

Performance Report: Quarter Three 2013/14

1. Corporate performance overview

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	306	(887)	7.5
Assurance	n/a	(50)	n/a	n/a
Children's Education and Skills	-1	48	(10,203)	2.5
Family Service	3	86	(1,301)	0.5
Commissioning Group	n/a	297	1,470	n/a
Street Scene	1	2,328	(327)	6
Public Health	0	0	n/a	0
Barnet Group	-1.5	0	(270)	13
Re	3	1	(1,916)	42.5
CSG	n/a	0	(6,801)	15
HB Public Law	n/a	157	n/a	5.5
Central Expenses	n/a	(945)	n/a	n/a
Totals ¹	1.5	2,228	(20,236)	7

¹ Organisation totals are based on a simple sum of overall RAG ratings for each service for each service, where each colour is given a number e.g. green equals 2, 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 31/12/13)	2013/14 Position as at 30/09/13)	2013/14 Position as at 30/06/13)	Achieved /Trend
1	<u>Revenue Expenditure</u>					
	(a) Balances and Reserves:					
	(i) General Fund Balance	£'m	12.20	11.63	13.45	
	(ii) HRA Balances	£'m	15.23	15.38	16.07	
	(iii) School Balances	£'m	14.76	14.76	14.76	
	(b) Performance against Budget: Variations:					
	(i) Overspends	£'m	8.76	7.52	5.96	
	(ii) Underspends	£'m	5.12	3.40	3.58	
2	<u>Capital Expenditure</u>					
	(i) Total Slippage	£'m	17.45	22.52	20.34	
3	<u>Debt Management</u>					
	(i) Total Debt Outstanding over 30 days	£'m	8.15	8.03	7.56	
	(i) Total Debt Outstanding over 12 months	£'m	1.63	1.23	1.25	
	(iii) Council Tax - % paid	%	83.2	56.87	30.19	
4	<u>Creditor Payment Performance</u>					
	(i) % of Creditors paid within 30 days	%	98.52	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

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 - Dec 13	68.2%	75%	$\frac{4,074}{6,022}$	67.7%	9.8%	▼ 0.8%	72.3% LAPS Q2 2013/14 group average
1002	Increase the percentage (and number) of eligible adult social care customers receiving direct payments to 30%	Apr 13 - Dec 13	32%	30%	$\frac{1,248}{3,979}$	31.4%	4.5%	▼ 2.3%	No benchmarking available - local Indicator
1003	Increase the number of carers who receive support services	Apr 13 - Dec 13	8.9%	8%	$\frac{559}{6,310}$	8.9%	11.3%	↔ 0%	Barnet comparator group average for 2012/13 = 8.98% (adjusted for outliers)
1004	Reduce the number of younger adults in residential and nursing care	December 13	304	310	n/a	307	1%	▼ 1%	No benchmarking available - local Indicator
1005	Increase the % of older people (65 and over) who were still at home 91 days after discharge from hospital into re-enablement/rehabilitation services	June 13 - Aug 13	83.1%	88.5%	$\frac{445}{539}$	82.6%	6.7%	▼ 0.6%	Barnet comparator group average for 2012/13 = 83.1%
1009	Reduce adult reoffending for those under probation supervision	July 12 - June 13	6.6%	7.2%	n/a	7%	3.2%	▼ 5%	7.88% (Barnet 8th lowest re-offending rate out of 32 boroughs)
1010	Reduce level of domestic burglary to 24.8 per 1,000 households	Nov 12 - Oct 13	23.05	24.8	n/a	21.86	11.9%	▲ 5.2%	London average = 17.61

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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	60.11%	TBC	$\frac{2,560}{4,414}$	58%	n/a	▼ 3.5%	15th out of 150 London - 50% England - 49%
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%	$\frac{2,797}{3,074}$	91%	2.2%	▼ 1.1%	Joint 16th out of 152 in the upper quartile England - 88% London - 91%
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%	$\frac{2,828}{3,074}$	92%	1.1%	↔ 0%	Joint 65th out of 152 England -92% London - 94%
3004	Increase the percentage of pupils achieving 5 or more GCSEs A*-C (or equivalent) including English and Maths	Academic year	69.41%	69.2%	$\frac{2492}{3485}$	71.5%	3.3%	▲ 3%	6th out of 151 LAs 65.1% - London 59.2% -England
3006 (A)	Reduce the achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2	Academic year	15%	14%	n/a	18%	28.6%	▼ 20%	Joint 48th out of 148th Reading, Writing, Maths FSM 65% and Reading, Writing, Maths Non FSM 83% England 19% London 13%
3006 (B)	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%	Supressed due to small number	11.8%	66.4%	▼ 58%	No benchmarking available

