Children in Care Council (now named #BOP) has been reformed and reconstituted with new members and a new sub-group monitors the implementation of the Children in Care Council Improvement Plan. 	<ul style="list-style-type: none"> Ensuring that Barnet has high quality resilience based practice across Family Services: The Practice Improvement Plan continues to make progress against the three key aspects; practice quality, systems and tools, and recruitment and retention. The progress of actions is monitored using an agile project management methodology with regular reporting into the Social Work Transformation Board, including the Chief Executive and external challenge through our improvement partners, to ensure appropriate oversight. A third Practice Week took place in February 2017 whereby senior managers observed practice. Training commenced on the Signs of Safety practice tool and a significant majority of staff have now attended the training. Systemic leadership training is due to commence next month for the senior leadership team. The Quality Assurance Framework has been refreshed to demonstrate an improved learning cycle and the embedding of resilience based practice. Recruitment to social work posts to reduce the number of vacant posts and locum cover: The continuation of the recruitment campaign is ongoing with an increased reduction of vacant and locum posts within Children's Social Care. This area will continue to be a focus in the next quarter.

Service Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
	64% (14)	18% (4)	0% (0)	18% (4)	50% (6)	50% (6)

43 indicators are reported in 2016/17. 22 have been given a RAG rating: 64% (14) are "on or above target" and 36% (8) are "below target". 12 have been given a Direction of Travel (DOT) status: 50% (6) have an "improved/same" DOT and 50% (6) have a "worsened" DOT from the same period last year. Of the 8 "below target", 2 are Corporate Plan Indicators and can be found in Appendix A:

- FS/S5 Number of children adopted
- FS/S7 Percentage of free entitlement early years places taken up by parents/ carers that are eligible for a place

6 are Service Indicators (in the Children, Education, Libraries and Safeguarding Committee Commissioning Plan and/or Family Services Management Agreement) and are set out below.

Ref	Indicator	Polarity	Period Covered	Annual 2016/17 Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where "below target"
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Ref	Indicator	Polarity	Period Covered	Annual 2016/17 Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where "below target"
FS/S11	Percentage of children in external residential placements	Smaller is Better	As at 31 March 2017	9.2%	10.4% (R)	10%	Worsening	No benchmark available	This indicator has shown a small increase in Q4 as a result of the need to place a group of adolescent girls who were the victims of Child Sexual Exploitation (CSE) outside the borough to ensure their safety.
FS/C18	Percentage of children in care with three or more placements during the last 12 months	Smaller is Better	As at 31 March 2017	10.0%	10.4% (GA)	New for 2016/17	New for 2016/17	Statistical Neighbours 11.3 3% London 11% England 10% (2014/15, LAIT)	This indicator has shown a slight improvement and is performing better than London and statistical neighbours, however remains just outside the target.
FS/C26	% of CLA visits taken place within timeframes	Bigger is Better	As at 31 March 2017	95.0%	83.8% (GA)	New for 2016/17	New for 2016/17	No benchmark available	This indicator has improved slightly but further work is needed to ensure that records consistently show that the visits are completed and recordings completed.
FS/C28	The average time between a child entering care and moving in with its adoptive family (days)	Smaller is Better	As at 31 March 2017	426	518 (R)	511	Worsening	Statistical Neighbours 472 England 490 (2012/15, LAIT)	The average was 518 days which is above the target of 426 days. This is due to three children with particularly complex issues in either the birth families or court process which have led to some delay.
FS/C37	Percentage of CLA who have had a timely initial health assessment in the last 6 months	Bigger is Better	As at 31 March 2017	95%	20% (R)	New for 2016/17	New for 2016/17	No benchmark available	The new ways of working across the partnership to ensure timeliness and availability of GP's has started to improve each month. All children who came into care this quarter have had initial health assessments. This indicator will continue to be closely monitored through monthly assurance reporting and stakeholder meetings.
FS/C39	Percentage with dental checks in the previous 12 months	Bigger is Better	As at 31 March 2017	85.0%	79.5% (GA)	New for 2016/17	New for 2016/17	Statistical Neighbours: 88.4% (2014/15, DfE)	This quarter has seen some improvement. The monthly assurance monitoring by the teams and management continues to highlight the need to ensure children receive their health checks and staff and carers work together to achieve this for all the children in care.

HB Public Law

Successes	Challenges
<ul style="list-style-type: none"> A successful prosecution has been made for failing to comply with an enforcement notice contrary to Section 179(2) of the Town and Country Planning Act 1990 (as amended). The defendant had converted a single residential dwelling into nine separate flats and failed to comply with a planning enforcement notice. Following conviction, the confiscation order was made for £555,954.49. A fine of £65,000 was given and £80,000 costs were awarded. The service has dealt with all stages of the West Hendon regeneration project leading to a public inquiry, including the Compulsory Purchase Order (CPO) and associated property acquisitions. A prosecution for fraud by false representation and abuse of position contrary to section 2 and section 4 Fraud Act 2006 has been made, resulting in a conviction. This was a high profile criminal case covering letting agency fraud across several local authorities, including Hertfordshire, Barnet, Tower Hamlets and the City of London. The defendant has been convicted and received a jail sentence of 4.5 years (a record a custodial sentence for both Barnet and HB Public Law). The case has received national and local media coverage in the press and featured in two national television programmes for ITN (to be broadcast in May 2017) and Channel 5 (already broadcast). 	<ul style="list-style-type: none"> The service continues to experience difficulties recruiting legal staff in some key areas, particularly contracts, where a market supplement has been agreed.

Service Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
	93% (13)	0% (0)	0% (0)	7% (1)	25% (3)	75% (9)

15 indicators are reported in 2016/17. 14 have been given a RAG rating: 93% (13) are “on or above target” and 7% (1) are “below target”. 12 have been given a Direction of Travel (DOT) status: 25% (3) have an “improved/same” DOT and 75% (9) have a “worsened” DOT from the same period last year. The 1 “below target” is a Service Indicator (in the HB Public Law contract) and is set out below.

Ref	Indicator	Polarity	Period Covered	2016/17 Annual Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where “below target”
HBPL/C1	Acknowledge emails within 1 working day	Bigger is Better	Apr 2016 - Mar 2017	95.0%	92.3% (R)	92.9%	Worsening	No benchmark available	Not all emails require a response. Consideration will be given to changing the KPIs.

Mortuaries

Successes	Challenges
<ul style="list-style-type: none"> During 2016/17 a member of staff left, which resulted in a relatively small team stretched to meet demand. Two rounds of recruitment have failed to attract quality candidates. A review of pay terms and conditions has been completed, which enhanced the job profile and has successfully attracted good quality applications. The Shared Mortuary service is now an active member of the Excessive Death Group. This was previously not included in the Excessive Death Group but now it's providing expert advice on the planning for excess deaths and ensuring business continuity. The database system has been tested and updated to ensure the Human Tissue Authority legal requirements are met and information is recorded accurately. This system provides evidence for future audits to demonstrate how the licence conditions are met. 	<ul style="list-style-type: none"> The national shortage of approved pathologists remains a challenge. This is impacting on the mortuary as it leads to disruption, stress and results in some delays. The mortuary has recently been refurbished and most plants have around 15 years expected life. However there is no provision in the budget for major repairs or unexpected failure of equipment. Partners need to agree arrangements to avoid high in year costs. Whilst the excessive death group is up and running it is not progressing at any significant pace. The recent increase of 30% deaths from January to March 2017 demonstrated that a small increase in deaths can put mortuaries at risk of reaching capacity.

No Service Indicators are reported by Mortuaries.

Parking and Infrastructure

Successes	Challenges
<ul style="list-style-type: none"> Street Lighting has exceeded targets for street lights working as planned and responsiveness to rectify street lighting defects. The new permit prices have gone live. The new system successfully installed new prices that are consistent with council policy to reduce air pollution in the borough, including extending the green permit up to 110 gCo2, which see 1500 vehicles move from paying £30 to free of charge; and introducing a new diesel surcharge. In addition, the emission bands have been made fairer. An Audit of the Management of DVLA Wee Link contract has been conducted, which led to a 'green' rating and confirmed high level of compliance. 	<ul style="list-style-type: none"> A large and complex procurement exercise must be carried out for the new Enforcement Contract. There have been challenges in recruiting staff for the parking client team placing pressure on the time to respond to varying volumes of workload. A full review of the Disabled Persons Freedom Pass is required to identify and embed best practice The relocation of the Direct Labour Organisation (DLO) Service from Mill Hill to Harrow has been challenging in terms of settling into the new location at the same time as re-modelling and changing practices.

Service Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
	71% (5)	14% (1)	0% (0)	14% (1)	43% (3)	57% (4)

7 indicators are reported in 2016/17. 7 have been given a RAG rating: 71% (5) are "on or above target" and 28% (2) are "below target". All 7 have been given a Direction of Travel (DOT) status: 43% (3) have an "improved/same" DOT and 57% (4) have a "worsened" DOT from the same period last year. Of the 2 "below target", 1 is a Corporate Plan Indicator and can be found in Appendix A:

- PI/S3 (RPS) Percentage of residents who are satisfied with parking services

1 is a Service Indicator (in the Environment Committee Commissioning Plan and/or Parking and Infrastructure Business Plan) and is set out below.

Ref	Indicator	Polarity	Period Covered	Annual 2016/17 Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where "below target"
PI/C3	Parking - Response processing in time: Response provided within legislative timescales in relation to correspondence	Bigger is Better	Apr-June 2016	100%	96% (GA)	100%	Worsening	No benchmark available	The service is working closely with partners to ensure that all correspondence is addressed in a timely manner and legislative timescales are not missed. On a monthly basis data is analysed and where a breach has occurred this is addressed with the relevant partner in line with contractual obligations.

Public Health²

Successes	Challenges
<ul style="list-style-type: none"> The tier 2 child weight management programmes, Alive and Kicking, has received 48 referrals in the quarter, with 34 children completing the programme. The Alive and Kicking STOP programme has been delivered at three primary schools in the quarter. These ran for 12 weeks and worked with year 5 classes on nutrition and physical activity. 186 children participated, with 44 children identified as being overweight or obese. 80% of children maintained or reduced their BMI z score. A Barnet Smoking Cessation Strategy Development Group has been established and a draft Needs Analysis considered. Six days of specialist support have been purchased from Lewisham Stop Smoking Service to look at performance in individual practices/pharmacies. The outcomes of this work will inform the strategy. Other training has included: two rounds of Level 2 training for community stop smoking practitioners (20 new practitioners trained over a 2-day course); update training (20 attendees); 5 volunteers from Barnet Healthwatch trained to deliver Very Brief Advice and take CO readings and direct smokers to local pharmacy or GP practice. 	<ul style="list-style-type: none"> The targets for the Healthy Schools Programme, including registration for primary and secondary schools and for the bronze have not been reached. A new local quality assurance process has been put in place to review silver and gold applications, which may affect future benchmark performance. The provider for mental health employment support has indicated that they can no longer deliver the contract within existing finances. Barnet CCG has been approached to assess their interest in the future of this service. There is also potential for Social Finance funding from social impact bonds. Self-management of long-term conditions. Building sufficient momentum to ensure that all Making Every Contact Count (MECC) sessions are adequately filled has been challenging. A range of actions are being explored to promote MECC and ensure ongoing buy-in.

Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
	64% (16)	4% (1)	0% (0)	32% (8)	50% (12)	50% (12)

25 indicators are reported in Q3 2016/17. 25 have been given a RAG rating: 64% (16) are “on or above target” and 36% (9) are “below target”. 24 have been given a Direction of Travel (DOT) status: 50% (12) have an “improved/same” DOT and 50% (12) have a “worsened” DOT from the same period last year. Of the 9 “below target”, 3 are Corporate Plan Indicators and can be found in Appendix A:

- PH/S3 Excess weight in 10-11 year olds (overweight or obese)
- PH/S4 Rate of hospital admissions related to alcohol
- PH/S5 Smoking prevalence

6 are Service Indicators (in the Public Health & Wellbeing Commissioning Plan and/or Public Health Management Agreement) and are set out below.

² Reported a quarter in arrears, so refers to Quarter 3 2016/17

Ref	Indicator	Polarity	Period Covered	2016/17 Annual Target	Q3 2016/17 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
PH/C12	Successful treatment - alcohol users	Bigger is Better	Oct-Dec 2016	42.0%	42.0%	41.0% (GA)	43.4%	Worsening	36.6%	Improving	National 39.3% (March 2017, National Adult Quarterly Activity Partnership Report)	The outcomes for alcohol users in Barnet has Improved and the outcomes being achieved continue to exceed both the national (39.3%) and London average.
PH/C14	Re-presentations - opiate users	Smaller is Better	Oct-Dec 2016	12.0%	12.0%	13.8% (R)	23.1%	Improving	24.1%	Improving	National 18.7% (March 2017, National Adult Quarterly Activity Partnership Report)	Performance for representations has improved since the last quarter for both these indicators. The Public Health England Programme Manager, Substance Misuse Service (SMS) Commissioner and Provider continue to review performance. There has also been continued close monitoring by the SMS Commissioner.
PH/C15	Re-presentations - non-opiate users	Smaller is Better	Oct-Dec 2016	8.0%	8.0%	15.8% (R)	22.2%	Improving	5.3%	Worsening	National 6.1% (March 2017, National Adult Quarterly Activity Partnership Report)	
PH/C19	Number of schools registered for the Healthy Schools London awards - (a) primary	Bigger is Better	Oct-Dec 2016	6	2	0 (R)	1	Worsening	7	Worsening	No benchmark available	The Service have a new THRIVE programme being offered to schools around mental wellbeing and schools that are successful with their applications will need to make sure they are engaged and signed up with healthy schools.
PH/C20	Number of schools registered for the Healthy Schools London awards - (b) secondary	Bigger is Better	Oct-Dec 2016	4	1	0 (R)	0	Same	3	Worsening	No benchmark available	There is a new service specification in development which will focus on specific targets for secondary schools, which doesn't exist in the current contract.

Ref	Indicator	Polarity	Period Covered	2016/17 Annual Target	Q3 2016/17 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
PH/C21	Number of schools reaching bronze award	Bigger is Better	Oct-Dec 2016	10	3	1 (R)	3	Worsening	2	Worsening	No benchmark available	The provider is behind on the target due to the quarter reports not matching up with term times and contract length.

Regional Enterprise (Re)

Successes	Challenges
<ul style="list-style-type: none"> A successful grant bid has secured £25,000 funding for the council to conduct a feasibility study on Consolidated Procurement Deliveries. This aims to limit the number of HGV and LGV vehicles on the road and reduce air pollution and congestion. In the long term it also has the potential to reduce delivery costs and improve efficiency for deliveries at the new council offices in Colindale. A second successful £60,000 grant bid has been secured for co-ordinating and training Dust Enforcement Officers to visit/assess 80 construction and demolition sites in four North London boroughs (Haringey, Enfield, Waltham Forest and Barnet) to reduce equipment emissions and dusty activities. 20 site visits will be conducted in Barnet. The planning service has achieved a reduction in call waiting times for customers from 141 seconds (Quarter 1 2016/17) to 45 seconds (Quarter 4 2016/17). The number of apprenticeships secured with development partners in the borough has almost tripled. Apprenticeship Week took place between 6-10 March 2017 with Re engaging in a number of events, including a Jobs Fair and Post-16 Options Event. The team has also worked to support local businesses and engaged with over 300 at events such as Building for Growth, Procurement Small Business Breakfast, Entrepreneurial Barnet Competition and a Colindale Site visit for development partners. 	<ul style="list-style-type: none"> A number of key challenges remain within the Colindale programme. In particular, a number of issues regarding the delivery of highway infrastructure, the Controlled Parking Zone (CPZ) and the Colindale tube station have the potential to impact on the ability to mitigate congestion in the area. If not resolved in a timely manner, there is likelihood that the highways and transport infrastructure will not be sufficient for the increasing population. Compulsory Purchase Orders (CPO) decisions for CPO1 and CPO2 of the Brent Cross and Cricklewood (BXC) regeneration programme are still awaited from the Secretary of State. This could impact early works within the programme if a decision is not made soon, with a potential knock-on effect to the wider programme. Similarly, the CPO3 inquiry date has not been set. The date of decision could impact early works on the Thameslink project if it is not made by early 2018. A delay to the delivery of the Thameslink project could result in a reduction in the valuation/prices of houses in the whole scheme and so impact the viability of the BXS scheme. There are a number of outstanding Highways related issues at Stonegrove Spur Road that have not been resolved. Concerns have been raised by residents and Members around Green Lane resurfacing requirements and the adoption of Syke Lane and Cranborne Road. There is an expectation that the resurfacing works will take place in the summer 2017.

	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
Service Performance	84% (68)	4% (3)	2% (2)	10% (8)	67% (47)	33% (23)

88 indicators are reported in 2016/17. 81 have given a RAG rating: 84% (68) are “on or above target” and 16% (13) are “below target”. 70 have been given a Direction of Travel (DOT) status: 67% (47) have an “improved/same” DOT and 33% (23) have a “worsened” DOT from the same period last year. Of the 13 “below target”, 3 are in the Corporate Plan Indicator and can be found in Appendix A:

- REGENKPI01 Number of New Homes completed
- KPI 2.1-2.3 Highways defects made safe within agreed timescale.
- EH01B Compliance with Environmental Health Service Standards (Priority 1 incidents and service requests) - (Total number of cases meeting the target/Total number of cases with a target)

10 are Service Indicators (in the Assets, Regeneration and Growth Committee Commissioning Plan and/or Re contract) and are set out below.

Ref	Indicator	Polarity	Period Covered	2016/17 Annual Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where "below target"
KPI002 (ENF)	Prosecution and direct action	Bigger is Better	Apr 2016 - Mar 2017	60%	50.0% (R)	71.4%	Worsening	No benchmark available	Of the cases referred for prosecution during the year one was a pre October 2013 legacy case where locating the owner/defendant had proved impossible, preventing more timely action. Four further cases that were referred 'out-of time' in October 2016 relate to a single property. All planning enforcement cases with 'prosecution potential' are discussed on a monthly basis with client-side and HBLaw representatives to ensure that proper consideration is given to all cases.
KPI 1.2 NM	Annual Programme relating to Carriageway Resurfacing schemes	Bigger is Better	Apr 2016 - Mar 2017	100%	99.0% (RA)	100%	Worsening	No benchmark available	26 carriageway schemes completed in September 2016 comprising 12 resurfacing plus 14 micro asphalt schemes. 1 resurfacing 95% completed in September delayed due to water leak. Thames Water Utilities advised and await conclusion of investigation and repair.
KPI 1.1 NM	Implementation of the Annual programme relating to Highway Safety Inspections	Bigger is Better	Apr 2016 - Mar 2017	100%	99.0% (GA)	97.4%	Improving	No benchmark available	4,457 of 4,483 scheduled Highways Inspections were completed in 2016/17. The annual result was impacted by delays in August when 26 of the scheduled Highways Inspections were completed outside of timescales.
KPI 2.1 NM	Number of Highways Emergency Defects Rectification completed on time	Bigger is Better	Apr 2016 - Mar 2017	100%	Fail (R)	100%	Not Comparable	No benchmark available	The contractor has submitted data for Quarter 4, which is being reviewed and will be sent back for further clarification as part of the validation process. Performance data for January to March should be available for reporting next quarter.
NM KPI 2.2	Category 1 Defects Rectification Timescales completed on time (48 hours)	Bigger is Better	Apr 2016 - Mar 2017	100%	Fail (R)	98.8%	Not Comparable	No benchmark available	
KPI 2.3 NM	Number of Highways Category 2 Defects Rectification completed on time	Bigger is Better	Apr 2016 - Mar 2017	100%	Fail (R)	0.959	Not Comparable	No benchmark available	

Ref	Indicator	Polarity	Period Covered	2016/17 Annual Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where "below target"
KPI 2.4 NM	Highways Insurance Investigations completed on time	Bigger is Better	Apr 2016 - Mar 2017	100%	99.0% (RA)	100%	Worsening	No benchmark available	The Re team responsible for starting the insurance investigation process has recently experienced several changes in personnel. During these changes an outgoing Re employee failed to record receipt of several insurance investigation instructions from the Authority. As a consequence Re did not commence the insurance investigation process on three cases until the Authority sent a chasing email for each. Re then discovered a fourth and fifth case while investigating the cause of the delay. This has resulted in Re underperforming against the 100% target for KPI 2.4 in October (85% - 23 out of 27 cases completed within 14 working days) and November (94% - 16 out of 17 cases completed within 14 working days) 2016.
KPI 2.8 NM	Construction of Vehicle Crossovers within timescales following receipt of payment	Bigger is Better	Apr 2016 - Mar 2017	100%	95.0% (GA)	91%	Improving	No benchmark available	184 of 194 crossovers due for construction were completed within timescales achieving 95% against a 100% target. A further batch of 15 constructions originally due in January have been deferred due to resourcing and weather-related issues.
SKPI 5	Improve customer satisfaction	Bigger is Better	Apr 2016 - Mar 2017	80%	69.0% (R)	56.3%	Improving	No benchmark available	The lowest scoring service area was Planning, with a score of 53%. The survey showed that 72% of customers who received a planning approval were satisfied compared with only 5.2% of customers who had their planning application rejected. There has been an improvement in performance since 2015/16 (56.3%).
KPI001 LC	Average time taken to process requests for Full Official Searches (online and post) in Land Charges (days)	Smaller is Better	Apr 2016 - Mar 2017	3 days	3.03 days (GA)	4.31 Days	Improving	No benchmark available	The changeover to the new statutory application form (CON29) with new questions and numbering in Quarter 1 affected the service achieving its 3 days return target.

Registrar Service

Successes	Challenges
<ul style="list-style-type: none"> A successful relocation of all registration services to Hendon Town Hall has taken place in February 2017. This was performed with the minimum disruption to staff, customers and stakeholders (the services were only closed for two days). The service is now based centrally in the borough and provides customers with easier access in terms of transport links. The Town Hall provides modern facilities, including four different rooms for marriage and civil partnership ceremonies, which gives more income generation opportunities. 	<ul style="list-style-type: none"> A new service for European Permanent Residency has been introduced, which will bring some additional income. A £20 application charge offers assurance to customers that all required documents have been submitted to the Home Office and allows them to retain their passports whilst the application for Permanent residence is being considered. A review of all fees and charges for marriage and civil partnerships will be carried out. Maximising staff resource and diary systems to reach and sustain the national percentage of birth, death and marriage registrations within the legal requirement. Diaries have been reviewed and as a result the number of birth, death and notice of marriage/civil partnership appointments has increased. A new weekly structure to have staff on standby for walk in death registrations (for urgent burials and cremations) has been introduced. Maintaining high standards on staff performance in line with the requirements of the General Register Office (GRO). GRO targets such as deaths registered within 5 days have been a challenge. The service has reviewed the way in which staff resources are managed to accommodate walk-in appointments and facilitate a dedicated resource to register deaths for burials that need to be taken within 24 hours.

Service Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
	33% (3)	44% (4)	0% (0)	22% (2)	33% (3)	67% (6)

10 indicators are reported in 2016/17. 9 have been given a RAG rating: 33% (3) are “on or above target” and 67% (6) are “below” target”. All 9 have been given a Direction of Travel (DOT) status: 33% (3) have an “improved/same” DOT and 67% (6) have a “worsened” DOT from the same period last year. Of the 6 “below target”, all are in the Registrar Service contract and are set out below.

Ref	Indicator	Polarity	Period Covered	2016/17 Annual Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where "below target"
R/ 1	Percentage of births registered within 42 working days of request	Bigger is Better	Apr 2016 - Mar 2017	95%	94% (GA)	97%	Worsening	No benchmark available	The increased number of births is due to the birthing unit in Enfield Chase farm hospital closing down. The Service have deputed an officer at Enfield to do birth declarations for us and we have changed appointment slot durations for births to increase the number of appointments available. Over the last quarter month on month the service have seen an increase in the percentage of births seen within 42 days.
R/ 3	Percentage of deaths registered within 5 working days of request	Bigger is Better	Apr 2016 - Mar 2017	95%	64% (R)	92.3%	Worsening	No benchmark available	The service aims to offer extra diaries on a weekly basis for death registrations. Additionally, by maximising staff resources through a daily and weekly review of registration duties, it aims to introduce one registrar on stand-by to capture as many walk in death registrations as full registrations as possible.
R/ 4	Percentage of Marriage/Civil Partnership notices appointments offered within 10 working days of request	Bigger is Better	Apr 2016 - Mar 2017	90%	44% (R)	58%	Worsening	No benchmark available	The service will make further changes in notice diaries in Quarter 1 2017/18. With a revision of staff registration duties on a weekly basis there will be one Deputy Superintendent Registrar on full notice duty and another Deputy Superintendent Registrar to officiate ceremonies. This will create up to 20 more notice appointments per week, which will result in the increased percentage of the customers seen within the required period.
R/ 7	Issue certificates from deposited registrars: Percentage of applicants dealt with within 7 days of application	Bigger is Better	Apr 2016 - Mar 2017	95%	94% (GA)	100%	Worsening	No benchmark available	The service is working with the contact centre to have the certificate requests emailed to them directly so that they can deal with them as soon as they arrive.
R/ 8	Birth, still-born and death declarations: Percentage of incoming declarations registered with 24hrs of receipt	Bigger is Better	Apr 2016 - Mar 2017	90%	61% (GA)	93%	Worsening	No benchmark available	The service has allocated staff resource to deal with these twice a week. They will aim to offer more time to this duty in the future if staffing levels permit this.

Ref	Indicator	Polarity	Period Covered	2016/17 Annual Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking	Comment where "below target"
R/ 9	Corrections and re-registration: Percentage of applications offered appointment within 7 working days of Registration Officer receiving GRO notification	Bigger is Better	Apr 2016 - Mar 2017	90%	85% (GA)	90%	Worsening	No benchmark available	When it comes to corrections which require a witness to be present, this proves to be more of a challenge as on occasions it is hard to get hold of the customer and book the for the appointment or that we may not have any available slots in the births and deaths diaries for a number of days ahead. Additionally, where staffing capacity allows, a member of staff will be assigned to deal with the corrections and re-registrations outside their main duties.

Street Scene

Successes	Challenges
<ul style="list-style-type: none"> A successful move of Passenger Transport Services to NLBP, and successful move of half of Recycling, Waste and Street Cleansing staff and vehicles to Harrow. Resident satisfaction with refuse collection and doorstep recycling has remained high at 76% and 74% respectively. These are the two highest rated council services. The percentage of household waste recycled, composted or reused has shown an improvement in the first three quarters of 2016/17. 	<ul style="list-style-type: none"> Street Scene has worked with The Barnet Group, unions, staff and partners to develop an Alternative Delivery Model submission that included a review of operations for delivering a high quality, efficient and cost-effective service. Staff have been widely involved and briefing sessions held. The Passenger Fleet has been relocated from Mill Hill Depot to North London Business Park; and half of the Recycling, Waste and Street Cleansing operational service has relocated to Harrow. There have been operational and financial implications of operating out of Harrow depot, which included the need to be sufficiently resourced to ensure compliance with the Operator's licence and service continuity, and additional costs associated with fleet maintenance. Reducing the use of agency staff has remained a challenge. Approximately, 85 staff will be transferred from agency to Barnet contracts soon.

	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
Service Performance	46% (6)	8% (1)	15% (2)	31% (4)	40% (4)	60% (6)

13 indicators are reported in 2016/17. All 13 have been given a RAG rating: 46% (6) are "on or above target" and 54% (7) are "below target". 10 have been given a Direction of Travel (DOT) status: 40% (4) have an "improved/same" DOT and 60% (6) have a "worsened" DOT from the same period last year. Of the 7 "below target", 5 are Corporate Plan Indicator and can be found in Appendix A:

- SS/S3 Percentage of household waste sent for reuse, recycling and composting.
- SS/S4 Percentage of residents who are satisfied with refuse and recycling services.
- SS/S6 Percentage of residents who are satisfied with street cleaning.
- SS/S7 Percentage of unacceptable levels of litter.
- SS/S8 Percentage of unacceptable levels of detritus.

2 are Service Indicators (in the Environment Committee Commissioning Plan and/or Street Scene Management Agreement) and are set out below.

Ref	Indicator	Polarity	Period Covered	2016/17 Annual Target	Q3 2016/17 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
SS/C1	Waste tonnage – residual per household	Smaller is Better	Oct – Dec 2016	590.85kg per HH	162.49kg per HH	154.06 kg per HH (RA)	159.9kg per HH	Improving	162.49 kg per HH	Improving	Rank 20 (27 of 33 boroughs) (Q3 2016/17, Waste Data Flow)	Residual waste bin capacity at houses remains high, with standard capacity being 240 litres per week, and a number of properties have in excess of this capacity 5 out of the 8 boroughs ranking above Barnet in 2015/16 operate a fortnightly refuse collection, which is a measure that supports recycling. A number of policy changes to drive a reduction of residual household waste are being assessed.
SS/C2	Waste tonnage – recycling per household	Bigger is Better	Oct – Dec 2016	427.97kg per HH	103.25kg per HH	89.42 kg per HH (R)	106.16kg per HH	Worsening	93.59kg per HH	Worsening	No benchmark available	The service has experienced an increase in contaminated loads and has designed a contamination plan to address this issue. The contamination plan is in place and there has been an improvement in contamination figures. The service will be launching a food waste recycling campaign this year to encourage and support residents to recycle food waste. 5 out of the 8 boroughs ranking above Barnet in 2015/16 operate a fortnightly refuse collection, which is a measure that supports recycling.

Your Choice Barnet (YCB)

Successes	Challenges
<ul style="list-style-type: none"> The Your Choice Enablement Service has been set up in December 2016. This provides high quality enablement packages to support people to regain skills and independence. The service will be scaled up further to provide greater capacity. The annual satisfaction survey, which previously had a low response rate, has been achieved over 50% response rate from families. There were 109 responses with 88.8% of families either very satisfied or fairly satisfied. Your Choice Barnet has supported eight people with disabilities into paid employment, with each person paid at least the London Living Wage and hours per week varying from 2 to 16. 	<ul style="list-style-type: none"> Recruitment to new and existing services has been difficult due to delays in receiving Enhanced DBS checks. Improving capacity in Your Choice Enablement, in order to grow the service to deliver a minimum of 1,000 hours per week.

Service Performance	Green	Amber		Red	Improved/Same	Worsened
	85% (17)	10% (2)	0% (0)	5% (1)	72% (18)	28% (7)

27 indicators are reported in 2016/17. 20 have been given a RAG rating: 85% (17) are “on or above target” and 15% (3) are “below target”. 25 have been given a Direction of Travel (DOT) status: 72% (18) have an “improved/same” DOT and 28% (7) have a “worsened” DOT as per the percentage of the target variance. Of the 3 “below target”, all are in the YCB contract and are set out below.

