1. Corporate performance overview

Performance Report: Quarter One 2013/14

Contents

1.1 Corporate performance dashboard

The methodology for calculating these health ratings is explained in section 3 of this report.

Directorate	Corporate Plan performance	Revenue budget actual variance £'000	Capital actual variance £'000	Management Agreement/ Contract Performance
Adults and Communities	4.5	106	(700)	5.5
Assurance	-	(50)	n/a	-
Children's Education and Skills	-1	294	(12,319)	3.5
Family Service	3	1,162	582	2.5
Commissioning Group	1	247	13,747	-
Street Scene	2	1,672	1,176	10
Public Health	0.5	0	n/a	-0.5
Barnet Group	2	729	273	15
DRS	2	0	(5,537)	9
CSG	-	0	(20)	10.5
HB Public Law	-	294	n/a	2.5
Central Expenses	-	(945)	n/a	-
Totals[1]	0.5	3,509	(2,798)	7.5

[1] Organisational totals are based on a simple sum of overall RAG ratings for each service, where each colour is given a number e.g. green equals 1, red equals -1 as set out in 3.2.

2. Whole council summary tables

2.1 Key finance indicators

	Indicator		2013/14 Position as at 30/09/13)	2013/14 Position as at 30/06/13)	Achieved /Trend
1	**Revenue Expenditure**				
	(a) Balances and Reserves:				
	(i) General Fund Balance	£'m	11.63	13.45	🟥
	(ii) HRA Balances	£'m	15.38	16.07	🟥
	(iii) School Balances	£'m	14.76	14.76	🟩
	(b) Performance against Budget: Variations:				
	(i) Overspends	£'m	7.52	5.96	🟥
	(ii) Underspends	£'m	3.40	3.58	🟩
2	**Capital Expenditure**				
	(i) Total Slippage	£'m	22.52	20.34	🟥
3	**Debt Management**				
	(i) Total Debt Outstanding over 30 days	£'m	8.03	7.56	🟥
	(ii) Total Debt Outstanding over 12 months	£'m	1.23	1.25	🟩
	(iii) Council Tax - % paid	%	56.87	30.19	
4	**Creditor Payment Performance**				
	(i) % of Creditors paid within 30 days	%	99.00	98.48	🟩

2.2 Revenue budget – corporate overview - see monitoring report

2.3 Capital budget – corporate overview - see monitoring report

2.4 Corporate Plan performance - corporate overview

1. *Adults and communities*

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
1001	Increase the percentage of eligible adult social care customers receiving self-directed support	Apr 13 - Sept 13	67.8%	75%	3,724/5,463	68.2%	9.1%	▲ 0.5%	64.3% LAPS Q4 2012/13 group average
1002	Increase the percentage (and number) of eligible adult social care customers receiving direct payments to 30%	Apr 13 - Sept 13	30.7%	30%	1,182/3,685	32.1%	6.9%	▲ 4.5%	No benchmarking available - local Indicator
1003	Increase the number of carers who receive support services	Apr 13 - Sept 13	9%	8%	559/6,309	8.9%	10.8%	▼ 1.6%	Barnet comparator group average for 2012/13 = 8.98% (adjusted for outliers)
1004	Reduce the number of younger adults in residential and nursing care	Sept 2013	304	306	N/A	304	0.7%	↔ 0%	No benchmarking available - local Indicator
1009	Reduce adult reoffending for those under probation supervision	April 12 - March 13	5.9%	7.2%	N/A	6.6%	7.8%	▼ 12.5%	Home Office London Average April 12 - March 13 = 8.33%
1010	Reduce level of domestic burglary to 24.8 per 1,000 households	Sep 12 - Aug 13	25.4	24.8	N/A	23.05	7.1%	▲ 7.1%	Barnet comparator group average Sept 12 - Aug 13 = 17.77