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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	Rolling month	532	613	n/a	749	22.2%	▲ 40.8%	No benchmarking available
3008	Reduce the number of first time entrants to the Youth Justice System aged 10 to 17	Jul 12- June 13	383	428	n/a	357	16.6%	▲ 6.8%	London 504 and National 480 (rate per 100,000) Youth Justice Management Information System (YJMIS) datasheet Date Jul12-Jun 13 as 6 months in arrear
3009	Increase the proportion of young offenders in education training or employment	Oct 13 - Dec 13	76.4%	75%	$\frac{21}{24}$	85.7%	14.3%	▲ 12.2%	Apr-sept 13 YJMIS Barnet 77%, London 63.4% and 60.4% Nationally

4. Street Scene

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
4002 (A)	Increase the percentage of household waste sent for reuse, recycling and composting to 40%	Jul 13 - Sept 13	36%	40.15%	$\frac{13,146}{37,590}$	34.97%	12.9%	▼ 2.8%	Ranked 13th out of 29 London Boroughs (Waste DataFlow as at 14/01/2014)
4004 (A)	Increase transactions for parking bays (on-street) in Town centres	Oct 13 – Dec 13	417,471	398,200	n/a	414,730	4.2%	▼ 0.7%	No benchmarking available - local indicator
4004 (B)	Increase transactions for car parks in Town Centres	Oct 13 – Dec 13	83,709	68,500	n/a	71,274	4%	▼ 14.9%	No benchmarking available - local indicator

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5. Public Health

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
2001	Reduce the prevalence of smoking in pregnancy rate	Jul 13 - Sept 13	4.8%	6%	$\frac{58}{1221}$	4.8%	20.8%	▲ 1%	12/13 Q2 England: 11.8% London: 5%
2002 (a)	Reduce the proportion of children aged 4 to 5 classified as overweight or obese	Academic Year 12/13	20.8%	21.5%	Not available	23.2%	7.9%	▼ 11.5%	12/13 England Rate: 22.3% London Rate: 23%
2002 (b)	Reduce the proportion of children aged 10 to 11 classified as overweight or obese	Academic Year 12/13	33.3%	33.5%	Not available	33.5%	0%	▼ 0.6%	12/13 England Rate: 33.3% London Rate: 37.4%
2003	Increase the number of eligible people who receive an NHS Health Check to 9,000	Apr 13 - Sept 13	1,520	3,300	n/a	2,423	26.6%	▲ 59.4%	Not available

6. Barnet Group

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
8001 (a)	Reduce the number of households placed in emergency accommodation to 500	Rolling month	638	500	n/a	549	9.8%	▲ 13.9%	Q2 13/14, Barnet had the 4th Highest numbers in EA compared to 33 London Authorities (including City of London). London as a whole had a 12.8% increase in numbers in EA, while Barnet had an 8% decrease.
8001 (b)	Reduce the average length of time spent by households in short-term nightly purchased accommodation to 26 weeks	Rolling month	34.6	26	n/a	41.1	58.1%	▼ 18.8%	Not Comparable

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7. Re

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
NM02 2 (b)	Annual Programme relating to Carriageway Resurfacing schemes**	Oct 13 – Dec 13	95%	100%	$\frac{7}{7}$	100%	0%	▲ 5.3%	None available
NM02 2 (c)	Annual Programme relating to Footway Relay schemes**	Oct 13 – Dec 13	85.7%	100%	$\frac{6}{6}$	100%	0%	▲ 16.7%	None available
6002	Completion of new affordable homes	Oct 13 – Dec 13	53	68	n/a	90	32.4%	▲ 69.8%	245 built on average (FY11/12) across all London Boroughs. 61 built on average for the quarter across all London Boroughs. Note quarterly average derived by taking a straight average and does not consider actual quarterly fluctuations. Source: 'London Plan Annual Monitoring Report 9, 2011-12' released March 2013, (page 27)
6003	Number of empty properties brought back into residential use	Oct 13 – Dec 13	186	200	n/a	569	2256%	▲ 216.7%	None Available
4001	Make Safe within 48 hours all intervention level potholes reported by members of the public	Oct 13 – Dec 13	91.8%	100%	$\frac{114}{192}$	59%	31%	▼ 35.4%	None available

** Formerly known as Corporate Plan Indicator 6001 'Completion of work on all roads and footpaths identified for resurfacing and maintenance work', superseded by contract KPIs.

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	-	12	The programme progressed Wave 2 and the Corporate Change projects. Cabinet Resources Committee (CRC) approved the CCTV Full Business Case, a fully outsourced solution to go-live on 1 April, the Full Business Case to enter into a shared Registration and Nationality Service with the London Borough of Brent, from 1 April onwards, and an Outline Business Case for the review Sports and Physical Activity. One project, the review of the Mortuary Service, was still flagged as red at the end of Q3 with risks related to the delivery of the project within the agreed schedule.
Capital Programme	3	7	17	Projects are mostly on track and Phase 2 Primary Schools contract has been signed and Orion Primary school will be ready to handover in April 2014. However, there are three red-rated projects. The most critical of which is the Copthall Secondary School expansion project, the planning issues have now been resolved however this has resulted in time delays and is thus a red rating. The council are currently working on securing temporary accommodation for one class of children from September 2014 until February 2015. The Osidge Primary Expansion project is red-rated as the feasibility stage has been extended to take into account local factors.
Regeneration	-	5	5	There are 10 open projects of which none are red-rated. The Dollis Valley is rated as amber due to slight delays in satisfying the Conditions Precedent and making the Regeneration Agreement unconditional, although this should not affect the total project timeframe. The size and complexity of individual projects, and dependencies external development partners result in amber ratings for the majority of the projects. In January, detailed proposals to extend Brent Cross shopping centre were approved by planning committee. The council were given permission to launch the development of Brent Cross South commencing with market testing to inform the delivery strategy.