Ref	Indicator	Polarity	Period Covered	Annual 2016/17 Target	2016/17 Result	2015/16 Result	DOT Long-Term (From 2015/16)	Benchmarking	Comment where “below target”
YCB11	Agency staff	Smaller is Better	Jan 2017 - Mar 2017	10%	12.9% (GA)	13.1%	Improving	No benchmark available	YCB has been recruiting to services where there are vacancies.
YCB19	New referrals from other local authorities	Bigger is Better	Jan 2017 - Mar 2017	20	9 (R)	13	Worsening	No benchmark available	YCB continues to work closely with neighbouring authorities and actively markets services.
YCB23	Service utilisation Valley Way	Bigger is Better	Jan 2017 - Mar 2017	90%	89% Mon-Thur 87% Fri-Sun 92% (GA)	94% Mon-Thur 93% Fri-Sun 94%	Worsening	No benchmark available	A number of people who use the service have now moved into supported living settings service. The service is marketing to other local authorities and to people who have personal budgets. The service has had a number of referrals in Quarter 4, which should ensure an improvement in performance in Quarter 1 2017/18

Programmes

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
Central Portfolio	6	2	0	0	<p>The Central Portfolio is delivering well overall and there have been a number of activities taking place on key projects.</p> <p>The Way We Work Programme - Policy and Resources Committee has approved the Business Case for full implementation of Unified Communications, an Electronic Document Management (EDM) pilot and the Choose Your Own Device approach on 23 February 2017. From 1 April 2017, Unified Reward has been implemented for schools and council staff; annual leave changes have taken effect.</p> <p>Colindale office engagement exhibition took place at NLBP and Barnet House in February 2017. Piling work on the new building is now complete and work on the basement started in January 2017.</p> <p>The Customer Transformation Programme has progressed, with the first resident engagement workshops taking place to test and discuss solutions for Advantage Digital / Enhanced My Account. For the Adults web pilot, 22 pages in the carers section of the Adult Social Care site were published to the public site on 6 February 2017.</p>
Adults and Health Portfolio	7	4	0	0	<p>The number of projects within the adults portfolio has reduced due to the transition of some projects into business as usual delivery. Benefits realisation will be managed for these projects to ensure that they deliver the outcomes they set out to achieve.</p> <p>Progression has been achieved throughout the quarter and the New Operating Model project has been handed over to the Delivery Unit to embed delivery as part of core business delivery. The Investing in IT project has continued to progress and Mosaic went live as planned on 3 April 2017.</p> <p>The procurement process for the Sports & Physical Activity project has continued to progress and the second stage of the dialogue process has commenced.</p> <p>For the Moreton Close Extra Care project, demolition is complete and the next stage is progressing.</p> <p>A number of decisions have been made by the Adults and Safeguarding Committee, including approval of the Adults Alternative Delivery Vehicle update paper on 6 March 2017 and changes to the prevention and early support services as part of the Early Support Prevention project on the 23 January 2017, which has secured savings of £621,574.</p>

Portfolio	Green Status	Amber Status	Red Status	Not yet started	Comments
Children and Young People Portfolio	8	3	0	0	<p>Progress has been made across the Children and Young People Portfolio.</p> <p>Activities within the Libraries project are continuing to be delivered. Works on a number of libraries have been completed and libraries have re-opened to the public; Mill Hill re-opened 14 January 2017, East Barnet reopened on 25 February 2017 and Chipping Barnet and Childs Hill library in early February 2017. Works have been completed to Burnt Oak, South Friern and Mill Hill libraries in the final week in March 2017. The Self-Service Opening (SSO) system has gone live in Chipping Barnet and Colindale Libraries in April 2017. Four Partnership libraries successfully opened during the first week of April. A number of libraries have now temporarily closed for works; North Finchley, Golders Green, Osidge, East Finchley and Hendon libraries.</p> <p>The Youth Zone project continues to progress and the planning application was submitted on 19 March 2017</p> <p>The Demand Management project is now moving into the implementation phase.</p>
Environment Portfolio	4	5	1	0	<p>A number of key milestones have been met in the Environment Portfolio this quarter</p> <p>A gateway took place on the Oak Hill Depot on 13 March and the proposal was approved for a revised scheme. The IT Network has gone live at the Harrow Satellite Depot. The next phase of the project includes the commencement of planning for the final phase of the Mill Hill Depot handover.</p> <p>Income project – there has been a delay in issuing the commercial waste annual invoices which has resulted in a delay in the expansion of the customer base.</p> <p>Street Scene ADM project - staff and public consultations closed on 15 January 2017. Information briefings for frontline staff have been held at the depot and communications have continued. The consultation responses have been used to inform the Revised Outline Business Case (OBC2), which was discussed at Environment Committee on 15 March 2017. The committee requested a revised report, including an in-house option be presented to Environment Committee on 11 May 2017. The transfer of Lot 4 (Parks Governance) from the Delivery Unit to the Commissioning Group has been approved.</p> <p>The Enforcement Trial has continued to progress and an update on the trial with NSL was presented to Environment Committee on 15 March 2017, where an extension was agreed until 31 July 2017 along with agreement to procure an income share contract.</p>

Portfolio	Green Status	Amber Status	Red Status	Not yet started	Comments
Growth and Development Portfolio	10	4	2	0	<p>Progress has been made across a number of projects in the Growth and Development Portfolio.</p> <ul style="list-style-type: none"> For the Tranche 0 HRA Infill project all 40 homes have been completed. For the Temporary Accommodation (TA) project the council has successfully purchased 39 properties to utilise as TA. For the Granville Road project, solicitors have commenced initial stages of Compulsory Purchase Order (CPO) and the final leaseholder at Beech Court has accepted the offer to purchase from Limited Liability Partnership (LLP). The Tranche 3, HRA infill project progressed with Opendoor Homes receiving registered provider status. For Tranche 1 of development pipeline, work on a proposal to progress with the project is underway. The Grahame Park and Colindale project - progress has been made on plot 6 for Grahame Park with completion due six months early, however there is still a risk that the funding will not be spent in the required time. In relation to Entrepreneurial Barnet, Apprenticeship Week took place 6–10 March 2017. Partners delivered a range of activities to promote apprenticeship routes. Tenders for the Golders Green Town Centre Strategy work have been received and are being evaluated
Education Capital Programme	16	6	0	0	<p>Progress continues to be made across a number of projects and overall the Education Capital Programme is on target to achieve pupil places when required.</p> <p>At Monkfrith school all works have been completed with de-snagging and decant progressing.</p> <p>For Blessed Dominic, approval has been granted to proceed with planning submission of Enabling Works to allow the project to remain on track to deliver pupil places.</p> <p>In relation to works to support the delivery of Free Early Education (FEE2), the design and specification have been completed for Orion Primary School and the design has been completed for Broadfields Primary School. At Dollis Infant School works have been completed on 24 February 2017.</p>

Key to Indicator RAG ratings:

RAG rating	% of targeted improvement achieved		Description
Green	100% or more	Target is met or exceeded	Meeting target
Green Amber	>80% <100%	Target not met, but 80% or more of targeted improvement achieved	Near target with some concerns
Red Amber	>65% <80%	Target not met, but 65-80% of targeted improvement achieved	Problematic
Red	<65%	Target not met, and less than 65% of targeted improvement achieved	Serious concerns
In addition, any indicator that is less than 10% off target and has a positive Direction of Travel will 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 Green Amber or Red Amber:			
Amendment to Green Amber:		Amendment to Red Amber:	
1. No more than 5% off target; and 2. A positive Direction of Travel		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 improvement plan in place)	
NB. For indicators with known margin of error e.g. Residents' Perception Survey, any Red rated indicator within the margin of error will be uprated to Red amber.			

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Appendix C - Revenue Outturn 2016/17

Adults and Communities

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	outturn	Variation		
	£000	£000	£000	£000		
Performance & Improvement	992	1,413	1,336	(77)	Deprivation of Liberty Safeguards (DOLS) service continues to have significant pressures in 2016/17, as a result of Supreme Court judgements in 2014/15 and a loss of grant funding since 2015/16.	-5.4%
Safeguarding	604	685	1,012	327		47.7%
Care Quality	4,736	4,439	4,103	(336)	The non-placements budget areas have been closely monitored and managed throughout the year and have resulted in an underspend position which is offsetting overspends in placements spend.	-7.6%
Community Well-being	733	538	6	(532)	The non-placements budget areas have been closely monitored and managed throughout the year and have resulted in an underspend position which is offsetting overspends in placements spend.	-98.9%
Customer Care	334	251	195	(56)	The non-placements budget areas have been closely monitored and managed throughout the year and have resulted in an underspend position which is offsetting overspends in placements spend.	-22.3%
Customer Finance	719	843	816	(27)		-3.2%
Dir Adult Soc Serv & Health	186	783	167	(616)	The non-placements budget areas have been closely monitored and managed throughout the year and have resulted in an underspend position which is offsetting overspends in placements spend.	-78.7%
Integrated care - LD & MH	40,421	37,889	41,326	3,437		9.1%
Integrated care - OP & DP	35,609	38,668	42,013	3,345	The care budgets within Adults have seen significant overspends since 2014/15 as a result of rising demand for services and increasing complexity in relation to those supported. The main pressure for learning disabilities also continues to be in relation to clients complex needs increasing and individuals transitioning from children's services into adult services. There are further pressures on the LD budget resulting from Ordinary Residents clients transitioning into Barnet.	8.7%
Prevention & Well Being	653	562	535	(27)	The care budgets within Adults have seen significant overspends since 2014/15 as a result of rising demand for services and increasing complexity in relation to those supported. In 2016/17, demand continues to grow for older adults placements with a particular growth in clients with dementia requiring complex packages of care.	-4.8%
Social Care Management	412	737	652	(85)		-11.5%
Total	85,400	86,808	92,161	5,353		6.2%

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.

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Assurance

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	outturn	Variation		
	£000	£000	£000	£000		
Elections	348	357	357	-		0.0%
Assurance Management	565	580	589	8		1.4%
Governance	2,144	2,156	2,157	-		0.0%
Internal Audit & CAFT	736	754	744	(10)		-1.3%
Total	3,793	3,847	3,846	(1)		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 commentary above.

Registrars Service

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	outturn	Variation		
	£000	£000	£000	£000		
Births Deaths & Marriages	(160)	(162)	63	225		138.8%
Total	(160)	(162)	63	225		138.8%

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.

Central Expenses

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	outturn	Variation		
	£000	£000	£000	£000		
Capital Financing	19,260	17,280	17,168	(112)		-0.6%
Car Leasing	2	-	-	-		0.0%
Central Contingency	7,877	260	260	-	Underspend on Audit Fees	0.0%
Corporate Fees & Charges	264	264	210	(53)		-20.3%
Corporate Subscriptions	314	314	137	(177)	Underspend on subscriptions	-56.4%
Early Retirement	3,577	3,577	3,498	(79)		-2.2%
Local Area Agreement	105	105	75	(30)		-28.3%
Levies	19,242	19,242	19,127	(115)		-0.6%
Miscellaneous Finance	740	758	822	64		8.4%
Total	51,381	41,800	41,298	(502)		-1.2%

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.

Commissioning Group						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	outturn	Variation		
	£000	£000	£000	£000		
Finance & Resources	740	979	873	(106)	Overspend on the out of hours, agency staff and running costs Base Budget shortfall on staffing costs Overspend is due to increased staffing costs Overspend due to backfilling of staff on secondment	-10.8%
Commercial	1,049	900	946	46		5.1%
Adults and Health	1,258	1,282	1,145	(138)		-10.7%
Communications	674	638	634	(4)		-0.6%
Commissioning Strategy	441	505	561	56		11.0%
Children & Young people	443	564	564	-		0.0%
Environment	12,049	12,843	12,833	(9)		-0.1%
Growth & Development	175	193	227	34		17.4%
Information Management	880	921	1,005	84		9.1%
Programme & Resources	810	816	852	36		4.4%
Strategic Commissioning Board	768	559	562	2	0.4%	
Total	19,288	20,200	20,200	-		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 commentary above.						
Customer Support Group						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	outturn	Variation		
	£000	£000	£000	£000		
CSG Managed Budget	4,118	1,164	1,075	(89)		-7.7%
CSG Management Fee	18,002	20,922	21,511	589		2.8%
Total	22,120	22,086	22,586	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						
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.						
Education and Skills						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	outturn	Variation		
	£000	£000	£000	£000		
Education & Skills Management	6,940	7,081	7,080	(1)	Result of overstated Debtors and understated creditors from 2015/16	0.0%
Edu Partnership & Commercial	-	2	168	166		8300.0%
Post 16 Education & Skills	-	-	2	2		0.0%
School Improvement	-	-	1	1		0.0%
SEND & Inclusion	-	1	6	5		500.0%
Total (excluding SDM)	6,940	7,084	7,257	173		2.4%
Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:						
a) cost centres over £100,000				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.						
Family Service						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	outturn	Variation		
	£000	£000	£000	£000		
Family Services Management	1,100	677	212	(465)	Early achievement of MTFS savings against inflation, used in this financial year to offset against demand pressures.	-68.7%
Social Care Management	1,175	1,750	1,422	(328)	£500k agency staff budget held here.	-18.7%
CSC 0-25	2,378	6,103	6,254	151	Overspend in the Transitions team due to the use of agency staff and also overspend in placements costs of the 19-25 cohort. This is offset by £284k underspend on current contracts in Short Breaks and Respite	2.5%
Intake and Assessment	2,532	3,062	3,749	687	Overspend from the use of agency staff as the Barnet Group contract is embedded in.	22.4%
Intervention and Planning	2,585	3,262	4,098	837	Overspend on section 17 and from the use of agency staff as the Barnet Group contract is embedded in.	25.7%
Permanence Trns & CorParenting	3,184	3,420	4,071	651	Overspend on the use of agency staff. There is also overspend on UASC due to increase in numbers - government grant does not cover full costs.	19.0%
Placements	17,468	17,727	17,356	(371)	There has been a significant increase in the number of Looked After Children (LAC) since the beginning of April, particularly around high risk, high complexity cases and remand. This has been offset against early achievement of MTFS savings relating to Health and SEN contributions.	-2.1%
Safeguarding & Quality	1,787	2,124	1,955	(169)	Underspends due to in-year savings held to offset against other overspend.	-7.9%
Commissioning & Business Imp.	3,025	3,699	3,252	(447)	Early MTFS savings achieved on the CAMHs contract and some staff vacancies.	-12.1%
Early Years	2,765	3,831	3,820	(11)	Shortfall in childcare income is offset by staff underspends	-0.3%
Libraries & Comm.Engagemnt	5,426	5,650	5,734	84	Libraries Transformation - HR consultation and redeployment charges.	1.5%
Youth & Family Support	3,223	3,558	3,365	(193)	Part-year vacancies due to delay in recruitment.	-5.4%
Total	46,647	54,863	55,289	426		0.8%
Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:						
a) cost centres over £100,000				26		
b) cost centres over £50,000 where the cost centre's gross budget is less than £1m				43		
c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.						
HB Public Law						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	outturn	Variation		
	£000	£000	£000	£000		
HB Law	2,011	2,011	2,125	114		5.7%
Total	2,011	2,011	2,125	114		5.7%
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.						

Housing Needs Resources						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	outturn	Variation		
	£000	£000	£000	£000		
Housing Needs Resources	4,976	5,559	7,365	1,806	The overspend has been driven by a sustained demand for temporary accommodation and high rental prices exceeding government payments received by the council.	32.5%
Total	4,976	5,559	7,365	1,806		32.5%
Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:						
a) cost centres over £100,000					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.						
Parking and Infrastructure						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	outturn	Variation		
	£000	£000	£000	£000		
Highway Inspection/Maintenance	354	421	530	108	Overspend on winter gritting due to additional costs of routes starting from new Harrow depot	25.7%
Parking	(458)	(538)	(646)	(108)	Over achievement of income from off street car parks due to increase in the volume of users.	-20.2%
Special Parking Account	(8,052)	(8,042)	(8,042)	-		0.0%
Street Lighting	6,224	6,321	6,321	-		0.0%
Total	(1,933)	(1,838)	(1,838)	-		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					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.						
Public Health						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	outturn	Variation		
	£000	£000	£000	£000		
Public Health	18,544	18,055	18,055	0		0.0%
Total	18,544	18,055	18,055	0		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					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.						
Regional Enterprise						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	outturn	Variation		
	£000	£000	£000	£000		
RE Management Fee	77	(15)	260	275	Additional Transport for London work not budgeted	1795.6%
Re Managed Budgets	1,057	1,145	1,104	(41)	Legal costs relating to planning	-3.6%
Total	1,134	1,130	1,364	234		20.7%
Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:						
a) cost centres over £100,000					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.						
Streetscene						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	outturn	Variation		
	£000	£000	£000	£000		
Business Improvement	264	334	292	(42)	Staff transferred to other sections leaving vacant posts.	-12.7%
Green Spaces	4,330	4,374	4,437	63	Bowling greens income of £50k not realised due to delays in agreement with clubs	1.5%
Mortuary	99	99	102	3	One off filing costs as part of transfer to LB Brent	2.8%
Waste & Recycling	7,281	6,281	6,463	182	There has been a need to employ agency staff to ensure service continuity, which has led to an overspend within the service.	2.9%
Street Cleansing	3,527	3,577	3,541	(37)	Savings on the weed spray contract have helped to control and offset staffing costs in the street cleansing unit.	-1.0%
Street Scene Management	652	591	546	(45)	Savings on supplies and equipment	-7.5%
Trade Waste	(1,930)	(1,752)	(2,008)	(256)	Overachievement of trade waste due to increased in customers billed and savings on materials.	-14.6%
Transport	(328)	22	155	133	The increased costs are the result of the depot relocation to Harrow and other sites, and the resulting new mobile maintenance plan required for the vehicles.	613.7%
Total	13,896	13,525	13,527	2		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					0	
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.						
Dedicated Schools' Grant						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	outturn	Variation		
	£000	£000	£000	£000		
Education DSG	(6,622)	(13,446)	(12,015)	1,431		-10.6%
Schools Funding	342	211	220	9		4.5%
Childrens Social Care DSG	153	403	403	-		0.0%
Early Intervn & Preven DSG	6,128	12,832	11,392	(1,440)		-11.2%
Total	-	-	-	-		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					34	
b) cost centres over £50,000 where the cost centre's gross budget is less than £1m					23	
c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.						

Housing Revenue Account						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	outturn	Variation		
	£000	£000	£000	£000		
HRA Other Income & Expenditure	(2,167)	(1,758)	(3,718)	(1,959)	Increased rental and service charge income has resulted due to the building of 40 new units, and a slower than expected removal of units through the regeneration programme.	-111.4%
HRA Regeneration	1,068	659	110	(549)	Net position of costs, and income from developers, has improved against budget.	-83.3%
HRA Surplus/Deficit for the ye	1,246	1,246	3,669	2,423	Improved rents and regeneration position.	194.4%
Interest on Balances	(147)	(147)	(62)	85		-57.8%
Total	-	-	-	-		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					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.						

Appendix D (i) - Capital Outturn 2016/17

	2016-17 Approved Budget	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	2016/17 outturn	Variance from Approved Budget	% slippage of 2016/17	Comments
	£000	£000	£000	£000	£000	%	
Adults and Communities	1,380	661	(73)	1,968	588	-5.3%	investing in IT is overspending and requires further investment in 17/18
Adults and Communities	1,380	661	(73)	1,968	588	-5.3%	
	2016-17 Approved Budget	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Proposed 2016/17 outturn	Variance from Approved Budget	% slippage of 2016/17	Comments
	£000	£000	£000	£000	£000	%	
Commissioning Group	16,820	-	2,032	18,852	2,032	12.1%	expenditure expected to be incurred in 17/18 has happened earlier than expected on the Depot
Commissioning Group	16,820	-	2,032	18,852	2,032	12.1%	
	2016-17 Approved Budget	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Proposed 2016/17 outturn	Variance from Approved Budget	% slippage of 2016/17	Comments
	£000	£000	£000	£000	£000	%	
Modernisation Primary & Secondary	5,412	-	(3,594)	1,818	(3,594)	-66.4%	projects in the design phase that will now not start until 17/18
Urgent Primary Places	-	-	-	-	-	-	
Temporary Expansions - Allocated	1,732	-	(620)	1,112	(620)	-35.8%	
Millbrook Park (MHE)	336	-	(139)	197	(139)	-41.4%	
Orion Primary	213	-	(68)	145	(68)	-31.9%	retention period not complete until 17/18
Blessed Dominic/St James	1,400	-	(252)	1,148	(252)	-18.0%	project will now not complete until 17/18
Moss hall	-	-	-	-	-	0.0%	
Brunswick	3	-	-	3	-	0.0%	
Menorah Foundation	445	-	(210)	235	(210)	-47.2%	
St Mary's and St Johns	882	-	(158)	724	(158)	-17.9%	
Martin Primary	32	-	(9)	23	(9)	-28.4%	
Oakleigh School	27	-	(24)	3	(24)	-90.2%	
Beis Yakov	18	-	(18)	(0)	(18)	-102.8%	
St Joseph's RC Junior & St Joseph's RC Infants School	91	-	(27)	64	(27)	-29.3%	
Monkfrith	4,217	-	(284)	3,933	(284)	-6.7%	
Wren Academy	1,514	-	(89)	1,425	(89)	-5.9%	
London Academy	4,620	-	(217)	4,403	(217)	-4.7%	
Childs Hill	109	-	273	382	273	250.4%	
ST Angnes School expansion	23	-	-	23	-	0.0%	
East Barnet Schools Rebuild	504	-	(200)	304	(200)	-39.7%	
Permanent Secondary Expansion Programme	13,683	-	(3,379)	10,304	(3,379)	-24.7%	projects now planned to start in 17/18
Primary Programme	1,107	-	(1,096)	11	(1,096)	-99.0%	
Secondary Programme	124	-	(124)	-	(124)	-100.0%	projects now planned to start in 17/18
SEN	1,693	-	(1,693)	-	(1,693)	-100.0%	projects now planned to start in 17/18
Alternative Provision	316	-	37	353	37	11.7%	
Other Schemes	1,512	-	(1,298)	214	(1,298)	-85.8%	projects now planned to start in 17/18
Education and Skills	40,013	-	(13,188)	26,825	(13,188)	-33.0%	
	2016-17 Approved Budget	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Proposed 2016/17 outturn	Variance from Approved Budget	% slippage of 2016/17	Comments
	£000	£000	£000	£000	£000	%	
Capital Schemes managed by Schools	-	1,205	-	1,205	1,205	0.0%	
Capital Schemes managed by Schools	-	1,205	-	1,205	1,205	0.0%	
	2016-17 Approved Budget	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Proposed 2016/17 outturn	Variance from Approved Budget	% slippage of 2016/17	Comments
	£000	£000	£000	£000	£000	%	
Family Services	5,523	-	(3,874)	1,649	(3,874)	-70.1%	Library works not starting until 17/18
Family Services	5,523	-	(3,874)	1,649	(3,874)	-70.1%	
	2016-17 Approved Budget	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Proposed 2016/17 outturn	Variance from Approved Budget	% slippage of 2016/17	Comments
	£000	£000	£000	£000	£000	%	
Housing Needs Resources	8,870	-	(4,798)	4,072	(4,798)	-54.1%	Delay in the start up of the Registered provider for housing
Housing Needs Resources	8,870	-	(4,798)	4,072	(4,798)	-54.1%	
	2016-17 Approved Budget	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Proposed 2016/17 outturn	Variance from Approved Budget	% slippage of 2016/17	Comments
	£000	£000	£000	£000	£000	%	
Parking and Infrastructure	1,196	-	(75)	1,121	(75)	-6.3%	
Parking and Infrastructure	1,196	-	(75)	1,121	(75)	-6.3%	
	2016-17 Approved Budget	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Proposed 2016/17 outturn	Variance from Approved Budget	% slippage of 2016/17	Comments
	£000	£000	£000	£000	£000	%	
Highways TfL	5,548	-	(474)	5,074	(474)	-8.5%	
Highways non-TfL	12,841	55	415	13,311	470	3.2%	
Parking	-	-	-	-	-	0.0%	
General Fund Regeneration	24,955	-	(10,532)	14,423	(10,532)	-42.2%	primarily due to delays in the Thames Link project
Disabled Facilities Project	2,500	-	(507)	1,993	(507)	-20.3%	
Other Projects	15,031	-	(7,124)	7,907	(7,124)	-47.4%	primarily due to delays in the Office build project
Regional Enterprise	60,875	55	(18,222)	42,708	(18,167)	-29.9%	
	2016-17 Approved Budget	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Proposed 2016/17 outturn	Variance from Approved Budget	% slippage of 2016/17	Comments
	£000	£000	£000	£000	£000	%	
Greenspaces	262	-	(10)	252	(10)	-3.8%	
Waste	1,646	-	(813)	833	(813)	-49.4%	
Fuel storage	-	-	-	-	-	0.0%	
Street Scene	1,908	-	(823)	1,085	(823)	-43.1%	
General Fund Programme	136,585	1,921	(39,021)	99,485	(37,100)	-28.6%	

	2016-17 Approved Budget	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Proposed 2016/17 outturn	Variance from Approved Budget	% slippage of 2016/17	Comments
	£000	£000	£000	£000	£000	%	
Housing Revenue Account	39,218	-	(1,392)	37,826	(1,392)	-3.5%	Direct acquisitions that will not complete until next 17/18
Housing Revenue Account	39,218	-	(1,392)	37,826	(1,392)	-3.5%	
Total Capital Programme	175,803	1,921	(40,413)	137,311	(38,492)	-23.0%	

Appendix Dii - Capital Funding (Additions & Deletions, Slippage & Accelerated Spend)

Directorate	Year	Capital Programme	Funding Type	Additions/ Deletions	Slippage/Ac- celerated Spend	Explanation for request
				£'000	£'000	
Adults and Communities	2016/17	Investing in IT	Grants	4		
Adults and Communities	2016/17	Investing in IT	Capital Receipts	514		transfer of funding from the ICT project and accelerated from future years
Adults and Communities	2016/17	Investing in IT	RCCO	143		revenue contribution to the overspend
Adults and Communities	2016/17	CCTV Installation	RCCO		(71)	
Adults and Communities	2016/17	Transformation Care Grant	Borrowing		(3)	
Commissioning Group	2016/17	Depot relocation	Capital Receipts		4,168	Construction further along than expected
Commissioning Group	2016/17	Community Centre	Capital Receipts		(174)	delays to start of the project
Commissioning Group	2016/17	Asset Management	Borrowing		(835)	delays to works
Commissioning Group	2016/17	Information Management	Borrowing		(353)	reprofile of budget
Commissioning Group	2016/17	Libraries Strategy	Capital Receipts		194	reprofile of budget
Commissioning Group	2016/17	Centre for Independent Living & Libraries	Reserve		(307)	reprofile of budget
Commissioning Group	2016/17	Centre for Independent Living & Libraries	Grants		(7)	reprofile of budget
Commissioning Group	2016/17	Daws Lane Community Centre	Grants		(143)	reprofile of budget
Commissioning Group	2016/17	Daws Lane Community Centre	Capital Receipts		122	reprofile of budget
Commissioning Group	2016/17	Investment in Community Hub & Child Hill I	Capital Receipts		(520)	reprofile of budget
Commissioning Group	2016/17	Customer Services Transformation Program	Reserve		(901)	reprofile of budget
Commissioning Group	2016/17	ICT strategy	Capital Receipts		150	reprofile of budget
Commissioning Group	2016/17	Sport and Physical Activities	Grants		(750)	reprofile of budget
Commissioning Group	2016/17	Sport and Physical Activities	Reserve		1,388	reprofile of budget
Education and Skills	2016/17	Modernisation Primary & Secondary	Grants		(2,742)	projects now planned to start in 17/18
Education and Skills	2016/17	Modernisation Primary & Secondary	Capital Receipts		(192)	projects now planned to start in 17/18
Education and Skills	2016/17	Modernisation Primary & Secondary	RCCO		(2)	projects now planned to start in 17/18
Education and Skills	2016/17	Modernisation Primary & Secondary	Borrowing		(658)	projects now planned to start in 17/18
Education and Skills	2016/17	Temporary Expansions - Allocated	Borrowing		(325)	projects now planned to start in 17/18
Education and Skills	2016/17	Temporary Expansions - Allocated	Grants		(296)	projects now planned to start in 17/18
Education and Skills	2016/17	Millbrook Park (MHE)	Capital Receipts		(139)	released back into the primary programme
Education and Skills	2016/17	Orion Primary	Borrowing		(68)	reprofile of budget
Education and Skills	2016/17	Blessed Dominic/St James	Borrowing		(252)	reprofile of budget
Education and Skills	2016/17	Menorah Foundation	Borrowing		(210)	reprofile of budget
Education and Skills	2016/17	St Mary's and St Johns	Borrowing		(158)	reprofile of budget
Education and Skills	2016/17	Martin Primary	Borrowing		(9)	reprofile of budget
Education and Skills	2016/17	Oakleigh School	Borrowing		(24)	reprofile of budget
Education and Skills	2016/17	Beis Yakov	Borrowing		(18)	reprofile of budget
Education and Skills	2016/17	St Joseph's RC Junior & St Joseph's RC Infants School	Borrowing		(27)	reprofile of budget

Directorate	Year	Capital Programme	Funding Type	Additions/ Deletions	Slippage/Acce lerated Spend	Explanation for request
				£'000	£'000	
Education and Skills	2016/17	Monkfrith	Borrowing		(284)	defects stage continuing into 17/18
Education and Skills	2016/17	Wren Academy	Borrowing		(89)	defects stage continuing into 17/18
Education and Skills	2016/17	London Academy	Borrowing		(217)	retention payments delayed until 17/18
Education and Skills	2016/17	Child hill school	Grants		273	transferred from the Primary programme
Education and Skills	2016/17	East Barnet & Project Faraday	Borrowing		(200)	final works and retention slipped into 17/18
Education and Skills	2016/17	Christ's College	Borrowing		(6)	
Education and Skills	2016/17	Compton	Grants		5	
Education and Skills	2016/17	Oak Lodge Special School	Borrowing		(694)	final works have slipped into 17/18
Education and Skills	2016/17	St Mary's & St John's	S106		(1,238)	longer design phase has delayed project until 17/18
Education and Skills	2016/17	St Mary's & St John's	Grants		(1,446)	longer design phase has delayed project until 17/18
Education and Skills	2016/17	Primary Programme	Grants		(1,096)	reprofile of budget
Education and Skills	2016/17	Primary Programme	Grants		(11)	reprofile of budget
Education and Skills	2016/17	Secondary Programme	Borrowing		(57)	reprofile of budget
Education and Skills	2016/17	Secondary Programme	Grants		(68)	reprofile of budget
Education and Skills	2016/17	SEN	Grants		(1,305)	projects now planned to start in 17/18
Education and Skills	2016/17	SEN	Capital Receipts		(387)	projects now planned to start in 17/18
Education and Skills	2016/17	Alternative provision	Grants		37	reprofile of budget
Education and Skills	2016/17	Primary Capital Programme	Borrowing		50	reprofile of budget
Education and Skills	2016/17	Contingency	Borrowing		(777)	reprofile of budget
Education and Skills	2016/17	School place planning	S106		(558)	reprofile of budget
Education and Skills	2016/17	Capital Schemes Managed by Schools	Grants	1,205		expenditure managed directly by schools
Family Services	2016/17	Implementation of libraries Strategy	Capital Receipts		(329)	reprofile of budget
Family Services	2016/17	Early Education and childcare place sufficie	Reserve		(81)	reprofile of budget
Family Services	2016/17	Early Education and childcare place sufficie	Grants		(454)	reprofile of budget
Family Services	2016/17	Libraries Service Capital Works	Borrowing		(1,407)	reprofile of budget
Family Services	2016/17	Libraries Service Capital Works	Capital Receipts		(1,005)	reprofile of budget
Family Services	2016/17	Meadow Close Children's Homes	Borrowing		(215)	reprofile of budget
Family Services	2016/17	Information Management (Information Management - replacement youth offending system and single view of data for children's)	Borrowing		(245)	reprofile of budget
Family Services	2016/17	Youth Zone	Reserve		1	reprofile of budget
Family Services	2016/17	New Park House Children's home	Borrowing		(30)	reprofile of budget
Family Services	2016/17	Loft conversion and extension policy for Foster Carers	Borrowing		(110)	reprofile of budget
Housing Needs Resources	2016/17	Alexandra Road	Capital Receipts		(33)	reprofile of budget
Housing Needs Resources	2016/17	Hostel Refurbishment Programme	Capital Receipts		(13)	reprofile of budget
Housing Needs Resources	2016/17	Chilvins Court	MRA		(126)	project delayed
Housing Needs Resources	2016/17	Out of borough acquisition	Capital Receipts	1,096		Right to buy receipts utilised
Housing Needs Resources	2016/17	Out of borough acquisition	Borrowing	(1,096)	(958)	borrowing reduced by right to buy substitution.