2. *Children's Education and Skills*

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
3001	Increase the percentage of children achieving the early learning goals	Academic year	N/A	TBC	2,623/4,364	60.11% (P)	N/A	N/A	Provisional national data - 51.7% (NCER)
3003 a	Increase the percentage of children making two levels progress in Reading between Key Stages 1 and 2 to 93 per cent	Academic year	92%	93%	2,807/3,085	91% (P)	2.2%	▼ 1.1%	England - 88% (Source: DfE Statistical First Release)
3003 b	Increase the percentage of children making two levels progress in Writing between Key Stages 1 and 2 to 93 per cent	Academic year	92%	93%	2,831/3,087	92% (P)	1.1%	↔ 0%	England - 91% (Source: DfE Statistical First Release)
3004	Increase the percentage of pupils achieving 5 or more GCSEs A*-C (or equivalent) including English and Maths	Academic year	69.2%	69.2%	2,494/3,593	69.41% (P)	0.3%	▲ 0.3%	England - 51.9% (Source - NCER via EPAS)
3006a	Reduce the achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2	Academic year	16%	14%	N/A	16.1% (P)	15%	▼ 0.6%	England: 17.3% Provisional data. (Source: NCER via EPAS) 83% of Non-FSM children achieved L4+ in RWM combined, compared to 66.9% of FSM eligible students. Provisional only. Results relate to FSM-6 students. **Provisional benchmarking**
3006b	Increase the percentage of looked after children making the expected level of progress in English and Maths between Key Stages 2 and 4	Academic year	28%	35%	2/17	11.8% (P)	66.4%	▼ 58%	No benchmarking submitted

3. Children's Family Service

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
3002	Increase the number of early years places available for eligible two year olds from 350 to 700	Jul 13 - Sept 13	433	525	N/A	532	1.3%	▲ 22.9%	No national data available at present.
3008	Reduce the number of first time entrants to the Youth Justice System aged 10 to 17[2]	Jan 13 – Mar 13	408	428	N/A	383	10.5%	▲ 6.1%	London 540 England 514 YJMIS YOT Data Summary for England
3009	Increase the proportion of young offenders in education training or employment	Apr 13 - Sept 13	60.7%	75%	55/72	76.4%	1.9%	▲ 25.8%	London - 64.1% National - 60.6% YJMIS YOT Data Summary for England (Apr-Jun)

4. Street Scene

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
4002a	Increase the percentage of household waste sent for reuse, recycling and composting to 40%	Apr 13 - Jun 13	35.7%	35.79%	13,344.27/ 37,070.99	35.99%	0.6%	▲ 0.8%	Ranked 13th out of 23 London Boroughs (Waste DataFlow as at 14/10/2013)
4003	Launch 10 new 'Adopt a place' community schemes at different locations within the borough	Apr 13 - Sept 13	New indicator	5	N/A	2	60%	N/A	Not benchmarking available - local indicator
4004a	Increase transactions for parking bays (on-street) in Town centres	Jul 13 - Sep 13	420,445	405,500	N/A	417,471	3%	▼ 0.7%	No benchmarking available - local indicator
4004b	Increase transactions for car parks in Town Centres	Jul 13 - Sep 13	80,761	71,300	N/A	83,709	17.4%	▲ 3.7%	No benchmarking available - local indicator

[2] Please note this indicator is now sourced from IQuanta (the national Police database) resulting in an increased time delay to reporting.

5. Public Health

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
2003	Increase the number of eligible people who receive an NHS Health Check to 9000 *(target profiled across year)*	Apr 13-Jun 13	N/A	1,800	N/A	1,520	15.2%	N/A	No benchmarking submitted

6. Barnet Homes

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
8001a	Reduce the number of households placed in emergency accommodation to 500	Rolling Month	630	500	N/A	638	27.6%	▼ 1.3%	Q1 13/14: Barnet ranked 29 out of 32 London boroughs for numbers in EA (B&B, shared facilities and self-contained TA). Figures range from 0 to 881 households. Neighbours: Hackney (19th), Brent (20th), Enfield (27th) and Haringey (32nd). Overall, 22 of the 32 boroughs had an increase in Q1 compared to Q4 of the previous year. In Q1 LBB had 0 households with shared facilities and had 0 households in B&B.
8001b	Reduce the average length of time spent by households in short-term nightly purchased accommodation to 26 weeks	Rolling Month	31.7	26	N/A	34.6	33.1%	▼ 9.1%	No Benchmarking available - local indicator