Children’s Transformation Programme- The programme carried out initial preparation work in December with the initial programme board meeting on the 29 January 2014.

Street Scene Programme- The project to deliver a new waste and recycling service and in-source the contract from May Gurney is still active pending confirmation that the project has achieved the expected financial benefits. Work has commenced on the “Green Streets” project, seeking to delivery efficiency savings within parks and street cleaning.

2.6 Key projects – corporate overview

Delivery Units have a number of change projects allocated to them for delivery (35, 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.

Service Area	Red Status	Amber Status	Green Status	Total number of projects
Adult and Communities	-	2	5	7
Assurance	-	-	1	1
Education and Skills	-	-	-	-
Family Services	-	-	-	-
Commissioning Group	-	-	2	2
Street Scene	1	-	-	1
Public Health	2	3	6	11
HB Public Law	-	-	-	-
Barnet Group	1	2	7	10
Re	1	1	4	6
CSG	-	-	-	-
Totals	5	8	25	38 ²

Street Scene

North London Waste Authority (NLWA) Procurement - The NLWA meeting of 26 September decided not to progress the procurement process for future waste services and facilities.

An alternative strategy will be based on continued use of NLWA's existing Energy from Waste facility at Edmonton for longer than previously planned. A longer term strategy will explore bringing additional benefits through a new energy recovery solution to take over from the existing facility that will continue to provide electricity for the national grid and could provide the potential to supply heat for local homes and businesses through a Decentralised Energy Network (DEN).

Public Health

Review of Tobacco Control and Smoking Cessation services - Red on performance. Recovery plan produced. Report on SUI due 5th Feb.

Sport and Physical Activity Review - Red on savings target as previously reported in Q2. Options for longer term commissioning under consideration.

Barnet Group

Telehealth - Project is on hold as Barnet Clinical Commissioning Group is considering its approach to Telehealth and is awaiting the outcome of some small pilots with providers in order to inform its strategy. A meeting has been set up between commissioning staff for the CCG and Adult Social Care and Barnet Homes to review the next steps.

Re

Cremators - The cremator replacement programme is progressing. However, unforeseen structural building issues have resulted in a delay to the programme. It is likely that there will be a shortfall in the short term income targets and the progression of business cases will also be delayed. This does not affect the guaranteed income but alters its phasing.

² The number of change projects decreased from 74 to 38 in quarter 3 2013/14. This is as a result of all Family Service and Education and Skills change projects now being included as part of the Children's Transformation Programme. These will now be reported as part of quarterly programme reporting. Public Health have added three change projects in quarter 3.

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)	January 13 - December 13	6	7.4	23%	▲	9 days (CIPFA, All Members & other Unitary Authorities 2012)
Performance Reviews	% Mid year reviews completed for eligible staff only	Apr 13 - Mar 14	100%	81.5%	18.5%	Not previously reported	N/A : measure applicable to LBB only
Cost	Variance of total paybill to budget	October - December 13	£19,836,309	6.6%	2.2%	▲	N/A : measure applicable to LBB only
Employee Relations	High Risk - Employee Relations cases as % of total cases	As at 31 December 2013	N/A	3%	N/A	▲	N/A : measure applicable to LBB only

As at 30 September 2013	ESTABLISHED POSITIONS AS FTE <i>Total number of Barnet Council Posts; these posts may be unoccupied, due to be deleted or held to be filled at a later date</i>		EMPLOYEES COVERING ESTABLISHED POSITIONS AS FTE <i>Total Number of employees, permanent, temporary and fixed working for Barnet and occupying an established post</i>			MSP RESOURCE AS HEADCOUNT <i>Total number of agency staff, interims or consultants provided by our Managed Service Provider (non Council employees)</i>	NON MSP RESOURCE AS Headcount <i>Total number of agency staff, interims or consultants provided through agencies outside or Managed Service Provider(non Council employees)</i>			AVAILABLE CASUAL RESOURCE AS FTE <i>Number of workers who undertake work on an ad hoc basis (Council employees)</i>
	Total Established Positions (FTE)	Occupied (FTE)	Permanent	Fixed Term, Temporary, Seasonal	TOTAL	TOTAL	Resource paid in the quarter	Consultants paid in the quarter	TOTAL	Total
Total excluding CSG and RE	2,142.95	1,792.75	1,531.16	227.65	1,758.81	496	2	0	2	207

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. Methodology

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.

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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)