Directorate	Year	Capital Programme	Funding Type	Additions/ Deletions	Slippage/Acce lerated Spend	Explanation for request
				£'000	£'000	
Housing Needs Resources	2016/17	Modular Homes	Borrowing		(20)	
Housing Needs Resources	2016/17	Open Door	Capital Receipts		(616)	Open door start up later than planned
Housing Needs Resources	2016/17	Open Door	Borrowing		(3,032)	Open door start up later than planned
Parking and Infrastructure	2016/17	Lines and Signs	Reserve		(115)	reprofile of budget
Parking and Infrastructure	2016/17	CCTV	Capital Receipts	(84)		reprofile of budget
Parking and Infrastructure	2016/17	CCTV	RCCO	84	40	reprofile of budget
Regional Enterprise	2016/17	CORRIDORS, NEIGHBOURHOODS & SUPPORT MEASURES	Grants		(323)	reprofile of budget
Regional Enterprise	2016/17	PRINCIPAL ROADS	Grants		74	reprofile of budget
Regional Enterprise	2016/17	Local Transport Fund	Grants		(99)	reprofile of budget
Regional Enterprise	2016/17	Bus stop Accessibility	Grants		92	reprofile of budget
Regional Enterprise	2016/17	Borough Cycling Programme	Grants		(123)	reprofile of budget
Regional Enterprise	2016/17	Bridge Assessment & Strengthening	Grants		(95)	reprofile of budget
Regional Enterprise	2016/17	Carriageways	Borrowing		(129)	reprofile of budget
Regional Enterprise	2016/17	Archer Academy	S106	55		
Regional Enterprise	2016/17	Footways Renewal	RCCO		(133)	reprofile of budget
Regional Enterprise	2016/17	Investments in Roads & Pavements and footways	Borrowing		678	reprofile of budget
Regional Enterprise	2016/17	General Fund Regeneration	Capital Receipts		(200)	reprofile of budget
Regional Enterprise	2016/17	Mill Hill East	Borrowing		(19)	reprofile of budget
Regional Enterprise	2016/17	Outer London Fund - Cricklewood	Grants		8	reprofile of budget
Regional Enterprise	2016/17	BXC - Funding for land acquisition	Reserve		256	reprofile of budget
Regional Enterprise	2016/17	Colindale – Highways and Transport	Grants		(890)	reprofile of budget
Regional Enterprise	2016/17	Colindale – Parks, Open Spaces and Sports	Grants		(100)	reprofile of budget
Regional Enterprise	2016/17	Colindale – Parks, Open Spaces and Sports	S106		(150)	reprofile of budget
Regional Enterprise	2016/17	Grahame Park – Community Facilities and Non-Secure Decant	Reserve		(250)	reprofile of budget
Regional Enterprise	2016/17	West Hendon Highway Improvement	Grants		(25)	reprofile of budget
Regional Enterprise	2016/17	Town Centre	Grants		(298)	reprofile of budget
Regional Enterprise	2016/17	Town Centre	S106		(240)	reprofile of budget
Regional Enterprise	2016/17	Thames Link Station	Grants		(5,750)	reprofile of budget
Regional Enterprise	2016/17	Thames Link Station	Reserve		(2,874)	reprofile of budget
Regional Enterprise	2016/17	Disabled Facilities Grant	Borrowing		(507)	reprofile of budget
Regional Enterprise	2016/17	Hendon Cemetery & Crematorium Enhancement	Capital Receipts		(198)	reprofile of budget
Regional Enterprise	2016/17	Refurbish and regenerate Hendon Cemetery and Crematorium	RCCO		(120)	reprofile of budget
Regional Enterprise	2016/17	Empty Properties	Borrowing		(1,359)	reprofile of budget

Directorate	Year	Capital Programme	Funding Type	Additions/ Deletions	Slippage/Acce lerated Spend	Explanation for request
				£'000	£'000	
Regional Enterprise	2016/17	Development pipeline Tranche 1 (Pre-Construction)	Borrowing		(282)	reprofile of budget
Regional Enterprise	2016/17	DECC - Fuel Poverty	Grants		(33)	reprofile of budget
Regional Enterprise	2016/17	Decent Homes Programme	Borrowing		(214)	reprofile of budget
Regional Enterprise	2016/17	Office Build	Borrowing		(4,919)	reprofile of budget
Street Scene	2016/17	Parks & Open Spaces and Tree Planting	S106		(74)	released into Park infrastructure
Street Scene	2016/17	Park Infrastructure	Grants	(18)		
Street Scene	2016/17	Park Infrastructure	S106	3		
Street Scene	2016/17	Park Infrastructure	Borrowing	15	63	transferred from parks and open spaces
Street Scene	2016/17	Fleet	RCCO		(60)	reprofile of budget
Street Scene	2016/17	Weekly Collection Support Scheme	Grants		(488)	reprofile of budget
Street Scene	2016/17	Street litter bins	Capital Receipts		(30)	reprofile of budget
Street Scene	2016/17	Bin replacement	Reserve		(236)	reprofile of budget
Street Scene	2016/17	Vehicles	RCCO	(190)		
Street Scene	2016/17	Vehicles	Borrowing	190	1	
Housing - HRA	2016/17	Major Works (excl Granv Rd)	S106	(751)		substituted for RCCO
Housing - HRA	2016/17	Major Works (excl Granv Rd)	RCCO	2,417		Substitution of s106 and MRA
Housing - HRA	2016/17	Major Works (excl Granv Rd)	MRA	(1,666)	(73)	substituted for RCCO
Housing - HRA	2016/17	Regeneration	MRA		(52)	
Housing - HRA	2016/17	M&E/ GAS	S106	(1,309)		substituted for MRA
Housing - HRA	2016/17	M&E/ GAS	MRA	1,309	13	Substitution of s106
Housing - HRA	2016/17	Voids and Lettings	S106	(660)	(7)	substituted for MRA
Housing - HRA	2016/17	Voids and Lettings	MRA	660		Substitution of s106
Housing - HRA	2016/17	New Affordable Homes	Capital Receipts	258	18	Substitution of s106
Housing - HRA	2016/17	New Affordable Homes	S106	(258)		substituted for capital receipts and MRA
Housing - HRA	2016/17	Dollis Valley	Capital Receipts		1,613	project progressing quicker than planned
Housing - HRA	2016/17	Advanced Acquisitions (Regen Estates)	Borrowing	(1,780)		substituted for MRA
Housing - HRA	2016/17	Advanced Acquisitions (Regen Estates)	Capital Receipts	(189)		substituted for MRA
Housing - HRA	2016/17	Advanced Acquisitions (Regen Estates)	MRA	1,969	417	Substitution of borrowing and capital receipts
Housing - HRA	2016/17	Moreton Close	S106	1,199	95	Substitution of capital receipts
Housing - HRA	2016/17	Moreton Close	Capital Receipts	(1,199)		substituted for S106
Housing - HRA	2016/17	Brent Cross Extra Care	Grants		(280)	
Housing - HRA	2016/17	Brent Cross Extra Care	Capital Receipts		(120)	
Housing - HRA	2016/17	Tranche 3 RP	Borrowing	(1,686)		substituted for capital receipts and MRA
Housing - HRA	2016/17	Tranche 3 RP	Capital Receipts	763		Substitution of borrowing
Housing - HRA	2016/17	Tranche 3 RP	MRA	923	(42)	Substitution of borrowing
Housing - HRA	2016/17	Direct Acquisitions	Borrowing	(2,071)	(1,008)	completion of purchases slipped into 17/18
Housing - HRA	2016/17	Direct Acquisitions	S106	777		Substitution of borrowing
Housing - HRA	2016/17	Direct Acquisitions	Capital Receipts		(264)	completion of purchases slipped into 17/18
Housing - HRA	2016/17	Direct Acquisitions	MRA	1,294		Substitution of borrowing

Directorate	Year	Capital Programme	Funding Type	Additions/ Deletions	Slippage/Accele- rated Spend	Explanation for request
				£'000	£'000	
Housing - HRA	2016/17	Development PipelineTranche 3	Capital Receipts		(1,000)	delays to the start of the project
Housing - HRA	2016/17	Upper & Lower Fosters Community Led Design	Grants		(600)	delays to the start of the project
				<u>1,921</u>	<u>(40,313)</u>	

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Appendix E - Transformation Programme

Portfolio	Total budget (2015 - 2020) £'000	Spend to date £'000	Balance remaining £'000
Adults and Health	5,051	3,955	1,096
Children and Families	6,999	3,582	3,417
Central	5,694	4,256	1,438
Growth and Development	1,074	781	293
Environment	3,539	2,949	590
Total	22,357	15,523	6,834

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Appendix F: 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 2016/17 %
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 31/03/17	% Fixed Rate Borrowing as 31/03/17	Compliance with Set Limits?
Under 12 months	0	50	0	0	N/A
12 months and within 24 months	0	50	0	0	N/A
24 months and within 5 years	0	75	0	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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Appendix G - LB BARNET TREASURY DEPOSITS OUTSTANDING AS AT 31 March 2017

Deal Number	Counter Party	Start Date	Maturity Date	Rate of Interest %	Principal Outstanding
					£
2000011542	Lancashire County Council	04-Nov-15	06-Nov-17	1.05	5,000,000
Local Authorities					5,000,000
2000011482	Ignis Liquidity Fund	26-Mar-14		0.52	7,700,000
2000011238	Federated Investors	01-Jul-15		0.33	10,000,000
2000011377	Invesco	07-May-15		0.31	6,000,000
Money Market Funds					23,700,000
2000010341	Bank of Scotland	09-Sep-12	CALL A/C	0.40	4,500,030
2000011563	Santander	11-Oct-16	11-Apr-17	0.49	21,000,000
2000011564	Santander	17-Oct-16	18-Apr-17	0.48	4,000,000
2000011565	Goldmans Sachs	15-Nov-16	15-May-17	0.69	22,000,000
UK Banks & Building Societies					51,500,030
Non UK Banks & UK Building Societies					0
TOTAL					80,200,030
Average rate of return				0.53	

	Summary Investments as at 31 December 2016	£'000
	Local Authorities	5,000
	Money Market Funds	22,800
	UK Banks & Building Societies	79,192
	Non UK Banks & UK Building Societies	0
	TOTAL	106,992

	Summary Investments as at 30 September 2016	£'000
	Local Authorities	5,000
	Money Market Funds	43,200
	UK Banks & Building Societies	57,500
	Non UK Banks & UK Building Societies	52,000
	TOTAL	157,700

	Summary Investments as at 30 June 2016	£'000
	Local Authorities	13,000
	Money Market Funds	54,500
	UK Banks & Building Societies	73,400
	Non UK Banks & UK Building Societies	22,500
	TOTAL	163,400

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Appendix Hi - Customer and Support Group Benefits Realisation						
FINANCIAL YEAR		2013/14	2014/15	2015/16	2016/17	Other years
		£'000	£'000	£'000	£'000	£'000
1)	CSG baseline - revenue	17,573	30,125	30,125	30,125	201,934
	CSG baseline - capital	3,400				3,400
	CSG managed budget	5,036	8,633	8,633	8,633	46,761
	Total baseline	26,009	38,758	38,758	38,758	248,695
1b	Payments made to Capita	35,963	24,482	26,672	48,571	129,908
1a	Payments made to Capita in relation to pre contract and interim service agreement	14,933				14,933
	Adjustment for payments not relating to CSG contract	(1,174)				(1,174)
	Adjustment for refund of part of the Interim Service Agreement	(4,056)				(4,056)
	Accrual Adjustment for payment in advance	(24,870)	2,094	(511)	(20,924)	44,211
	Managed budgets payments	5,036	8,633	6,225	4,073	19,540
	Total in year cost of transferring services comparable to baseline	25,831	35,208	32,386	31,720	193,659
	Savings on core contract	177	3,549	6,372	7,038	55,036
						72,172
2)	Reducing number of Single Persons Discounts (net)	191	382	509	509	3,052
	Reductions in SPD achieved (net)	714	409	733	733	
	Gainshare paid on achieving reductions and contractor costs	259	254	151	151	
						815
3)	Additional Council Tax Income	0	81	377	484	2,904
	Additional CT income achieved (net)	0	148	174	25	
	Gainshare paid on additional income	0	148	174	15	
						337
4)	Additional income achieved (net)	359	411	447	418	
	Gainshare paid on additional income	209	350	412	304	
						1,635
						1,275
CONTRACT YEAR		2013/14	2014/15	2015/16	2016/17	Other years
		£'000	£'000	£'000	£'000	£'000
5)	Procurement savings on wider council spend guaranteed	624	5,916	2,634	3,393	34,407
	Procurement savings achieved (net)	1,030	6,684	2,834	3,383	
	Gainshare paid on savings achieved	482	1,092	1,867	1,981	
						5,422
	Savings expected	992	9,928	9,892	11,423	95,399
	Savings made	2,280	11,201	10,559	11,597	
						127,635
						35,637
FINANCIAL YEAR		2013/14	2014/15	2015/16	2016/17	Other years
		£'000	£'000	£'000	£'000	£'000
6)	Actual Payments made to Capita in relation to contractual adjustments	324	1,680	1,754	4,511	
						8,268
7)	Project Spend					
	Capital -					
	Schools build	535	2,182	1,350	962	
	Non Schools Investment	295	840	935	1,979	
						5,029
	Transformation programme -					
	Childrens & Families Portfolio	630	1,951	1,561	2,428	
	Adults & Health Portfolio	322	1,481	3,511	1,907	
	Environmental Portfolio	301	602	290	1,124	
	Growth & Development Portfolio		158	83		
	Central	344	3,062	4,308	4,865	
						12,579
	Programme Management		717	698	2,452	
						3,867
	Accrual Adjustment for payment in advance					1,543
	Additional chargeable work outside of the contract					
	Print and Postage, DBS checks, Occupational Health, etc.	381	837	911	1,040	
	IT requests (over and above refresh)		652	196	350	
						3,169
						1,198
		2,808	12,483	13,843	17,107	1,543
						47,784
	Payments to Capita in relation to CSG	54,977	40,488	44,873	72,640	
	Actual amounts paid for current year to 31/03/16					212,978

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Appendix Hii - CSG Contract Payments

Invoice Date	Invoice Number	Amount	Invoice Type	Invoice Contract	Qtr
19/01/2017	6003477690	£ 35,953.84	CSG Contract Payment	CSG Invoice 3	Q4
23/01/2017	6003479710	£ 48,466.57	CSG Contract Payment	CSG Invoice 3	Q4
03/11/2016	6003428485	£ 25,258.21	CSG Contract Payment	CSG Invoice 2	Q4
10/11/2016	6003432461	£ 14,287.36	CSG Contract Payment	CSG Invoice 2	Q4
23/01/2017	6003479708	£ 27,657.52	CSG Contract Payment	CSG Invoice 2	Q4
26/01/2017	6003481465	£ 186,858.74	CSG Contract Payment	CSG Invoice 1	Q4
27/01/2017	6003483603	£ 7,464.45	CSG Contract Payment	CSG Invoice 3	Q4
27/01/2017	6003483929	£ 11,942.90	CSG Contract Payment	CSG Invoice 3	Q4
27/01/2017	6003483618	£ 201,614.00	CSG Contract Payment	CSG Invoice 3	Q4
27/01/2017	6003483620	£ 37,430.00	CSG Contract Payment	CSG Invoice 3	Q4
27/01/2017	6003483619	£ 23,420.00	CSG Contract Payment	CSG Invoice 3	Q4
01/02/2017	6003485603	£ 82,641.52	CSG Contract Payment	CSG Invoice 1	Q4
14/12/2016	6003455834	£ 15,625.00	CSG Contract Payment	CSG Invoice 2	Q4
14/02/2017	6003493243	£ 26,956.50	CSG Contract Payment	CSG Invoice 3	Q4
14/02/2017	6003493242	£ 618,532.16	CSG Contract Payment	CSG Invoice 3	Q4
17/02/2017	6003494793	£ 31,141.17	CSG Contract Payment	CSG Invoice 3	Q4
17/02/2017	6003494794	£ 49,491.33	CSG Contract Payment	CSG Invoice 2	Q4
17/02/2017	6003494795	£ 35,233.33	CSG Contract Payment	CSG Invoice 1	Q4
08/03/2017	6003518265	£ 5,741.90	CSG Contract Payment	CSG Invoice 2	Q4
08/03/2017	6003518264	£ 48,510.36	CSG Contract Payment	CSG Invoice 3	Q4
09/03/2017	6003519045	£ 56,608.39	CSG Contract Payment	CSG Invoice 1	Q4
15/03/2017	6003522951	£ 107,556.00	CSG Contract Payment	CSG Invoice 1	Q4
14/03/2017	6003522520	£ 171,552.58	CSG Contract Payment	CSG Invoice 3	Q4
14/03/2017	6003522519	£ 1,089,309.53	CSG Contract Payment	CSG Invoice 3	Q4
23/03/2017	6003527642	£ 9,311.50	CSG Contract Payment	CSG Invoice 3	Q4
24/03/2017	6003528287	£ 1,475.00	CSG Contract Payment	CSG Invoice 3	Q4
29/03/2017	6003533176	£ 69,385.96	CSG Contract Payment	CSG Invoice 3	Q4
29/03/2017	6003533177	£ 45,835.87	CSG Contract Payment	CSG Invoice 2	Q4
		£ 3,085,261.69			

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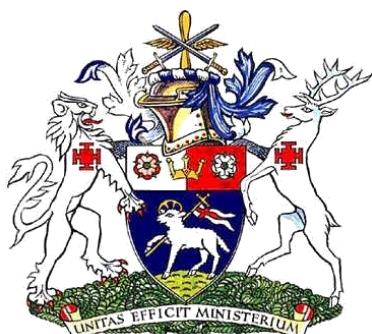
Appendix I - Log of Contract Variations

All approved Contract Variations from 1st January to 31st March 2017¹

Reference	Title	Description	Change Raised by	Status as @31 st March 2017	Financial Impact (over the life of the contract)	Service Impacted
CR119	Cease of Hendon Town Hall Reception Service	End Hendon Town Hall Reception service by the end of Dec 2016	Service Provider	Approved	-£180,624.00	Customer Services
CR099	Permanent Service - Libraries & Children's CR013 and CR064 Extension	<p>Libraries and Children's calls were identified in the contract as "Deferred Services" within the Customer Service Output specification and should have been transferred as an agreed change following service commencement. However, due to the delays in signing the contract the calls were transferred into the contact centre by the Council prior to the Contract Service Commencement Date for CSG and without formal agreement.</p> <p>The parties agreed that the deferred service for Libraries should be treated as a change and that additional staffing should be funded for a period of two years under CR013. The parties also agreed that there would be no charge for Children's calls as Capita would 'absorb' the costs</p> <p>The two year agreement period ended in August 2015. We therefore propose that the Libraries and Children's services should migrate to the Coventry Customer Services Operation on a permanent basis.</p>	Service Provider	Approved	£35,180.88	Customer Services
		TOTAL FINANCIAL IMPACT			£145,443.12	

¹ The full list of Contract Variations (from the start of the contract) is available from the Commercial Team upon request.

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Performance and Contract Management Committee

4 July 2017

Title	New format for Performance Monitoring Report
Report of	Commercial Director
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None
Officer Contact Details	Lindsey Hyde – Strategic Lead, Programmes and Performance lindsey.hyde@barnet.gov.uk

Summary

This report sets out a proposed new format for the Performance Monitoring Report. This will be structured into three parts:

- Part A: Overall performance, including on the Corporate Plan
- Part B: Performance by Theme Committee, in relation to the Commissioning Plans
- Part C: Contract performance, in relation to key strategic contracts - The Barnet Group, Cambridge Education, the Customer and Support Group (CSG) and Regional Enterprise (Re).

Recommendations

1. The Committee is asked to approve the proposed new format for the Performance Monitoring Report.

1. WHY THIS REPORT IS NEEDED

1.1 The quarterly Performance Monitoring Report, which goes to Performance and Contract Management Committee, is lengthy and contains a vast array of data and other information. Following feedback, the content and format of this report has been reviewed. A new format is proposed, which will provide the Committee with a more focused overview of performance and contract management activity.

1.2 It is proposed that the report is structured into three parts:

- **Part A – Overall performance.** The proposed approach is to provide:
 - An overview of Corporate Plan performance, including key successes/challenges (see paragraph A.1 - A.4)
 - Overall budget position, including revenue, capital, savings and provisions/reserves (see paragraph A.6 – A.12)
 - Human resources, including workforce and agency (see paragraph A.13 - A.16)
 - Summary of corporate risks, focusing on additional mitigating actions being taken to ‘treat’ high level risks; risks that have changed score; and any new risks (see paragraph A.17 – A.20)
 - Summary of back office functions delivered by the Commissioning Group and Assurance (see paragraph A.21 – A.26).
- **Part B – Performance by Theme Committee.** For each of the six Theme Committees (Adults and Safeguarding; Children, Education, Libraries and Safeguarding; Assets, Regeneration and Growth; Housing; Environment; and Community Leadership), the following areas are set out:
 - Reminder of the Theme Committee’s priorities
 - An overview of Commissioning Plan performance, including progress on key activities and transformation delivery
 - Key performance indicators
 - Budget position, including revenue and capital for Services within the Theme Committee remit
 - Summary of risks, focusing on additional mitigating actions being taken to ‘treat’ high level risks; and any new risks.
- **Part C – Contract performance.** For key strategic contracts (The Barnet Group, Cambridge Education, the Customer and Support Group (CSG) and Regional Enterprise (Re)), the following areas of contract management are set out:
 - An overview of contract performance
 - Key performance indicators (KPIs)
 - Summary of risks, focusing on additional mitigating actions being taken to ‘treat’ high level risks; and any new risks
 - Contract variations.

1.3 It is proposed that the following information should be taken out of the report and made available on the website only, with a separate report provided to the Committee potentially twice a year.

- Housing Revenue Account
- Dedicated Schools Grant
- Funding of Capital Programme
- Write-offs and debt information
- Treasury Outturn
- Investment Performance
- Debt Management.

1.4 The proposed content of the new report will support the principle of reporting the right information to provide the right type of scrutiny in line with the Committee's responsibilities. The report will seek to provide a more focused overview of performance and contract management activity. Contract data will continue to be published on the Open Barnet data portal. All other performance reports will feed into the new report for scrutiny by this Committee. It is proposed that the service performance reports published quarterly on the council website at <https://barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html> will cease.

1.5 This report outlines the proposed new format using data and information from the Quarter 4/End of Year 2016/17 Performance Monitoring Report. This is a retrospective report that looks back over the past financial year (ending in March 2017). The full content for each part of the report is still being worked through. The proposed appendices are not provided, but will include:

- Corporate risk register
- Revenue and capital outturns
- Provisions and reserves
- Prudential indicators
- Investments outstanding
- CSG contract benefit realisation tracking
- Re contract benefit realisation tracking.

PART A: OVERALL PERFORMANCE (CORPORATE PLAN)

OVERVIEW OF CORPORATE PLAN PERFORMANCE

- A.1 The Corporate Plan sets out the aspiration to deliver quality modern services to residents at the best possible value to the tax payer. This report provides an overview of the council's performance and financial position, including progress against the Corporate Plan.
- A.2 The council's priorities are underpinned by a commitment to continual improvement in customer services. There has continued to be a high level of satisfaction with Barnet as a place to live (85%), which remains above the national average (83%); whilst satisfaction with the way the council runs things (71%) is on par with the national average (71%). Customer satisfaction with web and face-to-face services has consistently improved over the year, with Barnet achieving Top 10 ranking in GovMetric's satisfaction league tables. The council is continuing to invest in customer services through the Customer Transformation Programme and wants customers to experience a consistently high quality service that rapidly resolves queries and requests.
- A.3 Other notable successes over this period have included: Barnet schools performing within the Top 10% in the country (ranking 5th for Attainment 8 and 4th for Progress 8); implementation of new approaches to social care practice, leading to improvements in the quality of social care such as the new strengths-based approach in Adults and practice improvement work in Family Services; new contracts such as with the Alzheimer's Society delivering services to provide dementia support services and Your Choice Barnet to support people with learning disabilities to live independently and access employment; a high level of public support for enforcement to address behaviour that results in the degradation of the environment, with over 3,000 fixed penalty notices issued since the Keep Barnet Clean trial started in July 2016.
- A.4 Notable challenges have included: pressure across the health and social care system has resulted in delayed discharges from acute hospitals, community hospitals and mental health in-patient services due to the availability of homecare and nursing care. This has been an issue across North Central London and a joint programme of work is being developed with NHS partners to stimulate the social care provider market; placements into temporary accommodation have increased by 4.2% despite measures to manage homelessness demand, including 646 private sector lettings and 972 homelessness preventions.

Performance indicators

- A.5 Table 1 below sets out the End of Year (EOY) position for the basket of 81 indicators in the Corporate Plan. 77 indicators have been reported at the End of Year (EOY) 2016/17. Of these, 65 have been given a RAG rating and 60 have been given a Direction of Travel (DOT) status. 63% (41) are "on or above target" and 60% (36) are the same/improved from last year. Indicators RAG rated as Red are outlined in **Part 2: Performance by Theme Committee** in paragraphs X to X.

Table 1: Corporate Plan Indicators (EOY 2016/17)

	Green	Green Amber	Red Amber	Red	Improved/ Same	Worsened
Total	63% (41)	9% (6)	5% (3)	23% (15)	60% (36)	40% (24)

OVERALL BUDGET POSITION**Final revenue outturn**

- A.6 The General Fund revenue outturn (after reserve movements) is £283.298m, which is an adverse variance of £8.330m (3.0 per cent) compared with the revised budget of £274.968m. See table 2 below, which provides a summary of the General Fund revenue outturn for 2016/17 compared with the revised budget.

Table 2: Summary Revenue Outturn 2016/17

Service	Original Budget £000	Revised Budget £000	Outturn £000	Variance from Revised Budget Adv/(fav) £000	Variance from Revised Budget Adv/(fav) %
Adults and Communities	85,400	86,808	92,161	5,353	6.2
Assurance	3,793	3,847	3,846	(1)	-
Births, Deaths & Marriages (Registrar Service)	(160)	(162)	63	225	(138.8)
Central Expenses	51,381	41,800	41,298	(502)	(1.2)
Commissioning Group	19,288	20,200	20,200	-	-
Customer and Support Group (CSG)	22,120	22,086	22,586	500	2.3
Education and Skills	6,940	7,084	7,257	173	2.4
Family Services	46,647	54,863	55,289	426	0.8
HB Public Law	2,011	2,011	2,125	114	5.7
Housing Needs and Resources (Barnet Homes)	4,976	5,559	7,365	1,806	32.5
Parking and Infrastructure	(1,933)	(1,838)	(1,838)	-	-
Public Health	18,544	18,055	18,055	-	-
Regional Enterprise (Re)	1,134	1,130	1,364	234	20.7
Street Scene	13,896	13,525	13,527	2	-
Total	274,036	274,968	283,298	8,330	3.0

- A.7 The top contributors to the variance from budget are **Adults and Communities** and **Housing Needs and Resources**.
- A.8 The overspend of £5.353m within **Adults and Communities** represents 6.2 per cent of the total Delivery Budget (£86.808m).
- The care budgets within Adults and Communities have seen significant overspends since 2014/15 as a result of rising demand for services and increasing complexity in relation to those supported. The main pressure for learning disabilities also continues to be in relation to clients' complex needs increasing and individuals transitioning from children's services into adult services. There are further pressures on the Learning Disability budget resulting from Ordinary Residents clients transitioning into Barnet. In 2016/17, demand continued to grow for older adults placements with a

particular growth in clients with dementia requiring complex packages of care.

- The Deprivation of Liberty Safeguards (DOLS) service also continued to have significant pressures in 2016/17, as a result of Supreme Court judgements in 2014/15 and a loss of grant funding since 2015/16.
- To offset these demand pressures, the service achieved savings in third party contracts in the prevention and wellbeing area and has made significant staff savings across the delivery unit.

- A.9 The overspend of £1.806m within **Housing Needs and Resources** represents 32.5% of the total budget (£5.559m). The overspend has been driven by a sustained demand for temporary accommodation and high rental prices exceeding government payments received by the council.

Final capital outturn

- A.10 The outturn expenditure on the council's capital programme is £137.311m, £99.485m of which relates to the General Fund programme and £37.826m to the HRA capital programme. This is a variance of £38.492m against the latest approved budget of £175.803m. Table 3 below summarises the actual expenditure, budget and variance by service.

Table 3: Capital Programme Outturn 2016/17

Service	2016/17 Budget £000	Additions/ (Deletions) £000	(Slippage)/ Accelerated Spend £000	2016/17 Outturn £000	Variance from Approved Budget £000	Variance from Approved Budget %
Adults and Communities	1,380	661	(73)	1,968	588	(5.3)
Commissioning Group	16,820	-	2,032	18,852	2,032	12.1
Education and Skills (including schemes managed by Schools)	40,013	1,205	(13,188)	28,030	(11,983)	(33.0)
Family Services	5,523	-	(3,874)	1,649	(3,874)	(70.1)
Housing Needs & Resources (Barnet Homes)	8,870	-	(4,798)	4,072	(4,798)	(54.1)
Parking and Infrastructure	1,196	-	(75)	1,121	(75)	(6.3)
Regional Enterprise (Re)	60,875	55	(18,222)	42,708	(18,167)	(29.9)
Street Scene	1,908	-	(823)	1,085	(823)	(43.1)
General Fund Programme	136,585	1,921	(39,021)	99,485	(37,100)	(28.6)
HRA (Barnet Homes)	39,218	-	(1,392)	37,826	(1,392)	(3.5)
Total Capital Programme	175,803	1,921	(40,413)	137,311	(38,492)	(23.0)

- A.11 The capital outturn is £38.492m (23.0%) lower than the latest approved budget, primarily due to slippage. The principal variances from budget and the reasons for these are as follows:

- The **Adults and Communities** capital programme shows a variance from budget of £0.588m. This is due to increased expenditure on the investing in IT project; this project also requires a further £820k in 2017/18 that is yet to be approved.
- The **Commissioning Group** outturn includes accelerated spend from the 2017/18 allocation on the Depot relocation project where expenditure has been incurred more quickly than previously thought.

- The **Education and Skills** forecast includes slippage of £13.188m, mainly as a result of school building and expansion funding being re-profiled into future years.
- The **Housing Needs and Resources** programme has decreased by £4.798m. This is primarily due to delays in the commencement of the new Registered Provider, Open Door.
- The **Re** delivery unit capital programme has decreased by £18.167m. This is due largely to expenditure on the office build and Thameslink Station slipping into 2017/18.
- The **HRA** forecast shows a decrease of £1.392m, which is due to direct acquisitions that did not complete before the end of the financial year.

Savings

- A.12 In 2016/17 the council budgeted to deliver £19.554m of savings. Table 4 below summarises the value of savings that have been achieved against the savings programme. In total, £19.067m of savings has been delivered, which represents 97.5% of the target.

Table 4: Savings 2016/17

Service Area	2016/17 MTFS savings £000	Savings achieved £000	Percentage of savings achieved £000
Adults and Communities	3,383	3,383	100.0
Assurance	356	356	100.0
Central Expenses	6,995	6,716	96.0
Commissioning Group	2,406	2,406	100.0
Education and Skills	85	85	100.0
Family Services	1,986	1,833	92.3
Housing Needs and Resources	200	200	100.0
Regional Enterprise	2,253	2,253	100.0
Street Scene	960	905	94.3
Special Parking Account	930	930	100.0
	19,554	19,067	97.5

HUMAN RESOURCES

- A.13 Table 7 shows agency staff costs incurred during 2016/17 compared with the previous year. This identifies that agency expenditure has increased by £2.620m in the past year, with agency staff mainly being used to cover vacant posts.

Table 7: Expenditure on Agency Staff 2016/17

Service Area	2015/16 £000	2016/17 £000
Adults and Communities	4,145	3,862
Assurance	153	73
Education and Skills	1,403	2
Family Services	6,324	9,441

Service Area	2015/16 £000	2016/17 £000
Commissioning Group	3,539	4,657
CSG	14	-
HRA	16	36
Parking and Infrastructure	64	346
Re	-	91
Street Scene	2,916	2,686
	18,574	21,194

- A.14 During Quarter 4 2016/17 there has been an average of 1,585 staff (1,344 Full Time Equivalent (FTE)) employed across the council; along with an average of 441 agency staff. Table 8 shows high numbers of agency staff in Street Scene (172) and Family Services (156), but it should be noted that figures are not FTE. Street Scene, for example, has a lot of agency staff that work part-time within Passenger Services. These agency staff operate bus services as part of the Special Educational Needs (SEN) and Adults transport function.
- A.15 A range of measures have been put in place to manage agency staff, including moving people onto permanent and fixed-term contracts. Latest figures (for April 2017) show positive results, with agency staff reducing by 74 to 367 (including a reduction of 37 in Family Services). This has been reflected by an increase in the Headcount and FTE (see tables 9a and 9b).

Table 8: Agency (Q4 2016/17 and April 2017)

	No. of agency staff*	
	Q4 2016/17	April 2017
Adults and Communities	78	70 (-8)
Commissioning Group	35	20 (-15)
Family Services	156	119 (-37)
Street Scene	172	158 (-14)
Overall	441	367 (-74)

*Figures not FTE

Source: HR Establishment Pack (average over 3 months)

Table 9a: Headcount (Q4 2016/17 and April 2017)

	Headcount*	
	Q4 2016/17**	April 2017
Adults and Communities	281	288
Commissioning Group	186	215
Family Services	642	693
Street Scene	476	491
Overall	1,585	1,687

*Excludes vacancies.

Source: HR Establishment Pack (**average over 3 months)

Table 9b: Full Time Equivalent (Q4 2016/17 and April 2017)

	FTE	
	Q4 2016/17**	April 2017
Adults and Communities	249	254
Commissioning Group	175	200
Family Services	497	511
Street Scene	423	433
Overall	1,344	1,398

Source: HR Establishment Pack (**average over 3 months)

- A.16 Work has been undertaken to reduce sickness absence across the council. Sickness absence has reduced to 7.83 days in Quarter 4 2016/17 (from 7.88 days in Quarter 3 2016/17), but remains higher than the 6 days target. Sickness absence is particularly high in Adults and Communities at 9.71 days and Street Scene at 9.59 days. Plans are in place to bring down the level of sickness absence, with a focus on Adults and Communities and Street Scene in particular.

Table 10: Sickness absence (Q4 2016/17)

	Average days lost per FTE (rolling 12 months)
Adults and Communities	9.71
Commissioning Group (incl. CE)	3.94
Family Services	6.92
Street Scene	9.59
Overall	7.83

Source: HR Dashboard (average over rolling 12 months)

SUMMARY OF CORPORATE RISKS

- A.17 The corporate risk register includes strategic risks and escalated service risks (scoring 15 and above). Risks are managed in line with the risk management framework, where the following definitions apply:

- Tolerate – this means **accepting the risk** with the existing controls and mitigations in place
- Treat – this means **actively managing the risk** through the implementation of additional mitigating actions.

- A.18 The risk registers are live documents with new risks emerging and risk scores changing at any time. The risks set out in the corporate risk register provide a snapshot in time (as at April 2017).