7. DRS

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
6001	Completion of work on all roads and footpaths identified for resurfacing and maintenance work	July 13-Sept 13	15	15	N/A	27	80%	▲ 80%	No Benchmarking available - local indicator
6002	Completion of new affordable homes	July 13-Sept 13	N/A	116	N/A	63	45.7%	N/A	No Benchmarking available - local indicator
6003	Bring empty properties back into use	July 13-Sept 13	290	25	N/A	186	644%	▼ 35.9%	No Benchmarking available - local indicator
4001	Make Safe within 48 hours all intervention level potholes reported by members of the public	July 13-Sept 13	73%	83%	304/331	91.8%	10.7%	▲ 25.9%	No Benchmarking available - local indicator

8. Commissioning Group

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
5001	Increase residents' satisfaction with their local area as a place to live	Sept 13 – Oct 13	88%	90%	1385/1599	86.6%	3.8%	▼ 1.6%	TBC

2.5 Council project portfolio

The Council has three programme portfolios: the One Barnet transformation programme; the Capital programme, including school builds and refurbishment; and the Regeneration Programme.

Portfolio	Red Status	Amber Status	Green Status	Comments
One Barnet	1	1	9	Progress has been made across a number of Wave 2 projects. During quarter 2, the Customer and Support Group contract was mobilised and commenced. This contract sets out to transform customer access, improve services, increase capacity and provide £125.4m financial benefits. The Re contract was mobilised (aiming to enhance the built environment, and deliver £39.1m guaranteed financial benefit). The preparatory work for the in-sourcing of the recycling service (7 October) and commencement of the new waste offer (14 October) was undertaken. One project, Mortuary Service, was flagged as red at the end of Q2 with risks related to delivery of the project to the agreed schedule.
Capital Programme	-	6	15	Most of the projects are on track to deliver on time. Moss Hall, Martin, Oakleigh and Brunswick Park School Expansions have successfully handed over the early classroom on 3rd Sept. Etz Chaim scheme has been handed over and is now in defects phase. The School Opening Ceremony is to take place in October. However one project, Copthall Secondary School project, is facing additional strain on the tight delivery programme as planning are still yet to issue the decision notice on the temporary classrooms. Work is underway to scope work on four further schools to increase capacity.
Regeneration	-	5	3	There are 8 open projects of which none are red-rated projects. One project, Granville Road, which was previously Green is now rated Amber due to slippages in producing an acceptable masterplan and signing the Development Agreement. Planning consent for Dollis Valley has been issued and Barratts have started on site with the next phase of Stonegrove Spur Road. Brent Cross Development Partners were preparing to submit an application to vary the existing planning permission granted in 2010 to enable the re-phasing of the comprehensive development of Brent Cross Cricklewood. The Skills and Enterprise project remains Amber. The size and complexity of individual projects, and dependencies external development partners result in 'amber' ratings for the majority of the projects.

2.6 Key projects – corporate overview

Delivery Units have a number of change projects allocated to them for delivery (74, excluding those listed in section 6 above). These projects are scored by a standard methodology, with a single RAG rating based in progress against time and budget. Lead Commissioner and Delivery Unit review has not proposed any escalations of projects.

Service Area	Red Status	Amber Status	Green Status	Total number of projects*
Adult and Communities	-	2	5	7
Assurance	-	-	1	1
Education and Skills	3	9	12	25**
Family Services	1	1	12	14**
Commissioning Group	-	-	2	2
Street Scene	1	-	-	1
Public Health	2	1	5	8
HB Public Law	-	-	-	-
Barnet Group	1	2	7	10
DRS	1	1	4	6
NSCSO	-	-	-	-
Totals	9	16	48	74

Excludes projects delivered by the Delivery Unit which are reported to One Barnet, Regeneration or Capital Programmes
**Delivery Unit has change projects in management agreements which have not yet commenced.*

Nine projects managed in Delivery Units have reported as red:

- **Education-**
  - Mill Hill East school remained a red change project this quarter. Delivery Unit are working with DfE to develop alternative proposer for the site.
  - Implement delegation of funding for PRU's is delayed pending the review of alternative provision and action will now be taken on delegation
  - Develop proposals for Studio School

- **Barnet Group-**
  - Potential telehealth project to develop existing ASSIST service into a telehealth service is delayed

- **Family**
  - Meeting MTFS and Barnet spending review. Significant change management capacity will be required to deliver on the MTFS and accordingly a bid is being developed to the Transformation Fund

- **Public Health**

  recovery plan has been produced for the Review of Tobacco Control and Smoking Cessation services
  - Required savings for the Sport and Physical Activity review cannot be met under current contract until renewal in 2016/17. Longer-term options are under consideration

- **Street Scene**
  - North London Waste Authority Procurement meeting on the 26 September decided not to progress the procurement process for future waste services and facilities. NLWA now believes that a less expensive solution is continued use of the existing Energy from Waste facility at Edmonton in the medium term and a new Energy recovery solution in the longer term.
- **DRS**
  - Replacement of 2 cremators delayed and increase in costs (although containable within current budget).