Strategic risk register

- A.19 There are four high level risks (scoring 15 and above) on the strategic risk register. Two are being managed as ‘tolerate’ and relate to budget management and two are being managed as ‘treat’ and relate to the transformation programme and safeguarding.

Tolerate risks

- **STR004 - In-year budget reduction (risk score 15).** This risk relates to the uncertainty and lack of clarity on the impact of changes in the national and regional political landscape. This risk is being managed as tolerate as there is little that Barnet Council can do to minimise the risk of central government changing policy. Existing mitigations centre on regular liaison with central government contacts and lobbying.
- **STR005 – Growth assumptions in the budget (risk score 15).** This risk relates to ‘not meeting growth assumptions in the budget as a result of income targets not being met or transformation programmes not being delivered successfully’. Income generation and programme delivery risks are managed and mitigated in other risk registers, therefore there is little that the risk owner can do to reduce the risk beyond those actions.

Treat risks

- **STR003 - Delivery of transformation programmes (risk score 15).** The mitigating actions are intended to ensure that all transformation programmes are delivered to deadline and within budget. Therefore, the mitigating actions centre on ensuring that the staff involved in programme delivery are skilled in programme and project management methods. Most of the mitigating actions were delivered by March 2017. The risk will be reviewed in Quarter 1 2017/18 and is anticipated to reduce as good progress has been made in delivering the transformation programmes.
- **STR007- Significant safeguarding incident (risk score 15).** The likelihood of a significant safeguarding incident occurring can never be completely mitigated. However, the likelihood will be reduced through practice improvement and quality assurance activity within Adults and Communities and Family Services. Most mitigating actions were delivered by the end of March, with one due in April 2018. The risk owners will again review the mitigating actions in Quarter 1 2017/18 and assess the effect on the residual risk score.

Service risk registers

- A.20 Information on the escalated service risks (scoring 15 and above) can be found in the **Part 2: Performance by Theme Committees** section further down in this report.

SUMMARY OF BACK OFFICE FUNCTIONS¹

A.21 This section reviews performance for back office functions carried out by Assurance and Commissioning Group teams.

Revenue					
Service	Original Budget £000	Revised Budget £000	Outturn £000	Variance from Revised Budget Adv/(fav) £000	Variance from Revised Budget Adv/(fav) %
Assurance	3,793	3,847	3,846	(1)	-
Commissioning Group	19,288	20,200	20,200	-	-

A.22 The revenue outturn shows Assurance with a £1k underspend; whilst the Commissioning Group finished the year on budget.

Capital						
Service	2016/17 Budget £000	Additions/ (Deletions) £000	(Slippage)/ Accelerated Spend £000	2016/17 Outturn £000	Variance from Approved Budget £000	Variance from Approved Budget %
Commissioning Group	16,820	-	2,032	18,852	2,032	12.1

A.23 The capital outturn for the Commissioning Group includes accelerated spend from the 2017/18 allocation on the Depot relocation project where expenditure has been incurred more quickly than previously thought.

Progress on key activities

A.24 Successes

- Efforts put into improving customer services over the year have paid dividends with 13 of the 16 indicators on the customer experience dashboard (table 11) ending the year on or above target. The emphasis on continuous improvement has led to web and face-to-face services being ranked in the Top 10 in GovMetric's satisfaction league tables. Improving the web offering has been central to delivering the council's long-term strategy, so it has been particularly encouraging to see the focus on this area paying off, with web satisfaction rising from 46% in Quarter 1 2016/17 to 55% in Quarter 4 2016/17. Web has not been the only area where there has been significant improvement. Satisfaction for all channels, excluding web, has achieved 91% in Quarter 4 2016/17. The council will continue to focus on these areas, alongside those areas requiring improvement e.g.
 - **Percentage of cases delivered within SLA** – 87% against a target of 92%.
 - **Percentage of cases delivered within SLA for customers needing additional support** - 91% against a target of 92%. Performance was particularly low in Street Scene at 84%.

¹ Managed by Assurance and the Commissioning Group, including customer experience

- **Percentage of council desk phones answered** - 77% against a target of 95%. Initial improvement measures have been implemented and further initiatives are planned for Quarter 1 2017/18.

Table 11: Customer experience dashboard (Q4 2016/17)

Indicators	Q4 2016/17 Target	Q3 2016/17	Q4 2016/17	DoT
% Customers that rate customer service as 'Good' (GovMetric)	88%	89%	91%	↑
% Customers that rate the website as 'Good' (GovMetric)	51%	52%	55%	↑
% CSG Self-service contacts	42%	43%	42%	↓
% CSG Right first time contacts	72%	74%	79%	↑
% CSG Webforms responded to within SLA (5 days)	95%	97%	100%	↑
% CSG Emails responded to within SLA (5 days)	95%	96%	100%	↑
% of cases delivered within SLA ²	92%	85%	87%	↑
% of cases delivered within SLA for customers needing additional support	92%	98%	91%	↓
Case Closure Survey (sum of 'Very good' and 'Good' ratings)	65%	63%	66%	↑
% Complaints responded to within SLA	90%	93%	91%	↓
% Members Enquiries responded to within SLA (5 days)	98%	99%	99%	→
% Members Enquiries cases closed in 5 days	-	79%	79%	→
% FOIs resolved within SLA	90%	98%	97%	↓
% Contact centre calls answered in total, including IVR ³	95%	96%	96%	→
% Council desk phones answered in total	95%	79%	77%	↓
Non-appointment average wait (min) ⁴	5 min	3m 34 s	2m 39s	↑
Appointment avg wait (min)	5 min	2m 13 s	n/a ⁵	n/a

- The council has been **recognised as a Local Government Transparency Champion by the Cabinet Office** for setting high standards in the field of transparency and Open Data. 18% of Freedom of Information (FOI) requests are now answered using published data and information (more than double the 8% in 2015/16). There has also been a 50% reduction in requests regarding Business Rates, due to the publication of data.
- The Business Case for implementation of Unified Communications, Electronic Document Management (EDM) pilot and Choose Your Own Device approach has been approved as part of **The Way We Work Programme**.
- Internal Audit has been shortlisted for a **Public Finance Innovation Award** in the category of Innovation in Internal Audit. Barnet is one of the

² Data primarily covers Parking, Assisted Travel, Highways and Planning and Revenues and Benefits

³ Re, CSG and Barnet Homes. Barnet Homes target is 92%.

⁴ 16,441 non-appointments, 0 pre-booked appointments, 4,652 non-appointments with Barnet Homes / Housing Options. Measurement by Qmatic: total wait time of customers taking a ticket / total number of customers taking a ticket.

⁵ There were no pre-booked appointments in Q4 2016/17.

founding members of the Cross Council Assurance Service (CCAS), along with Islington, Camden, Lambeth, Enfield and Harrow.

- Blue Badge Fraud and Misuse has featured heavily within the **CAFT programme**. CAFT resource has been increased to combat this area of fraud, which has resulted in 23 successful prosecutions and 43 Formal Cautions. Tenancy Fraud investigations have resulted in 64 properties being recovered, of which six succession applications and 13 emergency accommodation properties were cancelled. CAFT interventions in this area have resulted in 17 'Right to Buy' applications and 10 new Housing applications being denied.
- 57 people have signed up to the **Barnet Youth Assembly**, making it the largest group of its kind in the country. The Youth Assembly has been focusing on different themes; hearing from influential speakers and debating motions.

Performance indicators

A.25 Eight Corporate Plan Indicators relate to back office functions. Two indicators are "below target", with one indicator RAG rated as Red:

- **Performance of services** – 71% against a target of 80%. In comparison to other single tier and county councils, Barnet has achieved above benchmarks for 20 out of 28 metrics across themes including Education, Children's Services, Adults' Services, Housing, Planning and Environment (Regulatory Service).

Corporate Plan Indicators									
Ref		Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking
CPI	CG/S22	Council Tax collection	Bigger is Better	Apr 2016 - Mar 2017	Monitor	98.5%	98.63%	Worsening	Outer London 96.8% (June 2016, DCLG)
CPI	CG/S23	Business rate collection	Bigger is Better	Apr 2016 - Mar 2017	Monitor	99.1%	98.90%	Improving	Outer London 98.4% (June 2016, DCLG)
At the end of Quarter 4, the Council Tax four-year collection rate had been 98.5% against a year-end target of 98.49%. The Business Rates four-year collection rate had been 99.1% against a year-end target of 99%. An additional £4.263m has been collected in Council Tax compared to the same time last year. The forecast net annual collectable Council Tax as at March 2017 is £194.3m - an estimated increase of £3.8m compared to March 2016.									
CPI	CG/S19 (RPS - Biannual)	Percentage of residents who report it is easy to access council services ⁶	Bigger is Better	Spring 2016	67%	66% (G)	71%	Worsening	No benchmark available

⁶ A representative sample of 500 residents (adults, 18+) from across the London Borough of Barnet. Confidence intervals for a sample of 500 = +/-4.4% (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%). London data taken from Survey of Londoners 2014/15 (November 2014) - a representative random sample of approximately 1,000 adults in London. National data taken from LGA public poll on resident satisfaction (October 2016) – a representative random sample of approximately 1,000 British adults polled by telephone once a quarter.

Corporate Plan Indicators									
Ref		Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking
CPI	CG/S14 (RPS - Biannual)	Percentage of residents who are satisfied with the way the council runs things ⁶	Bigger is Better	Autumn 2016	73%	71% (G)	74%	Worsening	London 70% (November 2014, Survey of Londoners) National 71% (October 2016, LGA Survey)
CPI	CG/S24	Overall satisfaction with customer services (excluding web)	Bigger is Better	Apr 2016 - Mar 2017	88%	91% (G)	77%	Improving	No benchmark available
CPI	CG/S25	Satisfaction with the council's website	Bigger is Better	Apr 2016 - Mar 2017	51%	55% (G)	42%	Improving	No benchmark available
CPI	CG/S26	Customer cases that are closed within the agreed timescales	Bigger is Better	Apr 2016 - Mar 2017	92%	83.8% (RA)	70%	Improving	No benchmark available
Improvement measures are being introduced such as a regular monitoring and review process and sharing resources with other Capita UK teams to meet demand peaks and cover absences.									
CPI	CG/S15	Performance of services	Bigger is Better	Jan-Mar 2017	80%	71% (R)	77%	Worsening	No benchmark available

Risk management

- A.26 There are 19 risks on the Assurance risk register and 22 risks on the Commissioning Group risk register, which are being managed in line with the council's risk management framework. None are high level risks (scoring 15 and above).

PART B: PERFORMANCE BY THEME COMMITTEE (COMMISSIONING PLANS)

ADULTS AND SAFEGUARDING COMMITTEE

- B.1 The priorities for Adults and Safeguarding Committee are **developing best practice social care**, focused on what people can do and how they can help themselves; **diversifying Barnet's accommodation offer** to help more people live independently; **transforming day care provision** to ensure that people remain active and engaged through access to employment and volunteering; **integrating health and social care services** to prevent crises and help individuals stay well and in their own homes; and **improving the borough's leisure facilities** to support and encourage active and healthy lifestyles.

Revenue					
Service	Original Budget £000	Revised Budget £000	Outturn £000	Variance from Revised Budget Adv/(fav) £000	Variance from Revised Budget Adv/(fav) %
Adults and Communities	85,400	86,808	92,161	5,353	6.2

- B.2 The revenue budget has been overspent by £5.353m.
- The care budgets have seen significant overspends since 2014/15 as a result of rising demand for services and increasing complexity in relation to those supported. The main pressure for learning disabilities also continues to be in relation to clients' complex needs increasing and individuals transitioning from children's services into adult services.
 - There have been further pressures on the Learning Disability budget resulting from Ordinary Residents clients transitioning into Barnet. Demand has continued to grow for older adults placements, with a particular growth in clients with dementia requiring complex packages of care.
 - The Deprivation of Liberty Safeguards (DOLS) service also continued to have significant pressures in 2016/17, as a result of Supreme Court judgements in 2014/15 and a loss of grant funding since 2015/16.
 - To offset these demand pressures, the service has achieved savings in third party contracts in the prevention and wellbeing area and has made significant staff savings.

Capital						
Service	2016/17 Budget £000	Additions/ (Deletions) £000	(Slippage)/ Accelerated Spend £000	2016/17 Outturn £000	Variance from Approved Budget £000	Variance from Approved Budget %
Adults and Communities	1,380	661	(73)	1,968	588	(5.3)

- B.3 The capital programme has a variance of £0.588m, which relates to increased expenditure on the Investing in IT project. This project will also require a further £820k in 2017/18.

Progress on key activities

B.4 Successes

- The Barnet Integrated Locality Team (BILT), a key scheme within the Better Care Fund, has been well established across the borough. The team provides **community based support to service users and patients** who are at risk of an unplanned accident and emergency attendance or unplanned admission into an acute setting within the next 12 months. Along with the Rapid Response service and other key services, including the ageing well programme and the Dementia Hubs, patients and service users are able to access preventative and support services within a community setting.
- A programme of work has been launched to make Barnet a **dementia friendly** borough, including commissioning the Alzheimer's Society to provide dementia support services within the community - dementia advisors, dementia cafes, dementia day opportunities service and carer support. In addition, the Alzheimer's Society has developed a Dementia Hub in Hendon, providing a visible presence for the integrated dementia support services. They will work closely with the re-modelled Memory Assessment Service provided by the Barnet Enfield and Haringey Mental Health Trust. A number of organisations have signed up to form the Barnet Dementia Action Alliance, which was launched during Dementia Awareness Week in May 2017.
- The council has continued to invest in the care market delivering on its Care Act responsibilities to develop and sustain a high quality, diverse market place for social care services. The Integrated Quality in Care Homes Team have delivered a programme of good practice sharing and improvement support including a wide range of forums for all care homes including dedicated events on end of life, mental capacity, pressure care, safeguarding and dementia. Targeted work to improve services with failing providers has resulted in 13 providers achieving an improved CQC rating upon re-inspection.
- A **strengths-based approach to adults' social care** has been implemented, which aims to improve quality of practice, promote resilience for service users and reduce the reliance on funded packages of care. A strengths-based practice training programme has been rolled out across operational teams and the programme was shortlisted for the Creative and Innovative Social Work Practice award at the Social Worker of the Year awards. **CareSpace** – the second wave of assessment hubs – has been rolled out across the borough, enabling operational teams to make stronger links with local communities and service users to have better access to community resources, with two hubs (the Independent Living Centre and Anne Owens) co-located with local voluntary and community sector (VCS) organisations. Over 20% of Adult Social Care referrals are now being met through hub appointments rather than home visits (up from 8% last year). A third hub will launch in the summer 2017.
- A range of innovative new care and support services have been introduced during the year helping to reduce the number of referrals into

social care (from 2,633 in 2015/16 to 1,073 in 206/17⁷). These include a new telecare service; revised accommodation and support offer (such as Neighbourhood Networks); supported living for people with complex disabilities and health needs and the Crash Pad emergency respite service for people with learning disabilities; access to employment support services and a new Personal Assistants (PAs) service (via Your Choice Barnet); Carers Dementia and Support; Ageing Well, Homeshare, Neighbourhood Day for Older People and the Shared Lives service (in partnership with the London Borough of Harrow). These will lead to improved quality of life for residents and lower cost to the council.

- A **reorganisation of services for people with mental health issues** has been implemented with a greater focus on enablement and preventative services and a holistic person-centred approach to meeting people's needs.
- Former residents of Moreton Close have been rehoused in suitable accommodation following individual assessments; and the build contract for the **extra care scheme** has been awarded, with work commencing on site. Funding has been agreed for the development of an additional two extra care schemes and initial feasibility work is underway.
- A range of innovative **new care and support services** have been commissioned, including the supported employment offer (supports job searches and people moving into work) delivered in partnership with the voluntary sector; a new Personal Assistants (PAs) service, delivered by Your Choice Barnet, and the Shared Lives service, delivered in partnership with London Borough of Harrow.
- Planning Applications for **leisure centres** at Barnet Copthall and New Barnet have been approved by the Planning Committee on 25 January 2017. Further surveys and reports to ensure sufficient detail is provided to allow discharge may result in some additional cost pressure. Construction will start on site in the summer 2017.

B.5 Challenges

- Managing the **continuing financial pressure on Adult Social Care** has been a challenge, with the final outturn showing an overspend of £5.353m.
- Delayed transfers of care – an indicator of the pressure across the health and social care system – have performed below target throughout the year. At the end of year, delays due to both health and social care were at 9.9 per 100,000 against the target of 7.35. Social care delays were at 5.1 against a target of 2.5 per 100,000. These indicators include delayed discharges from acute hospitals, community hospitals and mental health in-patient services. The council has taken part, with NHS partners, in a review to explore the root causes of issues in A&E performance, including the impact of delayed discharges. This found that Barnet does not have issues with delays caused by social care assessments or by the availability of equipment. However, issues were raised in relation to the availability of homecare and nursing care; although residential care capacity was perceived to be less of an issue. Other local authorities across North Central London have experienced similar issues with social

⁷ These figures are correct at the time of reporting. However, due to the live nature of the system will be subject to change as people continue to move through the social care system.

care provider capacity and a joint programme of work is being developed with NHS partners to stimulate the provider market. The increase in delayed transfers of care attributable to social care should be seen in the context of significant growth in referrals to social care from NHS services. For example, referrals to adult social care from secondary NHS care increased by 49% (from 2,565 to 3,814) between 2010 and 2015 and the referral level remains high.

Performance indicators

B.6 11 Corporate Plan Indicators in the Adults and Safeguarding Committee Commissioning Plan have been reported. No indicators are “below target”.

B.7 Three Commissioning Plan Indicators are “below target”. None have been RAG Rated as Red.

Corporate Plan Indicators									
Ref		Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking
CPI	AC/S10 (ASCO F 1B) (Annual)	Percentage of people who feel in control of their own lives	Bigger is Better	Apr 2016 - Mar 2017	68.5%	69.4% (G)	68.4%	Improving	CIPFA comparator group average 71.7% (2015/16, ASCOF)
CPI	AC/S3 (ASCO F 1G)	Percentage of adults with learning disabilities who live in their own home or with their family	Bigger is Better	As at 31 March 2017	63.0%	71.6% (G)	63.6%	Improving	CIPFA 68.8% London 70.1% (2015/16, ASCOF)
CPI	AC/S4 (ASCO F 1E)	Percentage of adults with learning disabilities in paid employment	Bigger is Better	As at 31 March 2017	10.8%	10.9% (G)	9.2%	Improving	CIPFA 9.9% London 7.5% (2015/16, ASCOF)
CPI	AC/S5 (ASCO F 1F)	Percentage of adults with mental health needs in paid employment	Bigger is Better	As at 31 March 2017	7.2%	7.6% (G)	4.8%	Improving	CIPFA 6.5% London 5.0% (2015/16, ASCOF)
CPI	AC/S6 (ASCO F 1H)	Percentage of adults with mental health needs who live independently, with or without support	Bigger is Better	As at 31 March 2017	83.0%	84.2% (G)	81.0%	Improving	CIPFA 74.4% London 73.5% (2015/16, ASCOF)
CPI	AC/S8	Percentage of new clients, older people accessing enablement	Bigger is Better	Apr 2016 - Mar 2017	63.0%	70.3% (G)	61.5%	Improving	No benchmark available
CPI	AC/S9 ASCOF 2A (2)	Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	Smaller is Better	Apr 2016 - Mar 2017	530	381.9 (G)	New method 2016/17	New method 2016/17	CIPFA 445.2 London 516.5 (2015/16, ASCOF)
CPI	AC/C14	Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64	Smaller is Better	Apr 2016 - Mar 2017	16.60	8.50 (G)	10.63	Improving	Group average 6.9 (Q3 2016/17, LAPS)
CPI	AC/S15 (ASCO F 4A)	Percentage of people who use services who say those services make them feel safe and secure	Bigger is Better	Apr 2016 - Mar 2017	80.1%	79.6% (G)	67.5%	Improving	CIPFA comparator group average 67.8% London 65.9% (2015/16, ASCOF)

Corporate Plan Indicators									
Ref		Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking
CPI	AC/S29	Number of instances of information, advice and guidance provided to carers	Bigger is Better	Apr 2016 - Mar 2017	3000	3226 (G)	New for 2016/17	New for 2016/17	No benchmark available
CPI	PH/S7	Physical activity participation ¹	Bigger is Better	Oct - Dec 2016	59.0%	59.5% (G)	58.5%	Improvin g	England 57.1%; London 57.8% (March 2017, Public Health Outcomes Framework)

Commissioning Plan Indicators (not met target)									
Ref		Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking
SPI	AC/S16 (ASCOF 1C/2A)	Proportion of service users with a direct payment	Bigger is Better	Apr 2016 - Mar 2017	42.0%	37.5% (RA)	40.10%	Worsening	CIPFA 29.5% London 27.6% (2015/16, ASCOF)
Direct Payments continue to be promoted through the support planning process and through challenge at the Panel approval stage. Barnet remains a high performer nationally against this indicator with benchmarking data for 2015/16 showing a comparator group average of 29.5% and a London average of 27.6%									
SPI	AC/S18	Percentage of service users receiving ongoing services with telecare*	Bigger is Better	Apr 2016 - Mar 2017	17.0%	16.2% (GA)	12.7%	Improving	No benchmark available
The new telecare contract is now live. The service is being promoted to social workers, AEOs and SCD to ensure referrals are made and the referrals process itself has been streamlined through the introduction of the new Mosaic case management system.									
SPI	AC/S25	Percentage of Social Care Direct customers who are satisfied or very satisfied with the service they have received post resolution	Bigger is Better	Apr 2016 - Mar 2017	85.0%	80.0% (GA)	100.0%	Worsening	No benchmark available
Satisfaction ratings are being considered as part of the overall review of the Adult Social Care Front Door structure, which is being implemented in 2017/18.									

Risk management

B.8 There are 17 risks on the Adults and Communities risk register, which are being managed in line with the council's risk management framework. Six are high level risk (scoring 15 and above) and are being managed as treat.

- **AC001 - Increased overspend to meet statutory duties (risk score 20).** This risk is being addressed by an in-year recovery plan that includes tighter spending controls and more senior management scrutiny of non-care spend. There is work underway to agree the 2017/18 budget, which will reduce the likelihood of the risk next year. Overall the risk is showing as reducing.
- **AC002 - Failure of care provider (risk score 16).** The service has a number of mitigating actions in place to ensure that providers do not fail including a programme of quality assurance measures. Mitigating actions were delivered in line with the delivery date of January 2017. Unfortunately, despite this, during the early part of this year, the service experienced one homecare provider failing and one nursing home closure. However, the service managed both events successfully and as a result

reduced the residual risk impact score to 4 and the risk is now showing as reducing.

- **AC003 - Unacceptable level of quality services provided by care providers (risk score 16).** This risk is being managed through a programme of quality assurance, practice improvement and provider support. The mitigating actions were delivered by the end of January 2017, but the risk has not reduced. Therefore, the risk owners are reviewing mitigating actions to ascertain how they can be further improved in order to have an impact on the residual risk score.
- **AC004 - Surge in demand from NHS (risk score 15).** This risk concerns the unexpected surge in demand from the NHS. Close partnership work will address this risk and therefore Adult and Communities senior managers are attending monthly meetings between Barnet Council, the Clinical Commissioning Group and NHS Provider Trusts to discuss and manage pressures in the system. The current delivery date for this action is ongoing, so it is not clear when we can expect to see a reduction in the risk score. This is being reviewed to add some more specific delivery dates where possible.
- **AC008 - Non-adherence to safeguarding policies and procedures (risk score 15).** This risk is being managed by internal and external case audit processes and recruitment to critical vacant posts. An internal audit is to be completed by April 2017. This action will be reviewed during Quarter 1 2017/18, after delivery of the internal audit, and the risk owner will update with a new delivery date.
- **AC011- Breach of mental capacity act or code of practice (risk score 15).** A review has begun that will establish how existing resources can be allocated to streamline the process and target priority cases. This risk is aligned to STR007 Significant safeguarding incident. Actions to address this risk are through the monitoring of safeguarding activity, as well as improving safeguarding activities.

PUBLIC HEALTH AND WELLBEING COMMISSIONING PLAN

- B.9 The priorities for Public Health are investing in demand management to put all of **statutory services** – Health Checks, National Child Measurement Programme, Health Visiting, School Nursing, sexual health (GUM) – on a secure footing for the future; ensuring **additional investment** in non-statutory but priority services – e.g. drug and alcohol, smoking cessation, winter-well, mental health, self-care, sport and physical activity – are **targeted to achieve the best possible health outcome; influencing the priorities of our internal and external delivery partners** so that they help to improve the health of Barnet residents; and helping residents to engage with their own health and wellbeing by **investing in community assets to promote health**.

Revenue					
Service	Original Budget £000	Revised Budget £000	Outturn £000	Variance from Revised Budget Adv/(fav) £000	Variance from Revised Budget Adv/(fav) %
Public Health	18,544	18,055	18,055	-	-

B.10 The revenue outturn shows Public Health finished the year on budget.

Progress on key activities

B.11 Successes

- The tier 2 child weight management programme, Alive and Kicking, has received 48 referrals in Quarter 3 2016/17, with 34 children completing the programme. The Alive and Kicking STOP programme has been delivered at three primary schools in the quarter. These ran for 12 weeks and worked with year 5 classes on nutrition and physical activity. 186 children participated, with 44 children identified as being overweight or obese. 80% of children maintained or reduced their BMI z score.
- A Barnet Smoking Cessation Strategy Development Group has been established and a draft Needs Analysis considered. Six days of specialist support have been purchased from Lewisham Stop Smoking Service to look at performance in individual practices/pharmacies. The outcomes of this work will inform the strategy. Other training has included: two rounds of Level 2 training for community stop smoking practitioners (20 new practitioners trained over a 2-day course); update training (20 attendees); 5 volunteers from Barnet Healthwatch trained to deliver Very Brief Advice and take CO readings and direct smokers to local pharmacy or GP practice.

B.12 Challenges

- The targets for the Healthy Schools Programme, including registration for primary and secondary schools and for the bronze have not been reached. A new local quality assurance process has been put in place to review silver and gold applications, which may affect future benchmark performance.
- The provider for mental health employment support has indicated that they can no longer deliver the contract within existing finances. Barnet CCG has been approached to assess their interest in the future of this service. There is also potential for Social Finance funding from social impact bonds.
- Self-management of long-term conditions. Building sufficient momentum to ensure that all Making Every Contact Count (MECC) sessions are adequately filled has been challenging. A range of actions are being explored to promote MECC and ensure ongoing buy-in.

Performance indicators

B.13 Four Corporate Plan Indicators in the Public Health and Wellbeing Commissioning Plan have been reported. Three indicators are “below target” and three are RAG rated as Red.

- **Rate of hospital admissions related to alcohol** – 424.8 against a target of 400. The Adult Substance Misuse Service’s (SMS’s) new Hospital Liaison pathway will help reduce admissions and length of stay. There will also be targeted plans for frequent hospital attenders and interventions for vulnerable adults. Actions have been put in place to improve early identification and ensure effective engagement with harmful and hazardous drinkers. The new Young People’s Substance Misuse Service will also contribute to reducing hospital attendance and admissions. The

service will deliver advice, information, training and safe drinking messages across the Barnet Schools Network and the SMS Education Portal.

- **Excess weight in 10-11 year olds (overweight or obese)** - 34.4% against a target of 32%. Public Health has continued to work closely with partners to improve the health of Barnet residents, including on initiatives to decrease levels of excess weight in 10-11 year olds such as the Alive and Kicking weight management programme for 4-12 year olds and a School Time Obesity Prevention programme delivered in Years 3, 4 and 5. Recently, a new top priority school list based on National Child Measurement Programme results has been developed to target work in particular schools and help reduce obesity levels. In addition, Barnet has been involved with the Great Weight Debate, a London conversation on childhood obesity, and has encouraged residents to have their say on this issue.
- **Smoking prevalence** - 14.6% against a target of 13%. This indicator is based on the Annual Population Survey conducted every year by the Office for National Statistics. Across the UK 320,000 adults complete the survey and the results are scaled up to make projections for each local area. Public Health is addressing a number of issues around quality and data systems; quality of community based support; and increasing use of community based services.

B.14 Six Commissioning Plan Indicators are “below target”. Five are RAG rated as Red:

- **Re-presentations - opiate users** – 13.8% against a target of 12% and **Re-presentations - non-opiate users** – 15.8% against a target of 8%. Performance for re-presentations has improved since the last quarter for both these indicators. The Public Health England Programme Manager, Substance Misuse Service (SMS) Commissioner and Provider will continue to monitor and review performance.
- **Number of schools registered for the Healthy Schools London awards - (a) primary** – 0 against a target of 2. The service has a new THRIVE programme being offered to schools around mental wellbeing and schools that are successful with their applications will need to make sure they are engaged and signed up with healthy schools.
- **Number of schools registered for the Healthy Schools London awards - (b) secondary** – 0 against a target of 1. There is a new service specification in development which will focus on specific targets for secondary schools, which doesn’t exist in the current contract
- **Number of schools reaching bronze award** – 1 against a target of 3. The provider is behind target due to the quarter reports not matching up with term times and contract length.

Corporate Plan indicators									
Ref		Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking
CPI	PH/S4	Rate of hospital admissions related to alcohol (per 100,000) ¹	Smaller is Better	Oct - Dec 2016	400.0	424.8 (R)	404.8	Worsening	No benchmark available

Corporate Plan indicators

Ref		Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking
CPI	PH/S2	Excess weight in 4-5 year olds (overweight or obese) ¹	Smaller is Better	Oct - Dec 2016	21.0%	19.2% (G)	19.9%	Improving	England 22.14%; London 21.97% (17/03/2017; Public Health Outcomes Framework)
CPI	PH/S3	Excess weight in 10-11 year olds (overweight or obese) ¹	Smaller is Better	Oct - Dec 2016	32.0%	34.4% (R)	32.6%	Worsening	England 34.17%; London 38.077% (17/03/2017; Public Health Outcomes Framework)
CPI	PH/S5	Smoking prevalence (aged 18 years and over) ¹	Smaller is Better	Oct - Dec 2016	13.0%	14.6% (R)	13.2%	Worsening	England 16.93%; London 16.26% (17/03/2017; Public Health Outcomes Framework)

14.6% against a target of 13%. This indicator is based on the Annual Population Survey conducted every year by the Office for National Statistics. Across the UK 320,000 adults complete the survey and the results are scaled up to make projections for each local area. Public Health is addressing a number of issues around quality and data systems; quality of community based support; and increasing use of community based services.

Commissioning Plan indicators (not met target)

Ref		Indicator	Polarity	Period Covered	2016/17 Annual Target	Q3 2016/17 Target	Q3 2016/17 Result	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking
SPI	PH/C12	Successful treatment - alcohol users	Bigger is Better	Oct-Dec 2016	42.0%	42.0%	41.0% (GA)	36.6%	Improving	National 39.3% (March 2017, National Adult Quarterly Activity Partnership Report)

The outcomes for alcohol users in Barnet have improved and the outcomes being achieved continue to exceed both the national (39.3%) and London average.

SPI	PH/C14	Re-representation s - opiate users	Smaller is Better	Oct-Dec 2016	12.0%	12.0%	13.8% (R)	24.1%	Improving	National 18.7% (March 2017, National Adult Quarterly Activity Partnership Report)
SPI	PH/C15	Re-representation s - non-opiate users	Smaller is Better	Oct-Dec 2016	8.0%	8.0%	15.8% (R)	5.3%	Worsening	National 6.1% (March 2017, National Adult Quarterly Activity Partnership Report)

Commissioning Plan indicators (not met target)										
Ref		Indicator	Polarity	Period Covered	2016/17 Annual Target	Q3 2016/17 Target	Q3 2016/17 Result	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking
SPI	PH/C19	Number of schools registered for the Healthy Schools London awards - (a) primary	Bigger is Better	Oct-Dec 2016	6	2	0 (R)	7	Worsening	No benchmark available
SPI	PH/C20	Number of schools registered for the Healthy Schools London awards - (b) secondary	Bigger is Better	Oct-Dec 2016	4	1	0 (R)	3	Worsening	No benchmark available
SPI	PH/C21	Number of schools reaching bronze award	Bigger is Better	Oct-Dec 2016	10	3	1 (R)	2	Worsening	No benchmark available

Risk management

- B.15 There are four risks on the Public Health risk register, which are being managed in line with the council's risk management framework. None are high level risks (scoring 15 and above).

CHILDREN, EDUCATION, LIBRARIES AND SAFEGUARDING COMMITTEE

- B.16 Priorities for Children, Education, Libraries and Safeguarding Committee are education that is among the best in the country; working with partners to make Barnet the most **family friendly borough**; effective and robust **safeguarding arrangements** for vulnerable young people; early intervention to address any issues that may impede a successful childhood; and a **21st Century library service**.

Revenue					
Service	Original Budget £000	Revised Budget £000	Outturn £000	Variance from Revised Budget Adv/(fav) £000	Variance from Revised Budget Adv/(fav) %
Education and Skills	6,940	7,084	7,257	173	2.4
Family Services	46,647	54,863	55,289	426	0.8

- B.17 The revenue outturn shows Education and Skills with a £173k overspend and Family Services with a £426k overspend.

Capital						
Service	2016/17 Budget £000	Additions/ (Deletions) £000	(Slippage)/ Accelerated Spend £000	2016/17 Outturn £000	Variance from Approved Budget £000	Variance from Approved Budget %
Education and Skills (including schemes managed by Schools)	40,013	1,205	(13,188)	28,030	(11,983)	(33.0)
Family Services	5,523	-	(3,874)	1,649	(3,874)	(70.1)

- B.18 The Education and Skills outturn includes slippage of £13.188m, mainly as a result of school building and expansion funding being re-profiled into future years.

Progress on key activities

B.19 Successes

Education and Skills

- The first year of the **strategic partnership with Cambridge Education** has been successful. The services transitioned smoothly, the governance structure for the partnership has been established and audited and Cambridge Education's business plan follows on from the 100 day review process.
- The **progress of pupils in Barnet primary pupils** in Key Stage 2 is in or close to the top 10% in the country, ranking 13th for Reading and 17th for Mathematics. In addition, there has been a significant improvement in Primary attendance so that it is now at the London average.
- The percentage of **secondary schools** rated good or outstanding at their latest inspection has increased to 92% from 84% last year. And the **achievement of pupils in Barnet secondary pupils** in Key Stage 4 is

within the top 10% in the country, ranking 5th in Attainment 8, 4th in Progress 8 and 7th for English and Mathematics. In addition, Special Educational Needs (SEN) pupils with Education, Health and Care Plans ranked 6th on Attainment 8.

- Progress has been made across on the **Education Capital Programme**, including the completion of works at Dollis Infant and Monkfrith schools; and approval to proceed with a planning submission for enabling works at Blessed Dominic school. For Free Early Education (FEE2), the designs have been completed for Orion Primary and Broadfields schools.

Family Services

- The vision for Family Services has been to put children and families at the heart of everything they do and to **build family resilience through the resilience-based practice**. A new Children and Young People's Plan has been published and the service recently became a UNICEF Children's Rights' Partner. The Children in Care Council (now named #BOP) has been reconstituted with new members and a sub-group monitors the implementation of the Children in Care Council Improvement Plan. Young people are being involved in decision-making and had an opportunity to participate in a young people's survey, which will inform future service delivery such as CAMHS re-commissioning and the 0-19 review.
- A legacy of poor practice in Barnet is being tackled through the **Family Services Practice Improvement Plan (PIP)**. The work is trying to create the environment for social work to flourish in Barnet enabling the needs of children to be addressed more effectively. Improvements are emerging from a very low base. Practice Development Workers have been appointed to support the pace of progress in practice improvements activity, enabling close scrutiny of the quality of practice and resulting in a clear plan to address areas of concern. Overall, the Quality Assurance framework has been strengthened with increased audit activity now taking place across the service such as regular and thematic audits, and reviews of practice. The Signs of Safety training has been rolled out to staff and managers providing a tool to support social work risk assessment, decision-making and planning; the training has also been delivered to senior managers and partners. Systemic training has been commissioned for leaders to support the overall resilience model and a series of internal workshops will take place to support further improvements required towards purposeful practice.
- A key practice improvement objective has been to retain, attract and grow the **permanent social care workforce** and reduce reliance on agency workers. The stability of the Children's social care workforce has improved with turnover reducing from 17% (in September 2016) to 13% (in April 2017). There has been a successful **drive to reduce caseloads** to ensure children receive the help they need and are not subject to unnecessary statutory interventions. In January 2016, individual social worker caseloads were at 37.5 in the Duty and Assessment Team and 18.7 in the Intervention and Planning Team. By April 2017 caseloads had reduced to an average of 12.7 in the Duty and Assessment Team and 14.6 in the Intervention and Planning Team.
- A **Mental Health and Wellbeing Governance Board** has been established to drive forward the re-modelling and re-commissioning of the

Children and Adolescent Mental Health Service (CAMHS). An outline service specification has been prepared and will be followed by a 'soft market' engagement event. A decision on the contract award will be made by 1 October 2017 with the current contract ending on 1 January 2018.

- Early Years, Health Visiting and Youth services are being re-modelled, as part of a 0-19 review, which will establish a more integrated and resilience-based approach to delivering **early intervention for families**.

Libraries

- A number of **libraries** have re-opened after works have completed (Mill Hill re-opened on 14 January 2017, East Barnet re-opened on 25 February 2017 and Chipping Barnet and Childs Hill re-opened in early February 2017), some further libraries have temporarily closed for works (North Finchley, Golders Green, Osidge, East Finchley and Hendon) and the Self-Service Opening (SSO) system has gone live in Chipping Barnet and Colindale libraries in April 2017.

B.20 Challenges

Education and Skills

- It is estimated that **Barnet schools on average will lose 1% of current funding by 2019/20** as a result of the introduction of the National Funding Formula. This comes on top of growing pressures on school budgets arising from increases in employers' National Insurance and pension contributions. As a result, a growing number of schools are facing financial challenges.
- The **growth in pupil numbers** requires careful planning of school places and liaison with the Department for Education and Education Funding Agency over the opening of new Free Schools.
- The **implementation of the SEN Reforms** in relation to the completion of statutory processes remains a challenge. Under the SEN reforms introduced under the Children and Families Act, 2014 and a revised statutory SEN Code of Practice, which took effect in September 2015, local authorities are required to follow new procedures for assessing the needs of children and young people with special educational needs and disabilities. New statutory assessments, leading to the production of Education, Health and Care Plans (EHCPs) for individual pupils must now be completed within 20 weeks (previously 26 weeks) and all existing statements (approximately 2000), and learning disability assessments for college students with learning difficulties and disabilities, must be converted to EHCPs by 31 March 2018.

Family Services

- The operating environment for **foster care has been challenging** with the council competing with both independent fostering agencies and neighbouring authorities for prospective applicants across a small geographic area. The sector has experienced a fall in numbers of new prospective carers coming forward. The council's fostering brand will continue to be promoted through the new marketing strategy, including fostering campaigns; and back office arrangements have been strengthened to convert enquiries into newly approved carers.

Performance indicators

B.21 22 Corporate Plan Indicators in the CELS Committee Commissioning Plan have been reported. Five indicators are “below target” and three have been RAG rated as Red:

- **Percentage of free entitlement early years places taken up by parents/carers that are eligible for a place** – 60% against a target of 63%. The children’s centres have hosted a range of activities across the localities and invited families of eligible two year olds to attend. However, some parents have chosen not to access early education until their child is three, others want a specific setting and prefer to be on a waiting list, and some communities do not access their entitlement. An action plan has been implemented to positively promote the two year old offer, along with plans for the increase to 30 hours for three and four year olds from September 2017.
- **Average Attainment 8 score of looked after children** - 19.5 against a target of 22.8; and **Average Progress 8 score of looked after children** - -1.66 against a target of -1.14. This compared with scores of 56.10 and 0.33 overall. The size of the looked after children cohort should be noted at just 30 pupils for the attainment and 15 pupils for the progress measure. The Virtual School Challenge Committee provides support and challenge to monitor and improve the outcomes of looked after children. It has prioritised specific areas of intervention to ensure rapid and sustainable improvements over time. These have included raising attendance to ensure all pupils were in school at least 96% of the time, and driving up standards in English and Maths so that pupils can access the next phase of their life in education or employment. The DfE’s latest release shows attendance increased from 93.6% in 2015 to 96% in 2016 (in line with the national average for all pupils) and the proportion of pupils who achieved an A*-C grade in English and Maths rose from 14% in 2015 to 21.9% in 2016. It is also important to note that Barnet schools have much stronger outcomes for looked after children, with attainment 8 rising to 29.6 and progress 8 rising to -0.6 (both above the national average for looked after children and above target). Out-of-borough schools do less well. In January 2017, 1.8% of 16-17 year olds were not in education, employment or training (NEET), in line with the London average and better than the national average (2%).

B.22 Four Commissioning Plan Indicators are “below target” and one has been RAG rated as Red:

- **Percentage of children in external residential placements** – 10.4% against a target of 9.2%. There has been a small increase during Quarter 4 as a result of placing a group of adolescent girls who had been victims of Child Sexual Exploitation (CSE) outside the borough to ensure their safety.

Corporate Plan Indicators									
Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	
CPI	FS/S6	Percentage of children in London Borough of Barnet foster care	Bigger is Better	As at 31 March 2017	42.5%	44.0% (G)	43.5%	Improving	No benchmark available

Corporate Plan Indicators									
Ref		Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking
CPI	FS/S4	Number of referrals to social care (per 10,000 of the under-18 population)	Monitor	As at 31 March 2017	Monitor	345	396	Monitor	Statistical Neighbours: 467.48 London: 477.9 England: 548.3 (2014/15, LAIT)
CPI	FS/S16	Number of children in care per 10,000	Monitor	As at 31 March 2017	Monitor	39.8	New	Monitor	Statistical Neighbours: 43.1 London: 52 England: 60.0 (2014/15, LAIT)
CPI	FS/S5	Number of children adopted	Bigger is Better	Apr 2016 - Mar 2017	10	8 (GA)	12	Worsening	No benchmark available
Eight adoption orders have been granted in 2016/17, which is a drop from 12 last year. However, 12 children are currently placed for adoption with orders anticipated.									
CPI	FS/S1	Number of children made subject to Child Protection Plans	Monitor	Apr 2016 - Mar 2017	Monitor	260	310	Monitor	Statistical Neighbours 265 (2014/15, CIN Census)
CPI	FS/S2	Children made subject to Child Protection Plan for a second or subsequent time	Smaller is Better	As at 31 March 2017	15.6%	14.8% (G)	12.3%	Worsening	Statistical Neighbours: 15.64% London: 13.8% England: 16.6% (2014/15, LAIT)
CPI	FS/S3	Number of children subject to Child Protection Plans for two or more years	Monitor	As at 31 March 2017	Monitor	10	7	Monitor	Statistical Neighbours: 9 (2014/15, CIN Census)
CPI	FS/S7	Percentage of free entitlement early years places taken up by parents/carers that are eligible for a place	Bigger is Better	Apr 2016 - Mar 2017	63%	60% (R)	60%	Same	No benchmark available
CPI	FS/S17 (Annual)	Percentage of young people in care who know about the Corporate Parenting Pledge	Bigger is Better	Apr 2016 - Mar 2017	Monitor	Not available	New for 2016/17	New for 2016/17	Comparator group average 35.2%
The framework to record this indicator has not been fully implemented therefore an annual result cannot be returned. Plans are in place to begin recording in 2017/18.									
CPI	FS/S8	Percentage of the target groups that are registered with the children centre within the area it serves	Bigger is Better	As at 31 March 2017	65%	86% (G)	76%	Improving	65%+ of Deprived Children 0-5 should be known to be deemed as 'Good' or 'Outstanding' (Ofsted)
CPI	FS/S15	Percentage of care leavers age 19 – 21 in education, employment or training	Bigger is Better	As at 31 March 2017	55.0%	59.8% (G)	55.0%	Improving	Statistical Neighbours: 51.8% London: 53% England: 48% (2014/15, LAIT)
CPI	FS/S18	Proportion of care leavers age 19 - 21 in suitable accommodation	Bigger is Better	As at 31 March 2017	90%	98% (G)	95.9%	Improving	Statistical Neighbours: 79.8% London: 83% England: 81% (2014/15, LAIT)

Corporate Plan Indicators									
Ref		Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking
CPI	CES/S1 3-1	Average Attainment 8 score	Bigger is Better	Academic Year 2015/16	53.50	56.10 (G)	New for 2016/17	New for 2016/17	England 48.2 London 51.7 Statistical Neighbours 52.85 (January 2017, Watchsted)
CPI	CES/S1 3-2	Average Progress 8 score	Bigger is Better	Academic Year 2015/16	0.23	0.33 (G)	New for 2016/17	New for 2016/17	England 0 London 0.16 Statistical Neighbours 0.16 (January 2017, Watchsted)
CPI	CES/S1 5	Average Attainment 8 score of looked after children	Bigger is Better	Academic Year 2015-16	22.8	19.5 (R)	New for 2016/17	New for 2016/17	England 22.8 London 23.2 Statistical Neighbours 20.85 (January 2017, Watchsted)
CPI	CES/S1 6	Average Progress 8 score of looked after children	Bigger is Better	Academic Year 2015-16	-1.14	-1.66 (R)	New for 2016/17	New for 2016/17	London (-1.02), Statistical Neighbours (-1.14), National (-1.14) (January 2017, Watchsted)
CPI	CES/S2 4	Percentage of primary pupils achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2	Bigger is Better	Apr 2016 - Mar 2017	Baseline year	59%	New for 2016/17	New for 2016/17	England 53% London 59% Statistical Neighbours 58.9% (January 2017, Watchsted)
CPI	CES/S1 1-1	Percentage of pupils eligible for free school meals in the past 6 years (FSM6) achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2	Smaller is Better	Apr 2016 - Mar 2017	Baseline year	46%	New for 2016/17	New for 2016/17	England 39% London 49% Statistical Neighbours 44.8% (January 2017, Watchsted)
CPI	CES/S1	Percentage of primary schools rated as 'good' or better	Bigger is Better	As at 31 March 2017	95%	93% (GA)	93%	Same	England (90%); London (93%) (2017, Watchsted)
Barnet's monitoring and challenge policy sets out how schools are supported to achieve a good or outstanding grade at their next Ofsted inspection.									
CPI	CES/S3	Percentage of secondary schools rated as 'good' or better	Bigger is Better	As at 31 March 2017	92%	92% (G)	84%	Improving	England (78%); London (89%)
CPI	CES/S2 5	Percentage attendance levels at primary schools	Bigger is Better	Academic Year 2015/16	95.9%	95.9% (G)	95.9%	Same	England 96% London 95.9% Statistical Neighbours 96% (January 2017, Watchsted)
CPI	CES/S1 8-1	Percentage of 16-18 year olds who are not in education, employment or training	Smaller is Better	As at January 2017	2.5%	1.8% (G)	2.0%	Improving	England 2.8% London 1.8% Statistical Neighbours 2% (January 2017, Watchsted)

Commissioning Plan indicators (not met target)									
Ref		Indicator	Polarity	Period Covered	2016/17 Annual Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking
SPI	FS/S11	Percentage of children in external residential placements	Smaller is Better	As at 31 March 2017	9.2%	10.4% (R)	10%	Worsening	No benchmark available
SPI	FS/C18	Percentage of children in care with three or more placements during the last 12 months	Smaller is Better	As at 31 March 2017	10.0%	10.4% (GA)	New for 2016/17	New for 2016/17	Statistical Neighbours 11.33% London 11% England 10% (2014/15, LAIT)
This indicator has shown a slight improvement and is performing better than London and statistical neighbours, however remains just outside the target.									
SPI	CES/S2 6	Percentage of pupils with an Education, Health and Care Plan or statement of special educational needs achieving the 'expected standard' in English Reading, English writing and Mathematics at Key Stage 2	Bigger is Better	Academic Year 2015-16	Top 10% in England = 11%	10% (GA)	New for 2016/17	New for 2016/17	London 9%, Statistical Neighbours 10.4%, National 7% (2016, DfE SFR)
Attainment is below target (by 1%), but attainment of this group is ranked 21 st nationally. Barnet's school improvement and SEND teams continue to work in partnership with schools to maintain high expectations.									
SPI	CES/S2 7-2	Average progress 8 score for pupils with an Education, Health and Care Plan or statement of special educational needs	Bigger is Better	Academic Year 2015-16	Top 10% in England = -0.68	-0.72 (GA)	New for 2016/17	New for 2016/17	London -0.87, Statistical Neighbours -0.92, National -1.03 (2016, DfE SFR)
Progress is ranked 18 th nationally. Barnet's school improvement and SEND team continue to work in partnership with schools to maintain high expectations.									

Risk management

- B.23 There are 22 risks on the Education and Skills risk register, which are being managed in line with the council's risk management framework. None are high-level risks (scoring 15 and above).
- B.24 There are 20 risks on the Family Services risk register, which are being managed in line with the council's risk management framework. Two risks score 15 and above and are being managed as treat.
- **FS001 - Significant child safeguarding incident (risk score 16).** The likelihood of a significant safeguarding incident occurring can never be completely mitigated. However, the likelihood will be reduced by embedding the resilience model of practice and implementing the Practice Improvement Plan that contains a number of actions. Many of these actions have been delivered, with additional actions to be delivered in 2017/18.
 - **FS004 - Serious gang-related incident (risk score 16).** The gangs operational protocol and screening tool helps control this risk, as do a number of governance groups including a gangs operation group, a gangs missing and child exploitation group.

ASSETS, REGENERATION AND GROWTH COMMITTEE

- B.25 The priorities for Assets, Regeneration and Growth Committee are **building more than 20,000 new homes** by 2025 across seven major regeneration sites, and more through a pipeline of future brownfield redevelopment; **ensuring that the number of good quality jobs** keeps pace with population growth and that residents are supported to access them; and **investing in key Town Centres** and making Barnet the best place in London to be a small business by making transactions with the council simpler

Progress on key activities

B.26 Successes

- The **Growth and Regeneration Programme Annual Report** has been published. This shows good progress on estate regeneration with 483 homes, including 131 affordable homes, being delivered as part of four schemes (Dollis Valley, Grahame Park, Millbrook Park and Stonegrove and Spur Road); and continuation of the Brent Cross Cricklewood and The Development Pipeline schemes.

Estate regeneration

- **Colindale** represents an opportunity to deliver sustainable housing growth and a new compact neighbourhood centre. Design work is underway for a new community hub, including a new children's centre; proposals for improvements to Colindale Avenue and a new health facility have been developed; and planning applications have been submitted for improvements to Montrose and Silkstream parks.
- **Dollis Valley** will create a new integrated community of mixed tenure housing, community and children's day care facilities. 62 homes, including 21 affordable homes, have been completed in 2016/17 and Hope Corner Community Centre opened in September 2016.
- **Grahame Park** will create a mixed tenure neighbourhood comprising of 1,600 new private homes, over 1,000 new affordable homes and 463 retained homes. The area will also include health, library, community and retail facilities. 60 homes, including 37 affordable homes, have been completed in 2016/17. Barnet and Southgate College has been relocated and a new Centre for Independent Living and a public library have been opened. Construction of the new council offices has also commenced. There have been delays in the commencement of the work due to a variety of issues, including viability, grant funding, design and staff restructures within Genesis. Most issues have been resolved and the plots submitted to development management.
- **Granville Road** will create a mixed tenure community with new homes for sale and shared ownership, as well as improve the estate environment and public realm. Planning permission for the scheme has been granted in August 2016 and the project is progressing.
- **Millbrook Park** will transform a 40 hectares disused brownfield site into a new suburb. So far, 182 homes, including 47 affordable homes, have been completed in 2016/17.
Stonegrove and Spur Road will create a new integrated community of mixed tenure housing, as well as improved transport links, school and

community facilities. So far, 179 homes, including 26 affordable homes, have been completed in 2016/17 and OneStonegrove, joint community centre and church, has opened.

Brent Cross Cricklewood

- This scheme will regenerate 151 hectares to create a sustainable new town centre, including substantial residential and commercial development. A Joint Venture between the council and Argent Related has been formed in July 2016; Catalyst Housing Group and London and Quadrant have been selected as the respective Registered Providers for the replacement Whitefield Estate units and a Reserved Matters planning application for the updated Tempelhof Bridge has been submitted.

The Development Pipeline

- **Infill Development on Housing Land.** 40 new homes have been developed across six infill sites, formerly underused garages and redundant play areas. These have been let as affordable units through the council's letting policy. 10% of the homes are wheelchair accessible. A further 320 affordable homes will be delivered from 2017/18 by Opendoor Homes, a registered provider subsidiary of The Barnet Group.
- **Moreton Close Extra Care** is a 53-bed extra care scheme on the site of a former sheltered housing scheme. Former residents have been rehoused in suitable accommodation following individual assessments. The build contract has been awarded and work has commenced on site.

Entrepreneurial Barnet

- Entrepreneurial Barnet is the council's approach to making the borough the best place to be a small business in London, and ensuring that the borough is a great place to live, work and invest. The approach varies across five key themes: getting the basics right; a great place to live, work and invest; skilled employees and entrepreneurs; access to markets; and business growth. In summary, 56 apprentices have been employed by development partners; 50 apprenticeship opportunities have been created through Section 106 agreements; more than 300 local businesses have engaged in various events; 130sqm of affordable workspace has been secured through s106 agreements; and Town Centre Strategies for Burnt Oak, Finchley Church End, Golders Green and Edgware, which look at the physical realm and how to improve accessibility and support community activity, jobs and businesses, have been created or started.
- The council has been committed **to helping people into work**. The Burnt Oak Opportunity Support Team (BOOST) has engaged with 824 people and supported 298 people into work this year. In April 2017 a second BOOST team was launched in Childs Hill, which will support people in the south of the borough to make the most of the opportunities from the regeneration of Brent Cross. The lower benefit cap has been fully implemented, with all residents receiving letters and offers of support to find work. Multi-agency support to key groups has continued, including for Care Leavers, 'Families First', those affected by welfare reforms, new claimants of Universal Credit and those living in priority wards (e.g. Burnt Oak and Childs Hill).

- The Property Acquisitions Programme commenced in Quarter 3 2016/17 and by the end of Quarter 4 2016/17 a total of 531 properties had been registered, 183 surveys carried out, and 74 offers made to vendors. This resulted in the completion of 39 properties in 2016/17 (16 within London and 23 outside of London). The first of these properties are now let, with the rest of the units being refurbished and a small number of the remaining properties going through the final stages of the conveyancing process. Barnet Homes has developed a business case for Phase 2, which has been presented to Assets, Regeneration and Growth Committee on 24 April 2017.

B.27 Challenges

- Planning applications for two leisure centres (Barnet Copthall Leisure Centre and New Barnet Leisure Centre) have been approved with construction starting on site in the summer 2017. However, the combined construction value of the two leisure schemes has increased, resulting in a delay of Stage 3 Costs and RIBA 4 Gateway.) Meetings have taken place to discuss the costs and possible value engineering opportunities. Final cost certainty is not expected until mid-June 2017.

Performance indicators

B.28 Seven Corporate Plan Indicators in the ARG Committee Commissioning Plan have been reported. One indicator is “below target” and has been RAG rated as Red:

- **Number of new homes completed** – 1798 against a target of 3152. This is a provisional annual result based on the quarterly outturns, which were 278 (Q1), 192 (Q2), Q3 (509) and 819 (Q4). The final result will be confirmed in autumn 2017. The 2015 Barnet Housing Trajectory provides a fifteen year projection of housing delivery in Barnet and is updated annually. The 2016/17 target may have over-estimated the amount of development activity that could be completed in this period. More up-to-date intelligence now shows the 2016/17 Housing Trajectory to be a much lower figure. This combined with delays to some housing development scheme has resulted in a significant difference in delivery against target.

B.29 Three Commissioning Plan Indicators are “below target” and one has been RAG rated as Red:

- **Improve customer satisfaction** – 69% against a target of 80%. There is growing positive trend in overall Satisfaction levels compared with 2015/16 (56.28%) and 2014/15 (50%). Furthermore, 7 out of the 11 Re service areas surveyed scored above the minimum 70% target level of Satisfaction, with only 1 service area (Trading Standards) missing the target by 1%. The lowest scoring service area, Planning, scored a satisfaction level of 53% but closer scrutiny of the data reveals that 72.11% of customers receiving a planning approval are extremely satisfied compared with 5.2% who are satisfied when their planning application is rejected.

Corporate Plan Indicators									
Ref		Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking
CPI	REGENKPI 01 Re/S11)	Number of new homes completed	Bigger is Better	Apr 2016 - Mar 2017	3152	1798 (R)	1529	Improving	No benchmark available
CPI	CG/S27	Percentage of council spend (excluding direct debits) with local businesses	Bigger is Better	As at 31 March 2017	Monitor	23%	New for 2016/17	New for 2016/17	No benchmark available
CPI	SK1	Business survival rate across the borough (end of year 3)	Bigger is Better	Apr 2016 - Mar 2017	5.0%	7.6% (G)	1.9%	Improving	
CPI	SK3	Vacancy rates on high street	Smaller is Better	Apr 2016 - Mar 2017	7.9%	5.7% (G)	4.6%	Worsening	Comparable boroughs 7.15% vacancy rates (2015/16, DCLG)
CPI	CG/S1	Unemployment (of people on out of work benefits)	Smaller is Better	Jan - Dec 2016	Monitor	4.9%	5.8%	Improving	London 5.7% National 4.8% (Jan - Dec 2016, Nomisweb)
CPI	SK2	Reduction in Youth Unemployment (including graduates and school leavers) - 16-24 year olds	Smaller is Better	Apr 2016 - Mar 2017	18%	16% (G)	TBC	TBC	
CPI	KPI001 (A&A)	Compliance with planning application statutory timescales (for major, minor, other applications)	Bigger is Better	Apr 2016 - Mar 2017	75%	83% (G)	87.3%	Worsening	Newham 97%, Brent 70%, Enfield 83% Haringey 76% (Q4 2015/16, DCLG)

Commissioning Plan indicators (not met target)									
Ref		Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking
SPI	CG/C24	Running costs of estate (designated civic buildings only)	Smaller is Better	Apr 2016 - Mar 2017	£4.47m	£5.7m (GA)	New for 2016/17	New for 2016/17	No benchmark available
The overspend relates to the new Mill Hill depot programme (666k), additional security for civic buildings (£387k) and other civic estate miscellaneous costs.									
SPI	KPI001 LC	Average time taken to process requests for Full Official Searches (online and post) in Land Charges (days)	Smaller is Better	Apr 2016 - Mar 2017	3 days	3.03 days (GA)	4.31 days	Improving	No benchmark available
The changeover to the new statutory application form (CON29) with new questions and numbering in Q1 affected the service achieving its 3 days return target.									
SPI	SKPI 5	Improve customer satisfaction	Bigger is Better	Apr 2016 - Mar 2017	80%	69.0% (R)	56.3%	Improving	No benchmark available

Risk management

B.30 Risks in relation to the ARG Committee Commissioning Plan are managed by both the Commissioning Group and Re. The Commissioning Group risks are reported in paragraph A.26 above.

B.31 There are 11 risks on the Re/LBB joint risk register, which are being managed in line with the council's risk management framework. Four are high level risks (scoring 15 and above) and are being managed as treat.

- **RE001 - Development pipeline (risk score 16).** This risk, that property build exceeds target cost, has mitigating actions in place. Development Management is provided by GL Hearn including the use of project management toolkit (gateway process), contingency within the target cost, competitive procurement processes, challenge of current contractor prices through a benchmarking process, re-appraisal of schemes and value engineering and continued negotiations with the selected contractor are continuing.
- **PB13 - Development Tranche 1 (risk score 16).** The risk mitigation to address this is that the business case for DPP Tranche 1 is being revised in collaboration with Capita/Re and there will be a new model for delivery that can be rolled out.
- **PB14 - Development Tranche 4 (risk score 16).** The mitigating actions in place are that an initial feasibility study has been carried out and site survey work has been procured.
- **OP2 - Reduced revenues and loss of income due to Government plans to transfer the provision of the Land Registry service provided by Land Charges to an overarching external authority (risk score 16).** The mitigating action is to continue to closely engage with the Land Registry to gather as much information as possible about progress. This risk is currently being addressed as treat but given that Barnet Council cannot control central government's plans, it may be moved to 'tolerate'.

HOUSING COMMITTEE

- B.32 Priorities for Housing Committee are **increasing the supply of housing and building more affordable homes; bringing empty properties back into use; driving up the quality of the private rented market; tackling homelessness** with a focus on prevention, boosting the supply of housing to people who are homeless and helping people in temporary accommodation to access housing in the private rented sector.

Revenue					
Service	Original Budget £000	Revised Budget £000	Outturn £000	Variance from Revised Budget Adv/(fav) £000	Variance from Revised Budget Adv/(fav) %
Housing Needs and Resources (Barnet Homes)	4,976	5,559	7,365	1,806	32.5

- B.33 The overspend of £1.806m within Housing Needs and Resources represents 32.5% of the total budget (£5.559m). The overspend has been driven by a sustained demand for temporary accommodation and high rental prices exceeding government payments received by the council.

Capital						
Service	2016/17 Budget £000	Additions/ (Deletions) £000	(Slippage)/ Accelerated Spend £000	2016/17 Outturn £000	Variance from Approved Budget £000	Variance from Approved Budget %
Housing Needs & Resources (Barnet Homes)	8,870	-	(4,798)	4,072	(4,798)	(54.1)
HRA (Barnet Homes)	39,218	-	(1,392)	37,826	(1,392)	(3.5)

- B.34 The Housing Needs and Resources programme has decreased by £4.798m. This is primarily due to delays in the commencement of the new Registered Provider, Open Door.
- B.35 The HRA forecast shows a decrease of £1.392m, which is due to direct acquisitions that did not complete before the end of the financial year.

Progress on key activities

B.36 Successes

- Measures put in place to **manage homelessness demand** have delivered strong results. 646 private sector lettings have been made through let2barnet (well above the 500 target); and 972 homelessness preventions have been achieved (against an annual target of 900). Numbers in emergency accommodation have fallen to 149, their lowest since April 2011.
- The Homes and Communities Agency (HCA) has granted Opendoor Homes registered provider (RP) status at its March 2017 committee meeting. The decision heralds the start of an ambitious new build programme to deliver an initial 320 homes for affordable rent for Barnet residents. These homes will be owned and managed by Opendoor

Homes, a subsidiary of Barnet Homes. Building work is expected to commence in May 2017, with the 320 programme scheduled to complete by the summer of 2020.

- Barnet Homes has retained the number one position in Housemark's benchmarking analysis for **voids re-let performance** by London Local Authorities in Quarters 1-3 (2016/17), 7 days less than its closest competitor in the peer group. Barnet Homes year end performance for re-letting routine voids of an average of 14 days is a 9.7 day improvement on the 2015/16 outturn of 23.7. This is attributable to the implementation of recommendations from Barnet Homes' voids service review and effective joined up working across services and with partners.
- Progress has been made across a number of projects in the **Growth and Development** Portfolio during Quarter 4, including the purchase of 39 properties for Temporary Accommodation; and the achievement of Registered provider status for Opendoor Homes.

B.37 Challenges

- A **significant shift in the Housing Needs and Resources budget** has been identified, with the month 12 forecast showing an overspend of £1.927m, up by £1.631m from the previous projection of £296k, due to an under-accrual of £880k in 2015/16 and miscellaneous issues that total £401k.
- **Demand for housing has remained high throughout the year**, with 4.2% more placements into temporary accommodation compared to 2015/16. Further mitigations have commenced in the latter part of the year such as the Housing Acquisitions Programme in and out of London and the Temporary Accommodation Reduction and Family Exclusion Mediation projects, which have contributed to a reduction in temporary accommodation numbers (2,757 from 2,941 last year).

Performance indicators

B.38 Eight Corporate Plan Indicators in the Housing Commissioning Plan have been reported. Two indicators are "below target" and one has been RAG rated as Red.

- **Temporary accommodation current arrears as percentage of debit** – is 5.36% against a target of 4.95%. Temporary accommodation accounts continue to be affected by Welfare Reforms and the continued decline in Housing Benefit receipts, which means more income needs to be collected directly from tenants rather than received automatically from Housing Benefit. An improvement plan with clear timeframes outlining a range of improvement areas is in place and being closely monitored through the contract and performance management arrangements by the council.

Corporate Plan indicators									
Ref		Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking
CPI	CG/S6 (RPS - Biannual)	Percentage of residents who list affordable housing as a concern ⁶	Smaller is Better	Autumn 2016	Monitor	34%	36%	Improving	London 23% (November 2014, Survey of Londoners)

Corporate Plan indicators									
Ref		Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking
CPI	BH/C2 (LY: BH/C6)	Households placed directly into the private sector by Barnet Homes	Bigger is Better	Apr 2016 - Mar 2017	500	646 (G)	492	Improving	No benchmark available
CPI	EH02I	Compliance with Licensing Requirements for Houses in Multiple Occupation	Bigger is Better	Apr 2016 - Mar 2017	60%	72% (G)	80%	Worsening	No benchmark available
CPI	CG/S18 (Biannual)	Percentage of respondents very or fairly satisfied with the service provided by their social housing provider (Barnet Homes)	Bigger is Better	Annual Survey 2016/17	81%	79% (G)	81%	Worsening	London average (of 19 London boroughs) 76% (2013-2016, Housemark)
CPI	BH/S3 (LY: BH/S4)	Current tenant arrears as a percentage of the annual rent debit	Smaller is Better	March 2017	3.0%	3.0% (G)	3.2%	Improving	Second highest quartile (Q3 2016/17, Housemark)
CPI	BH/C5 (LY: BH/S5)	Temporary Accommodation (TA) current arrears as percentage of debit	Smaller is Better	March 2017	4.95%	5.36% (R)	5.04%	Worsening	No benchmark available
CPI	BH/S2	Number of Homelessness Preventions	Bigger is Better	Apr 2016 - Mar 2017	900	972 (G)	870	Improving	2 nd Quartile (2015/16, DCLG)
CPI	BH/KPI1 (LY: BH/C4)	Numbers of households in Temporary Accommodation	Smaller is Better	March 2017	2700	2757 (GA)	2941	Improving	Rank 29 out of 33 London boroughs (Q3 2016/17, DCLG)
Performance has fallen for four consecutive quarters from 2,941 in Quarter 4 2015/16 to 2,757 in Quarter 4 2016/17; however the outturn is short of the 2,700 target. Despite strong performance with private sector lettings, preventions and additional affordable supply coming online, sustained levels of demand and a total of 1,469 placements in 2016/17 have meant that reducing the overall number of households in temporary accommodation has been challenging. However, the longer term outlook is positive with steps taken to further reduce the number of households in temporary accommodation.									