2.7 Human Resource/People performance - corporate overview
Key corporate HR targets and indicators

Category	Indicator	Period Covered	Target	Outturn	Target Variance	DoT Variance	Benchmarking
Attendance	Average number of sickness absence days per employee (Rolling year)	Oct 12 - Sept 13	6	**7.7**	28%	▲	9 days (CIPFA, All Members & other Unitary Authorities 2012)
Performance Reviews	% objectives set for eligible staff only	Apr 13 - Mar 14	100%	**77.7%**	22.4%	Not previously reported	N/A : measure applicable to LBB only
Cost	Variance of total paybill to budget	Jul 13 - Sept 13	£19,809,864	**9%**	2.2%	▲	N/A : measure applicable to LBB only
Employee Relations	High Risk - Employee Relations cases as % of total cases	As at 30 September 2013	N/A	**5.1%**	N/A	▲	N/A : measure applicable to LBB only

As at 30 September 2013	ESTABLISHED POSITIONS AS FTE *Total number of Barnet Council Posts; these posts may be unoccupied, due to be deleted or held to be filled at a later date*		EMPLOYEES COVERING ESTABLISHED POSITIONS AS FTE *Total Number of employees, permanent, temporary and fixed working for Barnet and occupying an established post*			MSP RESOURCE AS HEADCOUNT *Total number of agency staff, interims or consultants provided by our Managed Service Provider (non Council employees)*	NON MSP RESOURCE AS Headcount *Total number of agency staff, interims or consultants provided through agencies outside or Managed Service Provider(non Council employees)*			AVAILABLE CASUAL RESOURCE AS FTE *Number of workers who undertake work on an ad hoc basis (Council employees)*
	Total Established Positions (FTE)	Occupied (FTE)	Permanent	Fixed Term, Temporary, Seasonal	TOTAL	TOTAL	Resource paid in the quarter	Consultants paid in the quarter	TOTAL	Total
Total excluding CSG and RE	2,245.11	1,705.77	1,458.94	232.71	1,691.65	491	39	5	44	256.69

In London Borough of Barnet 60% of top earners are female, compared to 44% of women in leadership posts (CIPFA All Members & other Unitary Authorities 2012). Though, for the percentage of BME and disabled staff the council were below average with 33% and 3%, respectively, of the total number of employees. This is compared to the average of 35% of BME employed in the borough, and 4% of declared disabled staff (CIPFA All Members & other Unitary Authorities 2012).

3.1 Thresholds for awarding directorate-level health rating traffic lights

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

3.2 Method for producing the Corporate Plan, HR/People and Project health ratings

Each individual performance indicator is traffic lighted according to the same four point traffic light scale: Green, Green Amber, Red Amber and Red. Points for each are awarded, as shown in the table below, and then added together to produce the overall health rating score for each directorate.

	Points for each indicator
Green	1
Green Amber	0.5
Red Amber	-0.5
Red	-1

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

3.3 Method for producing individual performance indicator traffic light ratings

Any target that is met achieves a Green traffic light. Targets that have not been met, but where 80% or more of the targeted improvement has been achieved, will be given a Green Amber traffic light.

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

If the targeted improvement is below 80% but above 65% the indicator will get a Red Amber rating.

For example, if the baseline is 80 people and the target is 100 people, the targeted improvement is 20. 80% of 20 is 16, so the outturn would need to be at least 96 people to achieve Green Amber and at least 93 people to achieve a Red Amber.

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

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

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

For an indicator to be rated as Green amber:
1. No more than 5% off target, and;
2. A positive direction of travel

For an indicator to be rated as Red amber:
1. Between >5% and no more than 10% off target, and;
2. Positive direction of travel or negative direction of travel not in excess of 2.5% (if the service has a clear story and improvement activity in place)