Risk management

- B.39 There are eight risks on the Barnet Group/LBB joint risk register, which are being managed in line with the council's risk management framework. None have been scored 15 and above.

ENVIRONMENT COMMITTEE

- B.40 The priorities for Environment Committee are **parks and open spaces; recycling and waste collection**; using **street cleaning** and more enforcement; **parking and highways** management; and exploring options for the ADM.

Revenue					
Service	Original Budget £000	Revised Budget £000	Outturn £000	Variance from Revised Budget Adv/(fav) £000	Variance from Revised Budget Adv/(fav) %
Parking and Infrastructure	(1,933)	(1,838)	(1,838)	-	-
Street Scene	13,896	13,525	13,527	2	-

- B.41 The revenue outturn shows Street Scene with a £2k overspend..

Service	2016/17 Budget £000	Additions/ (Deletions) £000	(Slippage)/ Accelerated Spend £000	2016/17 Outturn £000	Variance from Approved Budget £000	Variance from Approved Budget %
Parking and Infrastructure	1,196	-	(75)	1,121	(75)	(6.3)
Street Scene	1,908	-	(823)	1,085	(823)	(43.1)

- B.42 The capital outturn shows Parking and Infrastructure with a £75k variance from budget and Street Scene with a £823k variance from budget.

Progress on key activities

B.43 Successes

- The percentage of **household waste recycled, composted or reused** has shown an improvement in the first three quarters of 2016/17; and residents' satisfaction with refuse collection and doorstep recycling has remained high at 76% and 74% respectively.
- The **expansion of recycling systems in flats** has continued throughout the year, including the complete phased roll-out of 1100-litre bins.
- There has been **high level of public support for enforcement** to address behaviour that results in the degradation of the environment. Over 3,000 fixed penalty notices have been issued since the Keep Barnet Clean trial started in July 2016.
- The Passenger Transport and Recycling, Waste and Street Cleansing services have been successfully relocated to North London Business Park and Harrow depot.
- A revised Outline Business Case for the **Street Scene Alternative Delivery Model (ADM)** has been presented to Environment Committee on 15 March 2017, with a decision not to proceed with an outsourced or shared service.
- A number of key milestones have been met in the **Environment Portfolio** in Quarter 4. The proposal for a revised scheme at the Oak Hill Depot has been approved on 13 March 2017. The IT Network has gone live at the Harrow Satellite Depot. There has been a delay in issuing the commercial

waste annual invoices, as part of the Income Project, which has resulted in a delay in the expansion of the customer base. An update on the Enforcement Trial with NSL has been presented to Environment Committee on 15 March 2017, where an extension was agreed until 31 July 2017 along with agreement to procure an income share contract.

B.44 **Challenges**

- The condition of roads and pavements has remained a top concern for residents. A proactive approach has been taken to agree **investment in highways through the Network Recovery Plan**.
- Challenges experienced with obtaining timely and complete performance data from the third party contractor have persisted. Whilst reactive repairs for all category type defects continued to be instructed and repaired on the borough's roads, there has been **limited data to track performance on turnaround times** (see Red RAG rated indicator below).
- The relocation of the Direct Labour Organisation (DLO) Service from Mill Hill to Harrow has been challenging in terms of settling into the new location at the same time as re-modelling and changing practices.

Performance indicators

B.45 11 Corporate Plan Indicators in the Environment Committee Commissioning Plan have been reported. Eight indicators are "below target" and six have been RAG rated as Red.

- **Percentage of household waste sent for reuse, recycling and composting** – 36.73% against a target of 41.96%. Performance has slightly improved from the same time last year (36.55%). This is mainly due to a decrease in kerbside collected residual waste.
- **Percentage of unacceptable levels of litter** - 5.83% against a target of 3%; and **percentage of unacceptable levels of detritus** – 10.73% against a target of 9%. The targets have been affected by litter and detritus found prior to cleansing that was scheduled to take place after the leaf fall in December. An additional deep cleanse will improve the standard of cleanliness across the borough with particular focus around parked cars and difficult access areas. Performance is expected to improve in 2017/18 when the new street cleansing model is implemented, which will focus cleansing operations on areas of greatest need and footfall, whilst delivering more effective cleansing through improved methodologies and investment in new equipment.
- **Highways defects made safe within agreed timescale** – this composite indicator has been reported as a fail for the third quarter due to an ongoing issue with the contractor. The issue should now be resolved, with data for Quarter 4 being reviewed and validated. Reporting should resume in Quarter 1 2017/18.
- The **percentage of residents who are satisfied with parking services** – 24% against a target of 33%. The service will continue to work with partners to improve responses to enquires, explore feedback from other channels and provide a more proactive service.
- **Compliance with Environmental Health Service Standards (Priority 1 incidents and service requests)** – 96% against a target of 100%. This indicator relates to Priority 1 notifications such as food alerts, infectious disease control, legionella outbreaks and accidents at work involving major

injury or fatalities. A late case had been recorded in January leading to the indicator missing target. Prompt action has been taken by both the Re Customer Services Hub and Food Safety Teams to prevent risk to public health and improvements have been introduced to avoid a reoccurrence of the initial delay.

B.46 Four Commissioning Plan Indicators are “below target” and one has been RAG rated as Red:

- **Waste tonnage – recycling per household** – 89.42kg per HH against a target of 103.25kg per HH. The service has experienced an increase in contaminated loads and has designed a contamination plan to address this issue. The contamination plan is in place and there has been an improvement in contamination figures. The service will be launching a food waste recycling campaign this year to encourage and support residents to recycle food waste. 5 out of the 8 boroughs ranking above Barnet in 2015/16 operate a fortnightly refuse collection, which is a measure that supports recycling.

Corporate Plan indicators									
Ref		Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking
CPI	SS/S1 (RPS - Biannual)	Percentage of residents who are satisfied with parks and open spaces ⁶	Bigger is Better	Autumn 2016	72%	72% (G)	67%	Improving	London 68% (November 2014, Survey of Londoners)
CPI	SS/S3	Percentage of household waste sent for reuse, recycling and composting ¹	Bigger is Better	Oct - Dec 2016	41.96%	36.73% (R)	36.55%	Improving	Rank 8 out of 27 London boroughs (Q3 2016/17, Waste Data Flow)
CPI	SS/S4 (RPS - Biannual)	Percentage of residents who are satisfied with refuse and recycling services ⁶	Bigger is Better	Autumn 2016	80%	75% (GA)	78%	Worsening	London 68% (November 2014, Survey of Londoners).
These services remain the highest rated council services. Street Scene will continue to provide a high quality service, whilst looking at any operational changes that could lead to an improvement in satisfaction.									
CPI	SS/S7	Percentage of unacceptable levels of litter	Smaller is Better	Apr 2016 - Mar 2017	3.00%	5.83% (R)	2.44%	Worsening	Rank 9 (out of 14 reporting boroughs) (Q3 2016/17, LAPS). Group average was 4.77%
CPI	SS/S8	Percentage of unacceptable levels of detritus	Smaller is Better	Apr 2016 - Mar 2017	9.00%	10.73% (R)	6.78%	Worsening	Rank 13 (out of 13 reporting boroughs) (Q3 2016/17, LAPS). Group average was 4.66%.
CPI	SS/S6 (RPS - Biannual)	Percentage of residents who are satisfied with street cleaning ⁶	Bigger is Better	Autumn 2016	58%	51% (RA)	52.0%	Worsening	London 55% (November 2014, Survey of Londoners)
Although below target, satisfaction with street cleaning remains in line with previous survey results. Street Scene is working to improve performance by raising awareness through the Keep Barnet Clean campaign on street cleansing services and steps the council is taking to address littering and fly-tipping. It is expected that this activity should positively influence levels of satisfaction by the spring survey. This will be capitalised upon further with the implementation of the Street Cleansing model, which will focus cleansing operations in areas of greatest need and footfall whilst delivering more effective cleansing through improved methodologies and investment in new equipment									

Corporate Plan indicators									
Ref		Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking
CPI	CG/S11 (RPS - Biannual)	Percentage of residents who are satisfied with the repair of roads ⁵	Bigger is Better	Autumn 2016	35%	33% (G)	35%	Worsening	London 41% (November 2014, Survey of Londoners)
CPI	CG/S12 (RPS - Biannual)	Percentage of residents who are satisfied with the quality of pavements ⁶	Bigger is Better	Autumn 2016	35%	34% (G)	35%	Worsening	London 41% (November 2014, Survey of Londoners)
CPI	KPI 2.1 - 2.3	Highways defects made safe within agreed timescale	Bigger is Better	Apr 2016 - Mar 2017	100%	FAIL (R)	97.3%	Unable to provide DOT	No benchmark available
CPI	PI/S3 (RPS - Biannual)	Percentage of residents who are satisfied with parking services ⁶	Bigger is Better	Autumn 2016	33%	24% (R)	30.0%	Worsening	London 33% (November 2014, Survey of Londoners)
CPI	EH01B	Compliance with Environmental Health Service Standards (Priority 1 incidents and service requests)	Bigger is Better	Apr 2016 - Mar 2017	100%	96% (R)	100%	Worsening	Ealing 75.7% (2013/14) Q1 81.5% (2014/15, Barnet Survey)

Commissioning Plan indicators (not met target)									
Ref		Indicator	Polarity	Period Covered	2016/17 Annual Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking
SPI	SS/C1	Waste tonnage – residual per household	Smaller is Better	Oct – Dec 2016	590.85k g per HH (Q3 Target 162.49k g per HH)	154.06k g per HH (RA)	162.49k g per HH	Improving	Rank 20 (27 of 33 boroughs) (Q3 2016/17, Waste Data Flow)
Residual waste bin capacity at houses remains high, with standard capacity being 240 litres per week, and a number of properties have in excess of this capacity 5 out of the 8 boroughs ranking above Barnet in 2015/16 operate a fortnightly refuse collection, which is a measure that supports recycling. A number of policy changes to drive a reduction of residual household waste are being assessed.									
SPI	SS/C2	Waste tonnage – recycling per household	Bigger is Better	Oct – Dec 2016	427.97k g per HH (Q3 Target 103.25k g per HH)	89.42kg per HH (R)	93.59kg per HH	Worsening	No benchmark available
SPI	CG/C17 (RPS – Biannual)	Percentage of residents who are concerned about traffic congestion ⁶	Smaller is Better	Autumn 2016	18%	23% (GA)	26%	Improving	London 23% (November 2014, Survey of Londoners)
There has been an increase in the number of major works undertaken and also an increase in the number of regeneration / development work in some parts of the borough which would explain the perception that congestion is increasing.									
SPI	PI/C3	Parking - Response processing in time: Response provided within legislative timescales in relation to correspondence	Bigger is Better	Apr-June 2016	100%	96% (GA)	100%	Worsening	No benchmark available
The service is working closely with all partners to ensure that all correspondence is addressed in a timely manner, ensuring that legislative timescales are not missed. On a monthly basis data is analysed and where a breach has occurred this is addressed with the relevant partner in line with contractual obligations.									

COMMUNITY LEADERSHIP COMMITTEE

B.47 Priorities for Community Leadership Committee are **co-ordinating partnership approach to address persistent anti-social behaviour, crime, domestic violence (DV) and violence against women and girls (VAWG); emergency planning**, preparedness and response; and **supporting community activity**, including grant funding and use of assets.

Progress on key activities

B.48 Successes

- The police and council have been working jointly to tackle **persistent anti-social behaviour, crime, domestic violence and violence against women and girls**. Support has been provided through the Victim Support Anti-social Behaviour project to over 70 victims of anti-social behaviour, with over 95% saying that they would recommend the service to others. Domestic Violence and Violence Against Women and Girls (VAWG) services have been commissioned and a new strategy will be published in 2017.
- The council has been committed to **tackling issues around domestic violence, mental health and substance misuse** and has focused support on a cohort of families through the Multi-Agency Safeguarding Hub (MASH). In addition, a new team 'REACH' has been established within Family Services to work with young people at high risk of gang related activity.
- The Communities Together Network has published an annual report and undertaken an **evaluation of the Community Participation Strategy**, which will be used to inform a refresh for 2017/18. The Barnet Community Directory has been launched, along with a communications campaign to increase community participation in the borough.

B.49 Challenges

- The Community Asset Strategy and 'One Public Estate' programmes have been seeking opportunities to rationalise and make best use of the estate. The operational property portfolio will be reviewed, including proposals for surplus/underutilised sites; and a compliance inspection programme is nearing completion. The strategy implementation is a few months behind schedule. **Valuations have been carried out on over 60 community assets, with** properties sub-divided into seven phases and the Community Business Case Coach has been working with community groups to calculate their rental subsidies using the Community Benefit Assessment Tool (CBAT). Work on the new-build Tarling Road Community Centre is scheduled to start in late summer 2017.

Performance indicators

B.50 Six Corporate Plan Indicators in the Community leadership Committee Commissioning Plan have been reported. Two indicators are "below target" but none are RAG rated as Red. No Commissioning Plan Indicators are "below target".

Corporate Plan indicators									
Ref		Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking
CPI	CG/S3	Level of crime across the Mayor's Office for Policing and Crime set of crimes	Bigger is Better	12 months up to March 2017	20% reduction	21% reduction (G)	17% reduction	Improving	London 18.6% (Apr 2015 – Mar 2016, Mayor's Office for Policing And Crime)
CPI	CG/S4 (RPS - Biannual)	Public confidence in police and council in dealing with anti-social behaviour and crime issues that matter in their area ⁶	Bigger is Better	Autumn 2016	68%	67% (G)	64%	Improving	No benchmark available
CPI	CG/S5 (RPS - Annual)	Percentage of residents who report feeling they belong to their local area ⁶	Bigger is Better	Autumn 2016	74%	76% (G)	74%	Improving	National 71% (2015/16 Community Life Survey)
CPI	CG/S9 (RPS - Biannual)	Percentage of residents that volunteer at least once a month ⁶	Bigger is Better	Spring 2016	29%	23% (RA)	26%	Worsening	National 24% (2010/11 Community Life Survey)
The data will be further explored to understand if there are geographical areas or groups which have seen a particular decline in volunteering.									
CPI	CG/S10 (RPS - Biannual)	Percentage of residents who agree that people pull together to help improve their area ⁶	Bigger is Better	Spring 2016	53%	52% (G)	52%	Same	National 63% (2014/15, Community Life Survey)
CPI	CG/S16 (RPS - Biannual)	Percentage of residents who are satisfied with Barnet as a place to live ⁶	Bigger is Better	Autumn 2016	90%	85% (GA)	88%	Worsening	National 83% (October 2016, LGA Survey)
Resident satisfaction remains high at 85% and above the national average (83%). The drop in satisfaction remains within the 4 percentage point tolerance for a survey of this sample size, so effectively remains on par with the previous year.									

Risk management

B.51 Risks in relation to the Community Leadership Committee Commissioning Plan are managed by the Commissioning Group. The Commissioning Group risks are reported in paragraph A.26 above.

PART C: CONTRACT PERFORMANCE

C.1 This section provides an overview of contract performance, focusing on information to demonstrate compliance and value for money. This information is in addition to information already captured as part of Theme Committees Commissioning Plans.

- An overview of contract performance
- Key performance indicators (KPIs)
- Contract variations
- Summary of risks, focusing on additional mitigating actions being taken to 'treat' high level risks; and any new risks

THE BARNET GROUP AND CAMBRIDGE EDUCATION

C.2 For the purposes of this report, The Barnet Group has been captured as part of the Housing Committee section (see paragraphs B.32 – B.39); and Cambridge Education has been captured as part of the CELS Committee section (see paragraphs B.16 – B.24).

CUSTOMER AND SUPPORT GROUP (CSG)

C.3 The Customer and Support Group is delivered by Capita and includes the following services: Corporate Programmes, Customer Services, Estates, Finance, Human Resources, Payroll, Information Systems, Procurement, and Revenues and Benefits.

Revenue					
Service	Original Budget £000	Revised Budget £000	Outturn £000	Variance from Revised Budget Adv/(fav) £000	Variance from Revised Budget Adv/(fav) %
Customer and Support Group (CSG)	22,120	22,086	22,586	500	2.3

C.4 The revenue outturn shows CSG with a £500k overspend.

Overview of contract performance

C.5 Successes

- Web customer satisfaction has continued to improve and achieved 55% in Quarter 4 2016/17, which is a 3% increase on the previous quarter. Web satisfaction has continued to feature in the Top 10 of the GovMetric channel satisfaction index, ranking third in the latest results.
- Partnership working and an improvement in service delivery by the Parking Client Team has seen CSG be shortlisted as finalists in the National British Parking Awards.

C.6 Challenges

- Steps have been taken to improve the performance of the Integra finance system, including a significant increase in the network connection capacity

along with system configuration improvements, although there are still performance issues.

- A Mobile management software outage occurred during March, which caused an issue due to Members iPads requiring re-enrolment.
- HR have had particular focus on the Pension team to tighten up on reporting and governance in place. The validation controls and delays in producing information for the actuarial valuation caused delays in producing the pensions valuation and the future contribution rates being provided. The pensions team had to do significant work to clean the data to ensure that this was fit for the purpose of the valuation.
- Resourcing levels within the CSG Estates Service are still a challenge, with the posts of Head of Building Services and Head of Property Services being vacant.

Performance indicators

C.7 One Contract Indicator is “below target”. None have been RAG rated as Red.

Ref		Indicator	Polarity	Period Covered	Annual 2016/17 Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking
KPI	Super KPI35b CSG/S1	Resident Satisfaction - It is easy to access council services	Bigger is Better	Spring 2016	80%	66% (GA)	71%	Worsening	No benchmark available
1 of the 3 contract Super KPI's relating to the survey failed. The survey questions related to 'it is easy to access council services' (14% off target), although 'has staff that are friendly and polite'.									

Risk management

C.8 There are 31 risks on the CSG/LBB joint risk register, which are being managed in line with the council's risk management framework. One risk scores 15 and above and is being managed as treat.

- **CSG13 - Inability of current infrastructure to handle multiple service applications due to portfolio of systems not being managed properly (risk score 15).** Dedicated infrastructure staff within Capita are focused on the control of the Barnet infrastructure and capacity checks on the wireless network are currently taking place to increase speed and resilience. Additional actions are due to be delivered by June 2017. Therefore a reduction in the risk score could be expected in Quarter 3 2017/18

Contract variations

C.9 There have been two variations to contract in the last quarter. These relate to Customer Services and refer to Hendon Town Hall and Libraries and Children's calls (see table 12 below).

Table 12: Contract variations (Q4 2016/17)

Ref	Title	Description	Change Raised by	Status as @31 ST March 2017	Financial Impact (over the life of the contract)	Service Impacted
CR119	Cease of Hendon Town Hall Reception Service	End Hendon Town Hall Reception service by the end of Dec 2016	Service Provider	Approved	-£180,624.00	Customer Services
CR099	Permanent Service -	Libraries and Children's calls were identified in the contract as	Service Provider	Approved	£35,180.88	Customer Services

Ref	Title	Description	Change Raised by	Status as @31 ST March 2017	Financial Impact (over the life of the contract)	Service Impacted
	Libraries & Children's CR013 and CR064 Extension	"Deferred Services" within the Customer Service Output specification and should have been transferred as an agreed change following service commencement. However, due to the delays in signing the contract the calls were transferred into the contact centre by the Council prior to the Contract Service Commencement Date for CSG and without formal agreement. The parties agreed that the deferred service for Libraries should be treated as a change and that additional staffing should be funded for a period of two years under CR013. The parties also agreed that there would be no charge for Children's calls as Capita would 'absorb' the costs. The two year agreement period ended in August 2015. We therefore propose that the Libraries and Children's services should migrate to the Coventry Customer Services Operation on a permanent basis.	r			
		TOTAL FINANCIAL IMPACT			£145,443.12	

REGIONAL ENTERPRISE (RE)

C.10 Re is the joint venture with Capita to deliver a full range of property, development and regulatory services.

Revenue					
Service	Original Budget £000	Revised Budget £000	Outturn £000	Variance from Revised Budget Adv/(fav) £000	Variance from Revised Budget Adv/(fav) %
Regional Enterprise (Re)	1,134	1,130	1,364	234	20.7

C.11 The revenue outturn shows Re with a £234k overspend.

Capital						
Service	2016/17 Budget £000	Additions/ (Deletions) £000	(Slippage)/ Accelerated Spend £000	2016/17 Outturn £000	Variance from Approved Budget £000	Variance from Approved Budget %
Regional Enterprise (Re)	60,875	55	(18,222)	42,708	(18,167)	(29.9)

C.12 The Re capital programme has decreased by £18.167m. This is due largely to expenditure on the office build and Thameslink Station slipping into 2017/18.

Overview of contract performance

C.13 Successes

- A successful grant bid has secured £25,000 funding for the council to conduct a feasibility study on Consolidated Procurement Deliveries. This aims to limit the number of HGV and LGV vehicles on the road and reduce air pollution and congestion. In the long term it also has the potential to reduce delivery costs and improve efficiency for deliveries at the new council offices in Colindale.
- A second successful £60,000 grant bid has been secured for co-ordinating and training Dust Enforcement Officers to visit/assess 80 construction and demolition sites in four North London boroughs (Haringey, Enfield, Waltham Forest and Barnet) to reduce equipment emissions and dusty activities. 20 site visits will be conducted in Barnet.
- The planning service has achieved a reduction in call waiting times for customers from 141 seconds (Quarter 1 2016/17) to 45 seconds (Quarter 4 2016/17).
- The number of apprenticeships secured with development partners in the borough has almost tripled. Apprenticeship Week took place between 6-10 March 2017 with Re engaging in a number of events, including a Jobs Fair and Post-16 Options Event. The team has also worked to support local businesses and engaged with over 300 at events such as Building for Growth, Procurement Small Business Breakfast, Entrepreneurial Barnet Competition and a Colindale Site visit for development partners.

C.14 Challenges

- A number of key challenges remain within the Colindale programme. In particular, a number of issues regarding the delivery of highway infrastructure, the Controlled Parking Zone (CPZ) and the Colindale tube station have the potential to impact on the ability to mitigate congestion in the area. If not resolved in a timely manner, there is likelihood that the highways and transport infrastructure will not be sufficient for the increasing population.
- Compulsory Purchase Orders (CPO) decisions for CPO1 and CPO2 of the Brent Cross and Cricklewood (BXC) regeneration programme are still awaited from the Secretary of State. This could impact early works within the programme if a decision is not made soon, with a potential knock-on effect to the wider programme. Similarly, the CPO3 inquiry date has not been set. The date of decision could impact early works on the Thameslink project if it is not made by early 2018. A delay to the delivery of the Thameslink project could result in a reduction in the valuation/prices of houses in the whole scheme and so impact the viability of the BXS scheme.
- There are a number of outstanding Highways related issues at Stonegrove Spur Road that have not been resolved. Concerns have been raised by residents and Members around Green Lane resurfacing requirements and the adoption of Syke Lane and Cranborne Road. There is an expectation that the resurfacing works will take place in the summer 2017

Performance indicators

C.15 10 Contract Indicators are “below target” and five have been RAG rated as Red.

- **Prosecution and direct action** – 50% against a target of 60%. Of the cases referred for prosecution during the year one was a pre October 2013 legacy case where locating the owner/defendant had proved impossible, preventing more timely action. Four further cases that were referred ‘out-of time’ in October 2016 relate to a single property. Discussions with legal were begun in a timely manner but due to staff changes in HBLaw were not concluded prior to the relevant monitoring period. All planning enforcement cases with ‘prosecution potential’ are discussed on a monthly basis with client-side and HBLaw representatives to ensure that proper consideration is given to all cases
- **Number of Highways Emergency Defects Rectification completed on time; Category 1 Defects Rectification Timescales completed on time (48 hours); and Number of Highways Category 2 Defects Rectification completed on time** – all Failed due to data not being available. The contractor has submitted data for Quarter 4, which is being reviewed and will be sent back for further clarification as part of the validation process. Performance data for January to March should be available for reporting next quarter.
- **Improve customer satisfaction** – 60% against a target of 80%. The lowest scoring service area was Planning, with a score of 53%. The survey showed that 72% of customers who received a planning approval were satisfied compared with only 5.2% of customers who had their planning application rejected. There has been an improvement in performance since 2015/16 (56.3%).

Contract indicators (not met target)									
Ref		Indicator	Polarity	Period Covered	2016/17 Annual Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking
KPI	KPI002 (ENF)	Prosecution and direct action	Bigger is Better	Apr 2016 - Mar 2017	60%	50.0% (R)	71.4%	Worsening	No benchmark available
Of the cases referred for prosecution during the year one was a pre October 2013 legacy case where locating the owner/defendant had proved impossible, preventing more timely action. Four further cases that were referred 'out-of time' in October 2016 relate to a single property. Discussions with legal were begun in a timely manner but due to staff changes in HBLaw were not concluded prior to the relevant monitoring period. All planning enforcement cases with 'prosecution potential' are discussed on a monthly basis with client-side and HBLaw representatives to ensure that proper consideration is given to all cases.									
KPI	KPI 1.2 NM	Annual Programme relating to Carriageway Resurfacing schemes	Bigger is Better	Apr 2016 - Mar 2017	100%	99.0% (RA)	100%	Worsening	No benchmark available
26 carriageway schemes completed in September 2016 comprising 12 resurfacing plus 14 micro asphalt schemes. 1 resurfacing 95% completed in September delayed due to water leak. Thames Water Utilities advised and await conclusion of investigation and repair.									
KPI	KPI 1.1 NM	Implementation of the Annual programme relating to Highway Safety Inspections	Bigger is Better	Apr 2016 - Mar 2017	100%	99.0% (GA)	97.4%	Improving	No benchmark available
4,457 of 4,483 scheduled Highways Inspections were completed in 2016/17.The annual result was impacted by delays in August when 26 of the scheduled Highways Inspections were completed outside of timescales.									

Contract indicators (not met target)									
Ref		Indicator	Polarity	Period Covered	2016/17 Annual Target	2016/17 Result	2015/16 Result	DOT Long Term (From 2015/16)	Benchmarking
KPI	KPI 2.1 NM	Number of Highways Emergency Defects Rectification completed on time	Bigger is Better	Apr 2016 - Mar 2017	100%	Fail (R)	100%	Not Comparable	No benchmark available
KPI	NM KPI 2.2	Category 1 Defects Rectification Timescales completed on time (48 hours)	Bigger is Better	Apr 2016 - Mar 2017	100%	Fail (R)	98.8%	Not Comparable	No benchmark available
KPI	KPI 2.3 NM	Number of Highways Category 2 Defects Rectification completed on time	Bigger is Better	Apr 2016 - Mar 2017	100%	Fail (R)	0.959	Not Comparable	No benchmark available
The contractor has submitted data for Quarter 4, which is being reviewed and will be sent back for further clarification as part of the validation process. Performance data for January to March should be available for reporting next quarter.									
KPI	KPI 2.4 NM	Highways Insurance Investigations completed on time	Bigger is Better	Apr 2016 - Mar 2017	100%	99.0% (RA)	100%	Worsening	No benchmark available
The Re team responsible for starting the insurance investigation process has recently experienced several changes in personnel. During these changes an outgoing Re employee failed to record receipt of several insurance investigation instructions from the Authority. As a consequence Re did not commence the insurance investigation process on three cases until the Authority sent a chasing email for each. Re then discovered a fourth and fifth case while investigating the cause of the delay. This has resulted in Re underperforming against the 100% target for KPI 2.4 in October (85% - 23 out of 27 cases completed within 14 working days) and November (94% - 16 out of 17 cases completed within 14 working days) 2016.									
KPI	KPI 2.8 NM	Construction of Vehicle Crossovers within timescales following receipt of payment	Bigger is Better	Apr 2016 - Mar 2017	100%	95.0% (GA)	91%	Improving	No benchmark available
184 of 194 crossovers due for construction were completed within timescales achieving 95% against a 100% target. A further batch of 15 constructions originally due in January have been deferred due to resourcing and weather-related issues.									
KPI	SKPI 5	Improve customer satisfaction	Bigger is Better	Apr 2016 - Mar 2017	80%	69.0% (R)	56.3%	Improving	No benchmark available
The lowest scoring service area was Planning, with a score of 53%. The survey showed that 72% of customers who received a planning approval were satisfied compared with only 5.2% of customers who had their planning application rejected. There has been an improvement in performance since 2015/16 (56.3%).									
KPI	KPI001 LC	Average time taken to process requests for Full Official Searches (online and post) in Land Charges (days)	Smaller is Better	Apr 2016 - Mar 2017	3 days	3.03 days (GA)	4.31 Days	Improving	No benchmark available
The changeover to the new statutory application form (CON29) with new questions and numbering in Quarter 1 affected the service achieving its 3 days return target.									

Risk management

C.16 Risks on the Re/LBB joint risk register are reported under ARG Committee in paragraph B.22 above.

2 REASONS FOR RECOMMENDATIONS

- 2.1 These recommendations are to provide this Committee with the necessary information to oversee the performance of the corporate plan and service and contract performance. This paper enables the council to meet the budget agreed by Council on 1 March 2016.

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 for the delivery of services by the council, such as the performance of Delivery Units, Service Providers and partners.

- 5.1.2 The past four years of performance information is available at: <https://barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

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

- 5.1.3 Relevant council strategies and policies include the following:

- Corporate Plan 2015-2020
- Corporate Plan - 2016/17 Addendum
- Medium Term Financial Strategy
- Treasury Management Strategy
- Debt Management Strategy
- Insurance Strategy
- Risk Management Strategy
- Capital, Assets and Property Strategy.

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

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

5.3 Legal and Constitutional References

- 5.3.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.
- 5.3.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority's financial position is set out in sub-section 28(4) of the Act.
- 5.3.3 The council's Constitution, in Part 15 Annex A, Responsibility for Functions, states in Annex A the functions of the Performance and Contract Management Committee including:
- 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 including Adults and Communities; Assurance; Barnet Homes;; Commissioning Group; Customer and Support Group; Education and Skills Family Services; HB Public Law; Mortuaries, NSL (Parking Contractor); Public Health; Re; Registrars, Street Scene; and YCB.
 - 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.
- 5.3.4 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.

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

5.3.6 The council's Constitution, 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.

5.4 Risk Management

5.4.1 A separate paper on the council's risk management is on the agenda for this

Committee meeting. The paper sets out the mitigating actions in place to manage strategic and service risks that have a risk score of 15 or above.

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

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

5.5 Equalities and Diversity

5.5.1 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.

5.5.2 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.

5.5.3 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.

5.5.4 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.

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

www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity

5.6 Consultation and Engagement

5.6.1 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	Summer 2013	The council forecast that its budget would reduce by a further £72m between 2016/17 and 2019/20, setting the scene for the PSR consultation
Phase 2: PSR consultation to inform development of options	October 2013 - June 2014	Engagement through Citizen's Panel Workshops which focused on stakeholder priorities and how they would want the council to approach the Priorities and Spending Review An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.
Phase 3: Engagement through Committees	Summer 2014	Focus on developing commissioning priorities and MTFs proposals for each of the 6 committees Engagement through Committee meetings and working groups
Phase 4: Strategic Plan to 2020 Consultation	December 2014 – March 2015	A series of 6 workshops with a cross section of residents recruited from the Citizens Panel and Youth Board, plus two workshops with users ⁸ of council services. An online survey (17 December 2014 – 11 February 2015)

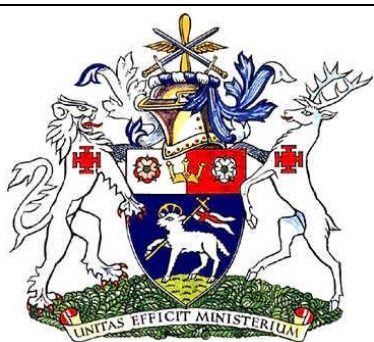
⁸ One "service user" workshop was for a cross section of residents who are users of non-universal services from across the council. The second workshop was for adults with learning disabilities.

6 BACKGROUND PAPERS

- 6.1 Performance and Contract Management Committee, 12 May 2015 (Decision Item 7) – approved Final Outturn and Quarter 4 Monitoring Report 2014/15
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=693&MId=7873&Ver=4>
- 6.2 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>
- 6.4 Council, 4 April 2015 (Decision item 13.1) – approved 2016/17 addendum to Corporate Plan
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8344&Ver=4>

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AGENDA ITEM 9



Performance and Contract Management Committee

4 July 2017

Title	Risk Management Update
Report of	Commercial Director
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: High level risks
Officer Contact Details	Lindsey Hyde, Strategic Lead – Programmes and Performance lindsey.hyde@barnet.gov.uk

Summary

This paper presents an overview of strategic risks and escalated service risks (scoring 15 and above). It provides Members with an overview of mitigating actions being implemented to further manage these risks, in order to give assurance that the council's risks are being managed in line with local guidance and best practice standards.

Recommendations

1. That the Committee notes the high level risks and comments on the mitigating actions being taken to manage the council's risks.

1. WHY THIS REPORT IS NEEDED

- 1.1 This paper provides Members with an overview of risk management within Barnet Council, focusing on the management of high level risks that score 15 and above.
- 1.2 Although good progress has been made in identifying risks across the council, including strategic and service risks, Members of Performance and Contract

Management (PCM) Committee have asked for additional assurance that the high level risks are being effectively managed. This paper aims to provide that assurance, as well as identifying areas where the approach to risk management could be further enhanced.

- 1.3 This paper outlines all risks on the strategic and service risk registers that score 15 and above, which are being managed as 'treat'. Additional actions to mitigate these risks have been reviewed and an overview of progress is provided, including suggestions for further improvement. It should be noted that the risk registers are live documents and all risks can change score i.e. reduce or increase in response to events or the implementation of risk controls or mitigations. Therefore, the information provided is a snapshot in time (as at April 2017).
- 1.4 Services with risks that score 15 and above that are being managed as 'treat' are outlined in paragraphs 1.10 – 1.14 below. Services with risks that score 15 and above that are identified as 'tolerate' are included in Appendix A for information purposes. These risks are reviewed internally on a quarterly basis as part of the risk management framework. The response to 'treat' risks involves the implementation of mitigating actions that should reduce the likelihood of a risk occurring or the impact it has should it occur. The response to 'tolerate' risks is to manage the risk within existing controls and mitigations but with the understanding that the residual risk score will not reduce.
- 1.5 The risk management framework includes risk assessment criteria for scoring the likelihood and impact of risk using a 1 - 5 scale, in order for there to be a consistent approach to scoring risks across the council. The criteria for the risk score is clearly laid out, but includes a range. So for example the range for a likelihood score of 4 is between 51-90% that the risk event would occur. So a mitigating action could successfully reduce the likelihood of the event occurring, but remain within the 4 range and not be enough to reduce the score to 3. This means that even though a mitigating action has been delivered, the overall risk score might not change.
- 1.6 Service risk registers including Assurance, The Barnet Group, Commissioning Group, Education and Skills, Mortuaries, Parking and Infrastructure, Registrars and Street Scene have been reviewed. However, none of these service risk registers have risks that score 15 and above and therefore they are not included below.
- 1.7 Whilst Assurance does not have any service risks that score 15 and above, a brief outline of actions taken to address risks associated with the General Election are included, given the high profile nature of these statutory duties.
- 1.8 This paper will be presented to PCM Committee after the 8 June, so Members will be unable to influence the controls or mitigations. However, this paper should provide reassurance that the service has done its due diligence and taken a robust approach to reducing any potential risk.

1.9 The mitigations have focused on managing any potential risk by implementing the recommendations from the Smith Review:

- The checking process for polling station registers and other paper work has been brought forward to the Tuesday before the Thursday election
- Ballot box collection has been brought forward to the Tuesday
- Five additional full-time staff have been seconded into the Elections Team to increase capacity during the run up to the General Election
- In addition, the Election Project Board has been meeting weekly and chaired by the Chief Executive.

The Elections Team is confident that they have effectively managed any potential risk and have re-assessed the residual risk score for 'STR014 Implementation of Elections Review' as 8.

Summary of high level risks (scoring 15 and above)

Risk register	Number of risks scoring 15 and above	Type of risk
Strategic Risk Register	2 'Treat' 2 'Tolerate'	4 Financial
Adults and Communities	6 'Treat'	5 Statutory Duty 1 Business Continuity
Family Services	2 'Treat'	1 Statutory Duty 1 Health& Safety
Regional Enterprise (Re) and LBB Joint Risk Register	4 'Treat'	4 Financial
Customer Service Group (SCG) and LBB Joint Risk Register	1 'Treat'	1 Business Continuity

Strategic Risk Register

Overview

1.10 This risk register includes four risks that score 15 and above. Two are 'tolerate' and relate to budget management.

- **STR004 - In-year budget reduction (risk score 15).** This risk relates to the uncertainty and lack of clarity on the impact of changes in the national and regional political landscape. This risk is being managed as tolerate as there is little that Barnet Council can do to minimise the risk of central government changing policy. Existing mitigations centre on regular liaison with central government contacts and lobbying.
- **STR005 – Growth assumptions in the budget (risk score 15).** This risk relates to 'not meeting growth assumptions in the budget as a result of income targets not being met or transformation programmes not being delivered successfully'. Income generation and programme delivery risks are managed and mitigated in other risk registers, therefore there is little that the risk owner can do to reduce the risk beyond those actions.

Two are 'treat' and are outlined below.

- **STR003 - Delivery of transformation programmes (risk score 15).** The mitigating actions are intended to ensure that all transformation programmes are delivered to deadline and within budget. Therefore, the mitigating actions centre on ensuring that the staff involved in programme delivery are skilled in programme and project management methods. Most of the mitigating actions were delivered in March 2017. The risk will be reviewed in Quarter 1 2017/18 and is anticipated to reduce as good progress has been made in delivering the transformation programmes.
- **STR007- Significant safeguarding incident (risk score 15).** The likelihood of a significant safeguarding incident occurring can never be completely mitigated. However, the likelihood will be reduced through practice improvement and quality assurance activity within Adults and Communities and Family Services. Most mitigating actions were delivered by the end of March, with one due in April 2018. The risk owners will again review the mitigating actions in Quarter 1 2017/18 and assess the effect on the residual risk score.

The Performance and Risk Team is working with the with risk champions in Adults and Communities and Family Services to tighten up the mitigating actions and delivery dates.

In addition, a new risk **STR019 Fire health and safety** has been added to the strategic risk register in light of the Grenfell Tower incident. This complements the existing risk, STR012 Potential health and safety incident, whilst focusing more specifically on compliance with policies and procedures relating to fire health and safety; audits and inspections; and fire risk assessments. It also reflects service level risks identified on the joint risk registers with CSG (CSG21 Building compliance) and The Barnet Group (TBG006 Health and safety/compliance incident). The existing programme of compliance work has been supplemented; and will include a review of the council's and housing association's properties. A full report will be going to Housing Committee on 26 June 2017. [Please note this new risk does not appear in the Appendix, as it has not been scored 15 and above].

Adults and Communities Risk Register

Overview

- 1.11 Adults and Communities are proactive in managing their risks. The risk owners and risk champions include regular comprehensive updates within their risk register. This risk register includes seven risks that score 15 and above, all of which are 'treat'.

This service's approach is to include the mitigating actions as part of their service plans, with actions to address risks mainstreamed across the service. This ensures a very coherent approach to risk management and the highest scoring risks are beginning to reduce.

- **AC001 - Increased overspend to meet statutory duties (risk score 20).** This risk is being addressed by an in-year recovery plan that includes tighter spending controls and more senior management scrutiny of non-care spend.

There is work underway to agree the 2017/18 budget, which will reduce the likelihood of the risk next year. Overall the risk is showing as reducing.

- **AC002 - Failure of care provider (risk score 16).** The service has a number of mitigating actions in place to ensure that providers do not fail including a programme of quality assurance measures. Mitigating actions were delivered in line with the delivery date of January 2017. Unfortunately, despite this, during the early part of this year, the service experienced one homecare provider failing and one nursing home closure. However, the service managed both events successfully and as a result reduced the residual risk impact score to 4 and the risk is now showing as reducing.
- **AC003 - Unacceptable level of quality services provided by care providers (risk score 16).** This risk is being managed through a programme of quality assurance, practice improvement and provider support. The mitigating actions were delivered by the end of January 2017, but the risk has not reduced. Therefore, the risk owners are reviewing mitigating actions to ascertain how they can be further improved in order to have an impact on the residual risk score.
- **AC004 - Surge in demand from NHS (risk score 15).** This risk concerns the unexpected surge in demand from the NHS. Close partnership work will address this risk and therefore Adult and Communities senior managers are attending monthly meetings between Barnet Council, the Clinical Commissioning Group and NHS Provider Trusts to discuss and manage pressures in the system. The current delivery date for this action is ongoing, so it is not clear when we can expect to see a reduction in the risk score. This is being reviewed to add some more specific delivery dates where possible.
- **AC008 - Non-adherence to safeguarding policies and procedures (risk score 15).** This risk is being managed by internal and external case audit processes and recruitment to critical vacant posts. An internal audit is to be completed by April 2017. This action will be reviewed during Quarter 1 2017/18, after delivery of the internal audit, and the risk owner will update with a new delivery date.
- **AC011- Breach of mental capacity act or code of practice (risk score 15).** A review has begun that will establish how existing resources can be allocated to streamline the process and target priority cases. This risk is aligned to STR007 Significant safeguarding incident. Actions to address this risk are through the monitoring of safeguarding activity, as well as improving safeguarding activities.

Family Services Risk Register

Overview

- 1.12 In order to address their risks Family Services has developed a robust internal risk management process with clear links between service, project, team and commissioning risks. Two risks score 15 and above and are being managed as 'treat'.
- **FS001 - Significant child safeguarding incident (risk score 16).** The likelihood of a significant safeguarding incident occurring can never be completely mitigated. However, the likelihood will be reduced by embedding the resilience model of practice and implementing the Practice Improvement

Plan that contains a number of actions. Many of these actions have been delivered, with additional actions to be delivered in 2017/18.

- **FS004 - Serious gang-related incident (risk score 16).** The gangs operational protocol and screening tool helps control this risk, as do a number of governance groups including a gangs operation group, a gangs missing and child exploitation group.

In light of recent developments such as the establishment of the REACH team in Family Services, the mitigating actions are being reviewed by the Family Services risk champion and the Assistant Director with lead responsibility for the council's gangs strategy. They plan to review delivery dates within the risk register and add any relevant actions from the strategy.

Regional Enterprise (Re) and LBB Joint Risk Register

Overview

- 1.13 The Commercial Team has produced a risk register in partnership with Re outlining their joint risks. The Commercial Team risk champions will be responsible for monitoring joint risks as part of the contract monitoring processes. As this is a new risk register, Barnet Council and Re have yet to fully implement the mitigating actions contained within it. Four risks score 15 and above and are being managed as 'treat'.

It is recommended that the Re risk register is reviewed in line with the Re Review process that is currently taking place, as it is likely that several new risks will be identified during the public consultation exercise.

- **RE001 - Development pipeline (risk score 16).** This risk, that property build exceeds target cost, has mitigating actions in place. Development Management is provided by GL Hearn including the use of project management toolkit (gateway process), contingency within the target cost, competitive procurement processes, challenge of current contractor prices through a benchmarking process, re-appraisal of schemes and value engineering and continued negotiations with the selected contractor are continuing.
- **PB13 - Development Tranche 1 (risk score 16).** The risk mitigation to address this is that the business case for DPP Tranche 1 is being revised in collaboration with Capita/Re and there will be a new model for delivery that can be rolled out.
- **PB14 - Development Tranche 4 (risk score 16).** The mitigating actions in place are that an initial feasibility study has been carried out and site survey work has been procured.
- **OP2 - Reduced revenues and loss of income due to Government plans to transfer the provision of the Land Registry service provided by Land Charges to an overarching external authority (risk score 16).** The mitigating action is to continue to closely engage with the Land Registry to gather as much information as possible about progress. This risk is currently being addressed as treat but given that Barnet Council cannot control central government's plans, it may be moved to 'tolerate'.

Customer Service Group (SCG) and LBB Joint Risk Register

Overview

- 1.14 Only one risk on this register has been identified as scoring 15 and above and is being managed as a 'treat'. This is related to ICT infrastructure.

- **CSG13 - Inability of current ICT infrastructure to handle multiple service applications due to portfolio of systems not being managed properly (risk score 15).** Dedicated infrastructure staff within Capita are focused on the control of the Barnet infrastructure and capacity checks on the wireless network are currently taking place to increase speed and resilience. Additional actions are due to be delivered by June 2017. Therefore a reduction in the risk score could be expected in Quarter 3 2017/18.

2. REASONS FOR RECOMMENDATIONS

- 2.1 Barnet Council has developed a new risk management framework, which was approved by Performance and Contract Manager Committee in November 2016. The risk management framework has been developed in line with best practice.
- 2.2 The recommendations contained in this report are designed to ensure that risk owners, who retain overall responsibility for risk management, are taking appropriate action to reduce the 'treat' risks for which they are responsible.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 None.

4. POST DECISION IMPLEMENTATION

- 4.1 Risk owners and risk champions across Barnet Council are required to consider further actions to mitigate any risks being managed as 'treat'. To support them in this, a number of capability development actions are being implemented such as comprehensive training for risk owners and champions.
- 4.2 Senior management will continue to review the strategic risks and any service risks scoring 12 and above on a quarterly basis and where they have concerns, they will be able to instigate a deep dive process to investigate any issues.
- 4.3 At a more operational level, the risks will continue to be managed by service managers and monitored through the risk champions network. This is a monthly meeting that provides officers with an opportunity to review risk mitigation actions and find common solutions to problems.

5. IMPLICATIONS OF DECISION

Corporate Priorities and Performance

- 5.1 All services are expected to update their risks on a regular basis. Any

escalated service risks reviewed are then added to the corporate risk register and published as part of the quarterly Performance Monitoring Report to Performance and Contract Management Committee.

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

- 5.2 There are no specific financial and value for money, procurement, staffing, IT, property and sustainability implications associated with this paper. However as part of the risk management framework, risk owners may identify risks around finance and value for money, staffing and culture, etc. to ensure that risks within these key areas of business are properly identified and managed.

Social Value

- 5.3 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.

Legal and Constitutional References

- 5.4 Under the Council's Constitution, Responsibility for Functions (Annex A) the Performance and Contract Management Committee have specific responsibility for risk management.

Risk Management

- 5.5 The purpose of this paper is to improve the management of risk within Barnet Council. Attached to this report are the strategic and service risks that score 15 and above, including the controls and mitigations in place and further actions to reduce any 'treat' risks.

Equalities and Diversity

- 5.6 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

The main equalities risk for Barnet Council is that members and/or officers will fail to properly discharge their duties under the 2010 Equalities Act. The Performance and Risk Team has met with the council's equalities lead to discuss this risk and it is planned that she will attend a meeting of the risk champions network to help them assess whether their risk registers have properly taken equalities risks into account.

Consultation and Engagement

- 5.7 The risk management framework processes are internal management tools that have been developed in consultation with senior officers within Barnet

Council. Work has been carried out with partner agencies such as The Barnet Group, Cambridge Education, CSG and Re to develop joint risk registers.

Several risks on the strategic and service risk registers relate to partnership working. Therefore, as part of the risk management action plan, The Performance and Risk Team intends to consider how the council can consult and involve partner bodies such as the Police, NHS, etc. in the identification of risks within the locality.

6. BACKGROUND PAPERS

None.

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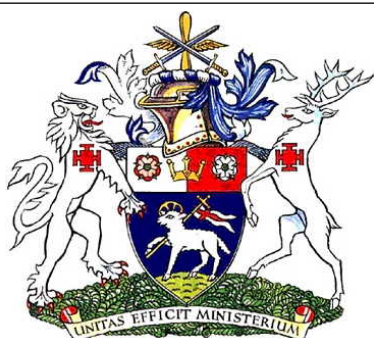
Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Target Risk		Further actions			Direction of travel (from previous quarter)	Q4 review summary
						Impact	Likelihood	Impact	Likelihood	Risk Score	Impact	Likelihood	Response Option	Actions	Delivery due date		
Risks scoring 15 and above managed as treat																	
Strategic Risk Register																	
STR003	Delivery of transformation programmes	If there are challenges with resource recruitment, changes in market conditions, changes in political decisions, change resistance, poor project management, budgetary management and engagement (staff and residents), this could lead to failure to deliver major transformation programmes, specifically Brent Cross, Mill Hill depot, Colindale office relocation, Street Scene Alternative Delivery Model (ADM), Adults & Communities ADM, Libraries programme and Social Care Practice Improvement and failure to maintain a balanced budget over the MTFS period resulting in resident dissatisfaction, disruption to services, financial loss, and reputational damage	Chief Executive	Financial	We have clear leadership in place through our Commissioning Directors, and the decision-making process is well understood. Our governance structure is set up to support delivery, with member challenge. Our annual finance and business planning processes also support this.	5	4	5	3	15	5	2	Treat	Continuing monitoring of resources available to transformation programmes Bi-annual audits of specific projects within transformation programmes Update of project management methodology to enable use of agile project methodology where appropriate Application of refreshed Risk Management Framework across all transformation programmes	Ongoing Ongoing 31 May 2017 31 March 2017	Same	The audits of specific projects within transformation programmes will ensure the Council's project management methodology is being applied.
STR007	Significant safeguarding incident	If Council services and partners do not effectively manage their relevant safeguarding risks, this could lead to a safeguarding incident resulting in potential harm to individuals and/or families, potential legal challenge, resident dissatisfaction, public scrutiny	Chief Executive	Statutory Duty	Children: elements of the Practice Improvement Plan have been implemented, including training. We also have a supervision policy and practice standards, and undertake quality assurance activity. We adhere to pan-London safeguarding procedures and processes, and ensure scrutiny and oversight of safeguarding via assurance reports to the lead member, SCB Assurance, Barnet Safeguarding Board, and the Social Work Improvement Board Adults: adherence to the multi-agency pan London safeguarding adults procedures. Training programme. Supervision policy and practice standards. Quality assurance programme in place including case audit, supervision audit, performance monitoring. Assurance reports to SCB Assurance, Barnet Safeguarding Adults board and PQA sub-group; also to Adults committee and HWB annually.	5	5	5	3	15	5	3	Treat	Migration of existing documents from Wisdom to LCS Commence new vulnerable adolescents service model Quality assurance ongoing implementation Implementation of Mosaic safeguarding reporting	31 January 2017 31 March 2017 April 2018 Ongoing	Same	The majority of the 2016/17 Practice Improvement Plan has been implemented and the plan is currently being refreshed for 2017/18. As part of this Signs of Safety training has been rolled out. Supervision and practice standards help to control this risk, as well as quality assurance activity. Teams in the service are increasing their use of group supervision which will lead to an improvement in the quality of reflective practice. Quality assurance has improved with the embedding of a refined audit function. The numbers of audit increased in January providing a richer picture of practice and more timely turnaround of findings. The migration of documents from Wisdom to LCS has been completed which has improved information accessibility and management. A new multi-disciplinary team (REACH) has been implemented to deliver intensive, wraparound interventions for high risk adolescents. The residual and target risk scores remain unchanged.
Adults and Communities																	
AC001	Increased overspend to meet statutory duties	Adults & Communities Delivery Unit could have insufficient resources to meet its statutory duties due to operating in an environment in which there is inherent uncertainty in future demand for services, exacerbated by a potential inability to deliver savings, reduced ability to raise income from clients, the rising cost of care, other in year financial pressures due to unexpected demand, the increasing complexity and cost of care packages, and legislative changes. This could result in harm to individuals, legal challenge, worsening budget overspend, and reputational damage.	Adults and Communities Director	Statutory Duty	The Council's budget management process (MTFS) forecasts demographic growth and pressures over a 3 year period. Budget and performance monitoring and management controls are used throughout the year. Work to reduce addressable spend (such as expenditure on agency staff) is being carried out in year. The Joint Strategic Needs Assessment will identify future demand pressures, and the Council will undertake initiatives focused on reducing and managing future demand in response, including the Adults' New Operating Model/ Alternative Delivery Vehicle which focus on reducing demand for services and finding more creative ways to manage complex need.	5	5	5	4	20	3	3	Treat	Changing residents behaviours to be more self sufficient and resilient Increased focus on wellbeing and prevention services New target operating model focusing on strength-based approach Securing funding (financial settlement) at a national level Follow on actions from ADASS Finance Lead budget challenge with a particular focus on the cost of care for people with learning disabilities	Ongoing	Reduced	In year recovery plan continues to be delivered with increased controls on spending including recruitment freeze; all non-care spend needing AD approval; AD chairing fortnightly panel which agrees packages of care. Follow on actions from ADASS Finance Lead challenge continue with service review of learning disabilities teams commencing in February 2017. 2016/17 budget will be overspent at year end but work to agree the 2017/18 budget (including agreement of social care precept) should reduce the likelihood of this risk in the next financial year. Additional funding to support adult social care was announced by central government in the Spring Budget.
AC002	Failure of care provider	A care provider could suddenly be unable to deliver services, due to: - provider going into administration - failure of regulatory inspection relating to quality of service - care provider chooses not to deliver services - HS&E breach leading to operational disruption to manage the situation, harm to individuals by not having their care and support needs met, unexpected financial consequences, breach of statutory duty,	Head of Integrated Care Quality	Business continuity	For contracted services, extensive due diligence is carried out before and during any contract. The Delivery Unit carries out ongoing contract management and monitoring to ensure it continues to engage with providers, complemented by relationship management work, and monitoring of individuals placed with providers. The Council also works with the market as a whole, making a programme of best practice and improvement initiatives available to the provider sector. A regular report setting out provider risks and concerns is circulated to the DASS and to the DU's Leadership team on a monthly basis and discussed through the regular DASS assurance meeting.	5	5	4	4	16	4	3	Treat	Fully scope opportunities for a more integrated approach with the CCG - step up engagement programme - additional staff - greater availability of training and literature for care providers	Jan-17	Reduced	The DU continues to deliver a programme of quality assurance, practice improvement and provider support to maintain good relationships with the sector and mitigate any risk of failure. During the quarter one homecare provider has failed and one nursing home has closed and the DU has successfully managed both these events. As a result we have reviewed and reduced the impact rating for this risk. The new enablement service is up and running and a report on the lessons learned from the failure of the previous provider was presented to Adults and Safeguarding and Performance & Contract Management committee in January 2017.
AC003	Unacceptable level of quality services provided by care providers	Unacceptable levels of quality of services provided by care provider could lead to additional dedicated Barnet resource needing to be put in place to address the situation, resulting in reduced ability to manage BAU, financial consequences. If the additional resource is not able to address the underperformance of the care provider, this could also lead to harm to individuals, reputational consequences	Head of Integrated Care Quality	Statutory Duty	For contracted services, extensive due diligence is carried out before and during any contract. The Delivery Unit carries out ongoing contract management and monitoring to ensure it continues to engage with providers, complemented by relationship management work, and monitoring of individuals placed with providers. The Council also works with the market as a whole, making a programme of best practice and improvement initiatives available to the provider sector.	4	5	4	4	16	3	3	Treat	Fully scope opportunities for a more integrated approach with the CCG - step up engagement programme - additional staff - greater availability of training and literature for care providers	Jan-17	Same	The DU continues to deliver a programme of quality assurance, practice improvement and provider support to maintain good relationships with the sector and mitigate any risk of failure. Event was held for registered managers of care providers with high attendance and positive feedback. During the quarter one homecare provider has failed and one nursing home has closed and the DU has successfully managed both these events. As a result we have reviewed and reduced the impact rating for this risk. The new enablement service is up and running and a report on the lessons learned from the failure of the previous provider was presented to Adults and Safeguarding and Performance & Contract Management committee in January 2017.
AC004	Surge in demand from NHS	An unpredictable surge in demand from the NHS in situations where there is limited capacity could lead to the DU being unable to meet this demand within the NHS's required timescales. This could result in financial consequences, operational disruption leading to rushed decisions being made that have unintended negative consequences, potentially for individuals that have been discharged, and increased central government scrutiny.	Assistant Director Adult Social Care	Statutory Duty	System-wide resilience monies have been made available and these can be used to buy in extra capacity, subject to agreement by the NHS-led Improvement Board. There are monthly system resilience and operational resilience meetings between LBB, CCG and NHS Provider Trusts to discuss & manage pressures in the system, and to deliver action plans. Daily conference calls are in place to deal jointly with events as these happen.	4	5	3	5	15	3	3	Treat	- Exploring additional preventative measures (e.g. Barnet Integrated Locality Team) - Ongoing engagement with NHS partners (providers, Barnet CCG) at strategic level	Ongoing	Same	Work with NHS partners continues. Within the quarter, the Assistant Director Social Care participated in an NHS-led Rapid Improvement Event to improve hospital discharge pathways. Senior managers attend the joint A&E Delivery Board to monitor systems resilience and the Delivery Unit has supported rollout of the SHREWD systems resilience dashboard across North Central London.
AC008	Non-adherence to safeguarding policies and procedures	Insufficient competent staff (permanent and agency, at all levels) to meet rising demand and complexity could lead to non-adherence with policies and procedures (specifically safeguarding within the Care Act, and London-wide safeguarding policies and procedures), resulting in death or serious harm to individuals, legal challenge, financial loss, decreasing staff morale due to greater pressure and reputational damage.	Head of Safeguarding Adults	Statutory Duty	Staff training is in place, supported by practice forums. Quality assurance framework, led by the Quality Board, monitors supervision (and responds to, for example, supervision and other quality audits). Regular case file audits take place (using a pool of auditors from across the Department). Monthly reporting to leadership team on safeguarding activity. Monthly quality and safeguarding meeting with DASS includes review of high risk cases. External case file audits are conducted. The Safeguarding Adults Board (multi-agency) meets regularly. Tools are available to support practitioners (e.g. recording templates, assessment tools etc.), as well as learning processes such as safeguarding adult reviews (SARs) and the domestic homicide review process.	5	4	5	3	15	5	2	Treat	- Fill vacant posts - Recognition of good management - Provision of proper support to management - Continue multi-agency work	Ongoing	Same	Recruitment to critical vacant posts has been agreed. There is an internal and external case audit programme in place which covers the quality of safeguarding work, with an internal audit to be completed in April 2017.

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Target Risk		Further actions			Direction of travel (from previous quarter)	Q4 review summary
						Impact	Likelihood	Impact	Likelihood	Risk Score	Impact	Likelihood	Response Option	Actions	Delivery due date		
AC011	Breach of mental capacity act or code of practice	Insufficient competent staff (permanent and agency, at all levels) to meet rising demand and complexity could lead to breach of the Mental Capacity Act or Code of Practice, resulting in Barnet not acting in someone's best interest (Mental Capacity Act), and as a result serious harm to individuals and/or the ongoing impact of such a breach on an individual's life; legal challenge, financial loss (legal costs) and reputational damage.	Statutory Duty	Compliance	As with safeguarding issues, staff training is in place, supported by practice forums. Quality assurance framework, led by the Quality Board, monitors supervision (and responds to, for example, supervision and other quality audits). Regular case file audits take place (using a pool of auditors from across the Department). Monthly reporting to leadership team on safeguarding activity Monthly quality and safeguarding meeting with DASS includes review of high risk cases. External case file audits are conducted. The Safeguarding Adults Board (multi-agency) meets regularly. Tools are available to support practitioners (e.g. recording templates, assessment tools etc.), as well as learning processes such as safeguarding adult reviews (SARs) and the domestic homicide review process.	5	4	5	3	15	5	2	Treat	- Fill vacant posts - Recognition of good management - Provision of proper support to management - Continue multi-agency work	Ongoing	Same	A review of the DoLS process has begun which will explore how existing resources can be allocated to streamline the process and target priority cases. To support this a rota has been established to ensure internal Best Interest Assessors are used to their full potential.
Customer Support Group (CSG)																	
CSG13	IT service obsolescence	Inability of current infrastructure to handle multiple service applications due to portfolio of systems not being managed properly, with many approaching end-of-life, resulting in outdated and unusable systems, poor-performing systems and potential security breaches	Head of Information Management	Business continuity	Network design is validated through Public Services Network certification and Capita third party assurance. Dedicated infrastructure staff within Capita are focused on the control of the Barnet infrastructure. Capacity checks on wireless network are currently taking place to increase speed and resilience.	4	5	4	4	16	4	2	Treat	With the completion of the 3 IT audits & the introduction of ServiceNow which is due to go Live in June 2017 the previous concerns will be addressed, as the inter relational database will be implemented. Also with new projects the IT Contract Manager role & Technical Design Authority is capturing issues before projects start	Jun-17	Same	We are maintaining the current risk score until the ServiceNow solution is in and working.
Family Services																	
FS001	Significant child safeguarding incident	Inappropriate response or poor decision-making around a case leads to a significant children's safeguarding incident, resulting in increased risk of significant harm or death of a child, and reputational damage.	Asst.Director, Social Care	Statutory Duty	The majority of the 2016/17 Practice Improvement Plan has been implemented. Delivery of the plan is monitored regularly and overseen by a Board chaired by the Chief Executive. Signs of Safety training is being rolled out as part of the toolkit to implement resilience-based practice across the service and partnership, which supports purposeful practice Supervision and practice standards help to control this risk, as well as quality assurance activity. We provide assurance reports to the lead member, SCB Assurance, Barnet Safeguarding Board, and the Social Work Improvement Board, to ensure scrutiny and oversight. The lead member meets monthly with service leads to provide oversight.	5	5	4	4	16	4	3	Treat	- Continued implementation of the Practice Improvement plan -Refresh of the PIP -Systemic Training undertaken by leaders	Apr '17 (TBC) April '17 October '17	Same	This will always be a significant risk for the service. Progress has been made around embedding the resilience-based model of practice; however it remains stable with the control actions in place.
FS004	Serious gang-related incident	As a result of inappropriate decision making, which could be exacerbated by a lack of timely access to information, a gang and serious youth violence related incident could occur involving one or more young people within the borough resulting in a child death and reputational damage.	Interim Assistant Director, Family Services	Health & Safety	Our Gangs and Serious Youth Violence Strategy is overseen by the Community Safety Partnership Board and Youth Offending Partnership Board. We also have a gangs operational group, and a gangs, missing and child sexual exploitation strategic group. Our gangs operational protocol and screening tool helps control this risk, as well as the Keeping Young People Safe preventative project. A Gangs surgery is in place for professionals and prevention activity is taking place in schools. There is a Serious Incidence Response Protocol in place for the partnership. -A new multi-disciplinary team has been established to deliver intensive, wraparound interventions for high risk adolescents.	5	5	4	4	16	4	3	Treat	- Continued implementation of the Strategy - Outcome of Community Safety / Family Services bid for a preventative gangs project delivered by VCS.	Ongoing Jun-16	Same	Intelligence suggests that this risk is currently stable. Additional mitigations added Q4. Introduction of adolescents team may lead to review of likelihood once impact is evident (likely second half of 2017)
Regional Enterprise (Re)																	
RE001	Development pipeline: Property build exceeds target cost	LBB are unable to commission the construction of the properties specified within the development pipeline at the target cost defined within the business plan due to: - construction inflation -team skills and experience - design that pushes up costs - team skills and experience - ineffective management of delivery - All of which could results in reduced profit or loss on properties, potential abandonment of the project and lose sunk costs, reputational damage - a sales/costs balanced design approach	Deputy Chief Executive Commissionin g Director, Growth & Development	Financial	Development Management provided by GL Hearn - Project management toolkit (gateway process) - Contingency within the target cost - competitive procurement process - current contractor prices are being challenged through a benchmarking process - Schemes have been re-appraised and value engineered at supply chain costs - negotiations with the selected contractor are continuing	4	5	4	4	16	3	3	Treat	- House Design review process - Review of the procurement process for construction projects	Ongoing	New	Ongoing monitoring.
PB13	Development Tranche 1	As a result of the failure to achieve Planning then the future pipeline within Barnet leads to wider growth to the JV not being achieved resulting in reduced margins, reduced stakeholder confidence, reputational damage and reduced revenues.	Deputy Chief Executive Commissionin g Director, Growth & Development	Financial	Submission to February Planning Committee has been delayed by Legal Challenges to aggregate the sites across the borough to achieve the affordable housing content. The Planning Consultant is in dialogue with the LPA and their legal advisors The independent viability assessor is still in dialogue with the development team but this is not believed to be insurmountable.	4	4	4	4	16	3	3	Treat	The business case for DPP Tranche 1 is being revised in collaboration with Capita/RE and there will be a new model for delivery that can be rolled out to the remaining tranches delivered by RE	Ongoing	New	A considerable amount of work has been put into a new delivery model that will result in a new business case being presented to ARG in June
PB14	Development Tranche 4	As a result of our inability to identify the next tranche of sites, reach commercial agreements and progress to planning in 2016 leads to failure to take tranche 4 sites forward to Planning in 2016 to achieve the growth targets in the business plan resulting in increased costs, reduced margins, reduced stakeholder confidence, reputational damage, and reduced revenues.	Deputy Chief Executive Commissionin g Director, Growth & Development	Financial	Currently the Development Pipeline Board has ring-fenced 13 sites for viability and affordability assessments to be undertaken. A number of these sites need to be taken forward to Planning in 2016 to achieve the growth targets in the business plan. Commercial agreement will have to be reached with the council in developing these sites Political backing will have to be achieved to allow the developments to proceed.	4	4	4	4	16	2	3	Treat	The DPP Tranche 4 work has been continuing on an 'at risk' basis with GL Hearn providing initial feasibility. The resolution of the Tranche 1 delivery model will allow a clear vision for Tranche 4	Ongoing	New	Initial feasibility carried out, site survey work has been procured.

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Target Risk		Further actions			Direction of travel (from previous quarter)	Q4 review summary
						Impact	Likelihood	Impact	Likelihood	Risk Score	Impact	Likelihood	Response Option	Actions	Delivery due date		
OP2	Land Registry Overarching external authority	Reduced revenues and loss of income due to Government plans to transfer the provision of the Land Registry service provided by Land Charges to an overarching external authority.	Deputy Chief Executive Commissioning Director, Growth & Development	Financial	Monitor the debate and progress on Government plans to be able to make an assessment on the full impact of the proposals. The Plans are now a reality – Act has received Royal Assent – infrastructure Act – migration scheduled 2017 to 2023.	3	5	3	5	15	3	5	Treat	Until we get any proposed implementation dates and further information on new burdens funding (Government and LGA and land registry) we are not in a position to initiate any change control notice or take other similar action. We continue to closely engage with the Land Registry to gather as much information as possible about progress in this regard. We have drafted a briefing note that will be shared with the Authority soon.	Ongoing	Same	We continue to closely engage with the Land Registry to gather as much information as possible about progress in this regard.
Risks scoring 15 and above managed as tolerate																	
STR004	In year budget reduction	The uncertainty and therefore lack of clarity on impact of changes in the national and regional political landscape, legislative changes and local government funding changes (e.g. lack of new funding for pressures in Adult Social Care and business rates localisation) that affect LBB services could lead to further reduction of the in-year budget resulting in non-achievement of MTFS target, reduction in service quality, resident dissatisfaction, deterioration of services, use of reserves and reputational damage. This could also have an impact on the existing overspend by increasing it.	Chief Executive	Financial	We have some contingency and reserves in place to mitigate the short term impact. We undertake forward planning, regularly updating our budget assumptions and monitoring the Government's fiscal announcements. However, we also maintain flexibility within existing plans to instigate recruitment freezes in non-front line services whilst long term plans are being put into place. We also maintain good contacts with central Government, to remain as informed as possible.	5	4	5	3	15	5	3	Tolerate	Continuing monitoring of resources available to transformation programmes Bi-annual audits of specific projects within transformation programmes Update of project management methodology to enable use of agile project methodology where appropriate Application of refreshed Risk Management Framework across all transformation programmes	Ongoing	Same	The Medium Term Financial Strategy and Capital Programme were presented to Policy & Resources in February 2017 and Full Council in March 2017. These included options for closing the gap and a balanced budget was agreed. Robust monitoring of the savings in the monthly budgetary control process will be in place for 2017/18.
STR005	Growth assumptions in the budgets	Due to a predication of contracts on income and a strategy that is increasingly focused on income, failure to deliver key transformation programmes and / or a fall in income would result in growth assumptions in the budget not materialising, causing potential failure of contracts and partners pulling out, and deterioration of the Council's financial position	Chief Executive	Financial	We have prudent contingency and reserves in place. We undertake forward planning, regularly updating our budget assumptions and monitoring the Government's fiscal announcements. We also maintain good contacts with central Government, to remain as informed as possible.	5	4	5	3	15	5	3	Tolerate	Monitoring	Ongoing	Same	Income and growth assumptions were reviewed during the budgetary control process and informed the setting of the 2017/18 budget. Accounts for 2016/17 are being finalised and any assumptions made that did not materialise will be reviewed to determine any impact in future years.

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AGENDA ITEM 10



Performance and Contract Management Committee

4th July 2017

Title	Key performance measures for the Barnet with Cambridge Education partnership 2016/17
Report of	Strategic Director of Children and Young People Commercial Director
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None
Officer Contact Details	<p>Chris Munday, Strategic Director of Children and Young People. Chris.munday@Barnet.gov.uk 0208 359 2858</p> <p>Duncan Tessier, Commercial Director Duncan.tessier@barnet.gov.uk</p> <p>Ian Harrison, Education and Skills Director Ian.j.harrison@Barnet.gov.uk; 0208 359 7692</p>

Summary

In April 2016, Barnet entered into a new seven year strategic partnership with Cambridge Education to provide the council's education services. This report provides key performance information for the first year of the strategic partnership.

Recommendations

- 1. That the Performance and Contract Management Committee note the 2016/17 outcomes for the key performance measures of the strategic partnership with Cambridge Education.**

1. WHY THIS REPORT IS NEEDED

- 1.1 At its meeting on the 31st May 2016, the Performance and Contract Management Committee received a report setting out the arrangements for the seven year strategic partnership with Cambridge Education (CE) to provide the council's education services. The Committee noted that the overall performance of the partnership is measured against a set of agreed Key Performance Indicators (KPIs). The committee considered how some of the KPIs within the contract are focussed on outcomes, where services provided by Cambridge Education influence schools (Strategic KPIs) whereas other KPIs relate directly to the performance of Cambridge Education itself (Operational KPIs).
- 1.2 The Committee received a report at its meeting on the 5th January 2017 providing information on the progress and performance of the contract during its first six months, including how Cambridge Education were responding to the findings of the 100 day reviews of key education services.
- 1.3 The purpose of this report is to provide information on the performance of the partnership at the end of the first year, measured by the KPIs. As with all services, performance indicators that are contained in the council's corporate performance monitor are reported quarterly to PCM Committee. This report contains the contractual KPIs that are due to be reported at the end of the first year of the contract.
- 1.4 For each SKPI the contract sets out a baseline performance for the partnership to achieve. As set out to the Committee in May 2016, the performance regime provides for under-performance points to be awarded, which will result in deductions from charges. The maximum that can be deducted is equivalent to the partner fee (profit), as set out in the final tender. There is a differential approach between Strategic KPIs and Operational KPIs, to reflect the level of direct control that Cambridge Education has over outcomes. In order to incentivise good performance, over-performance against Strategic KPIs will generate credits against OKPI deductions, but not additional cash payments.

A. Strategic Key Performance Indicators

- 1.5 Most of the contractual SKPI's relate to school examination and test results. National data now available to the council reports on examination and test results for the academic year 2015/16. For the vast majority of the 2015/16 academic year, education services were provided directly by the council, with

the transfer of services to Cambridge Education commencing in April 2016. The first full year impact of the arrangement with Cambridge Education in relation to school results contractually therefore is for the academic year 2016/17 which will be reported in 2018. Therefore at the end of the first year of the contract, there are three SKPI's to be reported that do not relate to school examination and test results.

Strategic KPI	Baseline	Contractual baseline target for 2016/17*	Performance 2016/17
Young people not in education, employment or training (16 to 17 year olds)	2% (2015 data)	2015/16 school year level or London top quartile whichever is lower	1.8% (Jan 2017)
Combined percentage of 16 to 17 year olds who are NEET and those whose current activity is not known to the LA	7.1% (2015 data)	2015/16 school year level or London top quartile whichever is lower	3% (Jan 2017)
The percentage of children who applied on time for a Reception place made an offer on national offer day	100%	2016 level or national average whichever is lower	100%

**The contract is monitored against a contractual baseline target with aspirational targets set for 'over performance' see paragraph 1.4 above*

B. Operational Key Performance Indicators

- 1.6 During the first year of the partnership, Cambridge Education have successfully achieved the contractual baseline target for 2016/17 for Operational KPIs. On only one measure, responding to Members' enquiries, did performance fall slightly short, although by such a small margin that no contractual penalties apply.
- 1.7 In relation to the satisfaction survey with schools, Cambridge Education will compile and conduct baseline surveys during October and KPI performance against this baseline will be assessed each year from 2018-19.
- 1.8 The strategic partnership is governed by a series of boards, all of which have headteacher representation. Therefore throughout the year, headteacher representatives have been involved in developing and reviewing the

partnership, e.g. reviewing performance on school standards, SEND performance, school place planning and participating in the service reviews, as reported to the Performance and Contract Management Committee earlier this year.

- 1.9 During the year, Cambridge Education has taken action to rapidly improve performance in relation to the transfer of statements for special educational needs (SEN) to Education, Health and Care plans (EHCP) and for the completion of new ECHPs. The improvement is continuing and will need to be sustained to deliver the ambitious targets set for 2017/18.

Operational KPI	Baseline	Contractual baseline target for 2016/17*	Performance for 2016/17
Ensure the Schools Budget (DSG) does not overspend.	no overspend	no overspend	no overspend
Produce an action plan for each school causing concern and progress reports on each SCC at least once a term.	n/a	100%	Action plans and termly progress reports produced
Produce an action plan for monitoring and improving arrangements for safeguarding in the Education and Skills service and in all Barnet schools and regular progress reports.	n/a	100%	Plan produced along with quarterly updates 100%
Percentage of SEN statements converted to Education, Health and Care Plans in accordance with the council's Transition Plan (September 2015)	376 out of 1551 completed by March 2016	100%	Revised target of 553 transfers between 1.4.16 and 31.3.17. Total transferred was 615.
Percentage of final Education, Health and Care plans issued within 20 weeks a) including exceptions	16.85%	Better than 2015/16	53.5% (159/297) including exceptions
Percentage of final Education, Health and Care plans issued within 20 weeks b) excluding exceptions	23.37%	Better than 2015/16	57.8% (159/275) excluding exceptions

Operational KPI	Baseline	Contractual baseline target for 2016/17*	Performance for 2016/17
SEN transport: Number of full contractor audits per annum.	n/a	2 full audits completed per contractor in year	2 full audits completed per contractor in year
SEN transport: Number of school location (contractor's vehicle) spot checks per term and per year	n/a	100 school location spot checks per school year with a minimum of 25 per term.	100+ spot audits completed with min of 25 per term
SEN transport: Number of travel assistance requests dealt with within 2 weeks of eligibility determination.	n/a	100%	100% of requests dealt with within 2 weeks
SEN transport: Journey time compliance: % of in-borough routes more than 15 minutes over recommended times.		Below 23%.	Fewer than 23% of routes more than 15 mins over
Children missing from education - Execution of the School Attendance Order process 1) Within 6 school weeks of initial referral date, 95% of children are enrolled in school or a notice is issued to the parents and 2) Once the School Attendance Order process is triggered, either 100% of children will be enrolled in school or their parents will be issued with an Attendance Order.	100%, 100%	1. 95% 2. 100%	1. 100% 2: 100%
Home visits within one week to children missing from school for 10 days	100%	100%	100%

Operational KPI	Baseline	Contractual baseline target for 2016/17*	Performance for 2016/17
a) Guaranteed provision of catering service to all schools subscribing to the traded service* AND b) i) Compliance with the Silver Catering Mark standard (does not apply to Kosher meals or 'special meal days agreed with individual schools') b) ii) Compliance with DfE school food standards (does not apply to Kosher meals or 'special meal days agreed with individual schools')) b) iii) Resolving complaints from schools without escalation to the prime contractor and/or the council.	100%	100%	a) 100% provision bi) Compliance with Silver Catering Mark bii) Compliance with DfE school food standards biii) 100% of complaints resolved without escalation
Average satisfaction ratings for an agreed set of services	n/a	n/a	tbc
Complete admissions processes within timescales - publication of admission arrangements by required date, allocation of places by required date, processing of late and in-year applications within agreed timescales.	tbc	100%	(April 18th 2017)
Responses to complaints, members' enquiries and FOIs within target timescales:	Complaints: 77% Members: 97% FOI: 100%	Better than 2015/16	Complaints: 94% (49/52) Members: 95% (97/102) FOIs: 100% (156/156)

2. REASONS FOR RECOMMENDATIONS

- 2.1 The Committee are asked to note the outcomes for the SKPIs and OKPIs and the performance of Cambridge Education in achieving the contractual targets set for 2016/17.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 This report has been prepared to advise Members of the performance of the strategic partnership with CE for 2016/17. No alternative methods of advising Members were considered.

4. POST DECISION IMPLEMENTATION

- 4.1 Cambridge Education will continue to deliver services as specified in the contract.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

The quality of the education offer is at the heart of Barnet's continuing success as a place where people want to live, work and study. It plays a crucial part in making Barnet family friendly, with many families attracted to the area by the good reputation of Barnet's schools. Excellent educational outcomes and ensuring children and young people are equipped to meet the needs of employers are key to deliver the Council's vision set out in its Corporate Plan 2015-20 for:

- Barnet's schools to be amongst the best in the country, with enough places for all, and with all children achieving the best they can
- Barnet's children and young people to receive a great start in life and
- For there to be a broad offer of skills and employment programmes for all ages

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

No resource implications arise as a result of the performance outcomes for 2016/17.

5.3 Legal and Constitutional References

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; Street Scene; 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 functions within the Council:
 - a. Risk Management
 - b. Treasury Management Performance
 - f. Note the Annual Report of the Barnet Group Ltd

5.4 Risk Management

CE maintain a risk register in relation to the delivery of the council's objectives of the strategic partnership which is reviewed by the Contract Monitoring Board, chaired by the council's Commercial Director.

5.5 Equalities and Diversity

5.5.1 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.

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

5.5.3 School improvement monitoring, supporting and challenging arrangements ensure that the quality of education in Barnet is maintained and improved. Outcomes for all groups of children and young people are monitored including children with special educational need, children in receipt of free school meals and children looked after. Barnet's Children and Young People Plan and Barnet's Education Strategy both have a strong focus on improving outcomes for disadvantaged groups of children and young people.

5.5.4 The delays in completing new assessments and slow progress in transferring statements to ECH Plans will impact disproportionately on pupils with disabilities as defined under the Equality Act 2010. Steps have been taken to resolve these issues as set out in paragraphs 1.30 to 1.32 above.

5.6 Consultation and Engagement

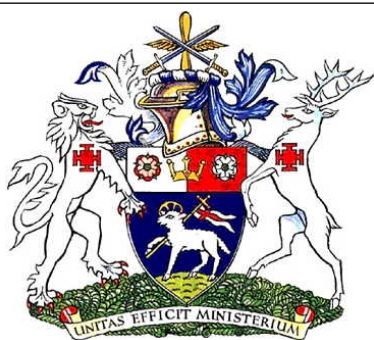
None

6. BACKGROUND PAPERS

- 6.1 Children, Education, Libraries and Safeguarding Committee, Agenda Item 7, *Education and Skills, Future Delivery of Services*, 18th November 2015
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=8259&Ver=4>
- 6.2 Council, *Education and Skills, Future Delivery of Services*, 8th December 2015
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8341&Ver=4>
- 6.3 Performance and Contract Monitoring Committee. Agenda item 14, *Education and Skills Contract*, 31st May 2016
<http://barnet.moderngov.co.uk/documents/s32103/PCM%20Committee%20report%20May%2016.pdf>
- 6.4 Performance and Contract Monitoring Committee, Agenda item 9, *Progress report on the Barnet with Cambridge Education partnership*, 5th January 2017
<http://barnet.moderngov.co.uk/documents/s37001/Progress%20report%20-%20Cambridge%20Education%20Partnership.pdf>

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AGENDA ITEM 11



Performance and Contract Management Committee

4 July 2017

Title	Affordable Housing Delivery
Report of	Deputy Chief Executive
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix 1 – Affordable Housing Delivery In Barnet
Officer Contact Details	<p>Emma Watson, Head of Strategic Planning Emma.watson@barnet.gov.uk, 020 8359 4924</p> <p>Paul Shipway, Strategic Lead Housing , paul.shipway@barnet.gov.uk 0208 359 4924</p>

Summary

At the Performance and Contract Management Committee meeting on 5 January 2017, it was agreed that an update report be provided to the Committee setting out the affordable housing target, the methodology used and the performance against it. This report and appendix 1 provides the Committee with the requested information.

Recommendations

1. That the Committee notes the report and the information set out in Appendix 1.

1. WHY THIS REPORT IS NEEDED

- 1.1 At its meeting on 5 January 2017, the Committee requested to receive a report setting out the affordable housing target, the methodology used and the performance against it.

2. REASONS FOR RECOMMENDATIONS

- 2.1 Appendix 1 sets out the Council's policy on delivering affordable housing, the methodology used to calculate delivery and progress over recent years.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Alternative options were not considered, as the Committee made it clear at its meeting on 5 January 2017 that it wanted to understand the position with regards to affordable housing delivery.

4. POST DECISION IMPLEMENTATION

- 4.1 Not applicable as the Committee is asked to note the contents of the report.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Corporate Plan 2015-2020 includes the priority **Responsible growth, regeneration and investment**, which includes the delivery of new affordable homes.
- 5.1.2 The Council's Housing Strategy includes objectives to **increase housing supply** and **delivering homes that people can afford**.

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

- 5.2.1 There are no financial implications associated with the recommendation, as the information required will be provided by Regional Enterprise as part of the base contract between Capita and the Council.

5.3 Social Value

- 5.3.1 There are no social value implications associated with the decision being sought by this report.

5.4 Legal and Constitutional References

5.4.1 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 service, including Adults and Communities, Assurance, Barnet Homes, Cambridge Education, Commissioning Group, Customer and Support Group (CSG), HB Public Law, Family Services, Mortuaries, Parking and Infrastructure, Public Health, Regional Enterprise (Re), Registrars, Street Scene and Your Choice Barnet.
- c. Receive and scrutinise contract variations and change requests in respect of external services.
- d. To make recommendations to Policy and Resources and Theme Committees on relevant policy and commissioning implications arising from the scrutiny of performance of services.
- e. Specific responsibility for the following functions within the council: risk management; and treasury management performance.
- f. Note the Annual Report of the Barnet Group Ltd.

5.5 Risk Management

5.5.1 There are no specific risks associated with associated with the decision being sought by this report.

5.6 Equalities and Diversity

5.6.1 There are no specific equalities issues associated with the decision being sought by this report. However, full Equalities impact assessments were completed in relation to the Council's Local Plan and the Housing Strategy, which set out the council's ambitions in respect of housing delivery.

5.7 Consultation and Engagement

5.7.1 No consultation or engagement has taken place in producing this report.

5.8 Insight

5.8.1 Data about the delivery of affordable homes collected by the Council and the Greater London Authority has been used in the drafting of this report.

6 BACKGROUND PAPERS

6.1 Performance and Contract Management Committee, 5 January 2017 – Agenda item 7 where it was agreed that an update report be provided to the Committee setting out the affordable housing target, the methodology used and the performance against it:

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Appendix 1 - Affordable Housing Delivery – Briefing for Performance and Contract Management (PCM) Committee

1. Introduction

At the PCM Committee on 5 January 2017, it was agreed that an update report be provided to the Committee setting out the affordable housing target, the methodology used and the performance against it. This report provides details on:

- The Council's adopted planning policy for the delivery of affordable housing and how it is applied.
- The methodology used for calculating the amount of affordable housing delivered.
- The number of affordable homes completed in recent years.
- Affordable Housing as % of new homes delivered
- Total sum of money secured for affordable housing through s106 agreements for off-site delivery.

2. Adopted Planning Policy – Delivering Affordable Housing

Within Barnet the % of new homes delivered that are affordable is measured against the Council's Local Plan (adopted in 2012) target that 40% of new homes that are delivered are affordable. Within this, there is an expectation that 60% of affordable homes delivered are for rent, with the remaining 40% for low cost home ownership. Delivery is subject to viability. The 40% target in the Local Plan is supported by an affordability viability study carried out by the Council in 2010 as well as the approach taken in the London Plan.

According to Local Plan Policy DM10 new affordable housing will be sought via the planning system on schemes providing 10 or more homes or on sites larger than 0.4 hectares. In May 2016 the Government updated National Planning Practice Guidance (NPPG) which states that affordable housing contributions should not be sought from developments of 10-units or less, and which have a maximum combined gross floor space of no more than 1000m²

Since May 2016 in order to be consistent with the NPPG our approach on thresholds has been to seek affordable housing from sites capable of providing 11 units or more gross, and replacing the 0.4 ha area threshold with the maximum combined gross floor space threshold of 1,000m²

The actual proportion of affordable homes delivered on each scheme will depend on an assessment of the financial viability of the scheme, and a process of negotiation between the Council's planning officers and developers. These viability assessments are subject to independent review.

3. Methodology for Calculating the Amount of Affordable Housing Delivered

The Re Regeneration Team is responsible for monitoring and progressing the delivering of affordable housing by Registered Providers (RP). KPI05 measures the number of affordable homes completed per annum from all of the following sources:

- Affordable homes delivered through S106 Agreements
- Affordable homes built or acquired by RP and used as affordable housing in addition to any S106 requirements

As outlined above, KPI05 includes (but not exclusively) affordable units secured through planning consent.

The percentage of affordable housing delivered through the planning process is calculated as part of a wider performance indicator to measure the total number of new homes completed in a year. This is reported by the Greater London Authority using data provided by the Re Strategic Planning Policy Team, and uses a different methodology which is described in section 5 below.

The number of new affordable homes completed is measured via a contractual performance indicator (Regeneration KPI05) with Re. This measures the total number of affordable homes completed during each financial year, and does not take account of any loss of affordable housing that may have occurred. An indication of the net gain achieved can be arrived at by looking at information about council properties that have been demolished each year.

The number of new homes completed is measured via a contractual performance indicator (Regeneration KPI01) with Re.

The implementation of Local Plan policy (DM10) on Affordable Housing is set out in the Authorities Monitoring Report (AMR). The indicator is based on affordable homes delivered (gross). Off-site contributions to affordable housing are also set out in the AMR. The Annual Regeneration and Growth Programme Report provides greater context on the delivery of affordable new homes on Priority Estates and regeneration schemes such as Brent Cross Cricklewood, Colindale and Mill Hill East.

4. Number of Affordable Homes Completed in Recent Years

Performance is set out in the table below:

	2014/15	2015/16	2016/17	Total 2014-2017	2017/18 (projected)
Target	308	256	375	939	211
Affordable rent	316	168	333	817	123
Low Cost Home Ownership (LCHO)	67	89	137	293	88
Total	383	257	470	1,110	-

Appendix A provides details of where these homes were delivered or are due to be delivered.

An indication of the loss of affordable housing stock can be derived by looking at changes in the amount of council stock demolished as set out in the following table and compared to the affordable housing completions to provide a net figure as follows:

	2014/15	2015/16	2016/17	Total
Total Affordable	383	257	470	1,110
Demolitions	62	239	104	405
Net gain	321	18	366	705

5. Affordable Housing as % of new homes delivered

The % of new homes that are delivered is a planning target which is derived using a methodology in common with the Greater London Authority (GLA), which compiles figures for boroughs across London through their monitoring system the London Development Database (LDD). Barnet submits data to the LDD which is verified by the GLA prior to publication in their AMR.

The GLA methodology is to take net conventional completions overall and compare these with net conventional affordable housing completions. In this instance, the term conventional means new build, conversions (e.g. conversion of house into flats) and changes of use (e.g. office to residential). The net figures are derived by comparing the number of homes originally on development sites and the number once the development has been completed. This means that homes demolished as part of a redevelopment or regeneration will not feature in the calculation until the homes on that site have been completed.

The GLA usually publishes figures in March¹ of each year in their Annual Monitoring Report (AMR), which can be accessed on their website². The GLA figures for Barnet's performance are set out in the table below:

GLA TABLE HPM 3: NET CONVENTIONAL AFFORDABLE HOUSING COMPLETIONS BY TENURE			
	2014/15	2015/16*	2016/17#
Rented	305	130	260
LCHO	63	60	90
Total Affordable	368	190	350
All Completions (Net)	1327	1645	1798
% Affordable	28%	12%	19%

*Provisional figure based on Barnet data within GLA's LDD pending publication of London Plan AMR

#Provisional LBB figure to be validated over the summer

¹ Publication of 2015/16 London Plan AMR has been delayed

² <https://www.london.gov.uk/what-we-do/planning/implementing-london-plan/monitoring-london-plan>

The GLA AMR is a useful barometer of performance on delivery enabling comparisons with other Boroughs. We are able through updates to the London Development Database to revise the number of completions for previous years. **Appendix B** shows performance on delivery of affordable housing for 2014/15 and % of affordable housing targets across London, as compiled by the GLA in their latest AMR. This shows that for 2014/15, Barnet delivered the 7th highest number of new homes amongst London Boroughs

Performance is reported via the Greater London Authority which usually publishes the information in the final quarter of the following financial year. In view of this, it is recommended that this information is provided for monitoring purposes only.

6. Total Sum Secured as Contribution for Affordable Housing Off-site Provision

The Council may in exceptional circumstances (subject to a robust justification of on-site affordable housing being inappropriate) accept the provision of affordable housing off-site, or through a cash in lieu contribution ring fenced to secure efficient delivery of new affordable housing on sites identified elsewhere. Exceptional circumstances for cash-in-lieu contributions may include:

- securing a higher level of affordable housing;
- better addressing priority needs, especially for affordable family housing;
- securing a more balanced community;
- better strategically sustaining important clusters of economic activity.

In the limited cases where financial payments are considered appropriate, the commuted sum will be based on the difference between what a Registered Provider would pay for the affordable homes and what the developer could sell the homes for on the open market if these were not provided as affordable housing.

Since April 2014, commuted sums to the value of £5,289,824 have been agreed through the planning process in lieu of affordable homes being provided on site. The focus for applying commuted sums has been the Council's own development programme, for example a new extra care scheme at Moreton Close and new council homes for rent built by Barnet Homes.

Appendix A – Affordable Housing Completions by Scheme – Regeneration KPI05

Site	Rented	LCHO	Total
2014/15			
Greenpoint	48	31	79
West Hendon	71		71
Grahame Park	55		55
Colindale Phase 2	37		37
Merrivale	31		31
Burnt Oak (1A Deansbrook Rd)	19	8	27
765 Finchley Road	16	4	20
Chandos Lodge	15		15
Kingsgate House	8	6	14
713 Finchley Road	5	6	11
Brent Court	9		9
Stonegrove		9	9
Beaufort Park		3	3
Hallywick Court	2		2
Total	319	64	383
2015/16			
Stonegrove	73	66	139
Dollis Valley	33	5	38
Colindale	27		27
Watling Boys Club	24		24
West Hendon	3	12	15
Barnet Homes	8		8
931 High Road		6	6
Total	168	89	257
2016/17			
Beaufort Park block F	177	0	177
Millbrook Phase 3 (FM)	16	17	33
Millbrook Phase 3a (Cala)	10	4	14
Northway House	0	11	11
931 High Road	0	6	6
Barnet Homes	32	0	32
Dollis Valley	16	5	21
Grahame Park	25	12	37
Stonegrove	0	26	26
Chandos Ave	0	10	10
British Library	57	33	90
Hendon Football Club	0	9	9
West Hendon		4	4
Total	333	137	470
2017/18 (projections)			
Grahame Park	8	7	15
Chandos Ave	8	2	10
1230 High Road	15	24	39
Barnet & Southgate College	14	10	24
Millbrook Phase 4a	7	4	11

Site	Rented	LCHO	Total
Stonegrove	8	0	8
Barnet Homes	4		4
West Hendon	0	0	0
Dollis Valley	6		0
Stonegrove	1	0	1
Millbrooke Park Phase 1 NHHG	12		
British Newspaper Library	1		
Hendon Football Club	20		
Furnitureland	19	41	
Total	123	88	211

**Appendix B – Net affordable housing Completions by London Borough 2014-15 – Table
HPM4 – GLA Annual Monitoring Report 12**

Rank ³	Borough	Number	% Affordable	Affordable target	Difference vs target
1	Brent	706	44%	50%	-6%
2	Croydon	638	42%	50%	-8%
3	Newham	568	29%	50%	-21%
4	Hackney	498	31%	50%	-19%
5	Lewisham	418	29%	50%	-21%
6	Haringey	405	64%	40%	24%
7	Barnet	368	28%	40%	-12%
8	Lambeth	358	25%	50% + subsidy, 40% without subsidy	-25%/-15%
9	Greenwich	286	25%	35%	-10%
10	Waltham Forest	281	42%	50%	-8%
11	Hounslow	279	31%	40%	-9%
12	Havering	276	43%	50%	-7%
13	Tower Hamlets	251	27%	50%	-23%
14	Islington	220	26%	40%	-14%
15	Kensington & Chelsea	196	20%	50%	-30%
16	Hammersmith & Fulham	172	21%	50%	-29%
17	Bexley	170	21%	50% (Min 35%)	-29%(-14%)
18	Wandsworth	144	15%	33%	-18%
19	Sutton	121	28%	50%	-22%
20	Harrow	96	23%	40%	-17%
21	Merton	94	22%	40%	-18%
22	Enfield	85	21%	40%	-19%
23	Hillingdon	78	8%	35%	-27%
24	Southwark	69	6%	35%	-29%
25	Camden	61	13%	50% >50 units, 10-50% for <50 units	-37%/+3%- - 37%
26	Ealing	59	7%	50%	-43%
27	Kingston	59	11%	50%	-39%
28	Westminster	48	7%	30%	-23%
29	Redbridge	16	6%	50%	-44%
30	Barking and Dagenham	14	3%	40%	-37%
31	Richmond	5	2%	50%	-48%
32	City	0	0%	30% on site, 60% off site	-30%,-60%
33	Bromley	-54	-13%	35%	-48%
	Total	6985	25%		

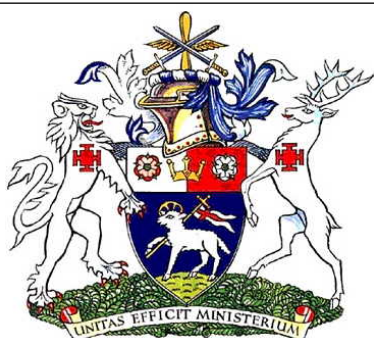
³ Ranked by number of affordable homes provided.

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AGENDA ITEM 12

Performance and Contract Management Committee

4 July 2017



Title	Committee Work Programme
Report of	Head of Governance
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A – Committee Work Programme 2017
Officer Contact Details	Salar Rida, Governance Officer salar.rida@barnet.gov.uk 020 8359 7113

Summary

The Committee is asked to consider and comment on the items included in the 2017 work programme in Appendix A.

Recommendation

1. That the Committee consider and comment on the items included in the 2017 work programme in Appendix A.

1. WHY THIS REPORT IS NEEDED

- 1.1 The Performance and Contract Management Committee's work programme 2017 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 2017**

Contact: Salar Rida 020 8359 7113 salar.rida@barnet.gov.uk

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
4 July 2017			
Quarter 4 and Year End Outturn Monitoring Report 2016/17	To review and approve final outturn and quarter 4 2016/17 finance and performance report, including treasury management outturn.	Assistant Chief Executive Head of Performance and Risk	Non key
Risk Management Update	At its meeting in February, the Committee asked to receive a report on risk management detailing information about escalated risks and the measures put in place as treatments.	Assistant Chief Executive Head of Performance and Risk	Non key
Proposed format for future Performance Monitoring Report	To comment and approve the future format of Performance Monitoring Reports to the Committee	Assistant Chief Executive Strategic Lead Performance and Programmes	Non key
Cambridge Education - Education and Skills Contract – update on KPI's	At the meeting on 31 st May 2016, the Committee agreed to receive regular update reports and within 6-9 months a report on performance against the KPI's in relation to the Education and Skills Contract. In January 2017, the Committee also requested an update on the outcome of satisfaction surveys with schools.	Strategic Director of Children & Young People Programme Director Education and Learning	Non key
Affordable Housing Delivery	To review performance and targets for delivery of affordable housing completions	Deputy Chief Executive Strategic Housing Lead	Non key

Subject	Decision requested	Report Of	Type
12 September 2017			
Quarter 1 Monitoring Report 2017/18	To review and approve quarter 1 2017/18 finance and performance report for internal and external delivery units. This report includes treasury management outturn.	Assistant Chief Executive Head of Performance and Risk	Non key
Barnet Group Annual Report 2016/17	To note the Barnet Group Annual Report for 2016/17.	The Barnet Group Chief Executive	Non key
Procurement - reviewing changes to wider procurement procedures	The Committee, at its meeting in February, asked for a report setting out the findings of a wider review around the procurement processes in place based on the lessons learnt from enablement service.	Assistant Chief Executive Commercial Director	Non key
28 November 2017			
Quarter 2 Monitoring Report 2017/18	To review and approve quarter 2 2017/18 finance and performance report for internal and external delivery units. This report includes treasury management outturn.	Assistant Chief Executive Head of Performance and Risk	Non key
Re Contract Review	To review and receive the update report.	Assistant Chief Executive Interim Assistant Director (Commercial)	Non key

Subject	Decision requested	Report Of	Type
To be allocated			
Parking Enforcement Contract review	To consider and review the parking enforcement contract.	Strategic Director of Environment	Non key