

Appendix A: Customer Experience Report: Quarter 3 2015/16

1. Customer Experience

Executive summary

In quarter 3, six of thirteen targets have been achieved, as in the previous quarter. Nonetheless, performance has improved on nine measures and deteriorated on four since quarter 2. The biggest improvement has been in the CSG wait times in the two face to service centres which now average under 5 minutes as the result of a new system and new processes, and this is also reflected in much higher customer satisfaction ratings recorded via the GovMetric screens.

Other notable improvements include responding on time to complaints and members enquiries, and positive improvement in satisfaction with the website and webforms. Unfortunately completing general customer cases on time, and customer satisfaction with these cases has deteriorated.

Customer satisfaction ratings across our main access channels – including those managed by RE and Barnet Homes - remained unchanged with 77% of customers satisfied. Yet complaints levels hit a previously unseen level in Q3, 19% higher than the previous quarter and 53% higher than quarter 3 the previous year, driven primarily by complaints about Street Scene and Parking.

Successes

Noteworthy successes and performance improvements in quarter 3 are:

- **Customer satisfaction for the webforms available on the council's website has improved again, to 56%.** This performance, the best recorded to date, supports the council's customer access strategy to increase the number of transactions completed online.
- After further agent training and process change, **an additional 12 customer service type requests can now be resolved at the first point of contact**, bringing the total number of requests that do not need a hand off to any other person to 389. These changes were applied to Benefits, Council Tax, Libraries, Registrars, and School Admissions.
- The introduction of a **new appointments system (Qmatic) and operating model for face to face contact has significantly decreased wait times** at the councils two main contact centres, Burnt Oak Library and Barnet House. Furthermore, these changes appear to have increased satisfaction for the face to face channel, as **92% of 3,000+ customers rated the service they received as good (highest percentage recorded to date)**.
- The council has **responded to 90% of 892 complaints within the policy timeframes** - this is the best performance ever achieved and significantly higher than the 80% target, despite the 27% rise in volume.
- **97% of the total recorded Member Enquiries (1,245) were responded to within 5 days, and 79% were closed within 5 days.** The latter figure for closing Member Enquires is the highest recorded to date, despite an increased volume this quarter.

Areas for improvement

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

- The volume of complaints rose by 27% this quarter, with Barnet Homes, Street Scene and Commissioning (Parking) all recording a **significant increase in stage 1 complaints**, but whilst this is a seasonal trend, for Street Scene the number also appears to have tripled compared to the same quarter last year (299 in Q3 compared to 76 for Q3 last year). This is thought to be due to staff recording practice, so that customers who are expressing dissatisfaction are now consistently offered the option of making a formal complaint. Barnet Homes' complaints volumes rise in the winter, but there have been a number of gas-related problems in Q3, and engineers missing appointments, leading to a specific improvement plan on this. Parking complaints primarily reflect the introduction of a new e-permits system and problems associated with this, which also is subject to a resolution plan. It is worth noting that over half of the corporate complaints recorded this quarter were not upheld, including two thirds in Street Scene and a third of those for Barnet Homes.
- **58% of the website feedback left by customers is average or negative**. Although this percentage has decreased since Q2, the council must continue using feedback to improve functionality and content, to encourage more customers to self-serve, rather than contact the council by phone or in person. There is a more in-depth update on the website included in this report, below.
- According to the data, **only 70% of customer cases (across customer services, revenues & benefits and street scene) were responded to within the promised timescale** (compared to 90% target) and only **83% of the 161 customers identified as needing additional support were responded to within the promised timescale**. However CSG customer services have discovered that agents are recording enquiries resolved in one contact as cases and leaving them open on the CRM system. This has now been fixed so Q4 data will be correct and hopefully show that performance is actually on target.
- The satisfaction levels of customers surveyed following case closure by CSG and Street Scene dipped **from 56% in Q2 to 47% in Q3**
- **20% of the 260,000+ desk calls presented this quarter have not been answered by council staff and on-site staff in RE and CSG**, slightly worse than the previous quarter. Of those that were picked up, only 73% were done so within 20 seconds. This has been a consistent issue all year.

Figure 1: Overall performance in Quarter 3 2015/16, compared to Quarter 2 2015/16

Performance Measure	Target	Performance previous quarter	Performance current quarter	DoT
% Complaints responded to within SLA	80%	86%	90%	↑
% Members Enquiries responded to within SLA	95%	95%	97%	↑
% Members Enquiries cases closed in 5 days	-	74%	79%	↑
% of cases delivered within SLA	90%	73%	70%	↓
% of cases delivered within SLA for customers needing additional support	90%	93%	83%	↓
Case Closure Survey (sum of 'Very good' and 'Good' ratings)	65%	56%	47%	↓
Single Agent Resolution - Lagan case types that can be fully resolved by the first customer agent	381 classifications (Q3)	374	389	↑
% FOIs resolved within SLA	90%	97%	99%	↑
% CSG contact centre calls answered in total, including IVR	-	96%	96%	⇒
% council desk phones answered in total	95%	82%	80%	↓
% CSG Emails responded to within SLA	90%	70%	82%	↑
% CSG Webforms responded to within SLA	90%	59%	87%	↑
Non-appointment average wait (min)	5 mins	-	4.3	-
Appointment avg wait (min)	5 mins	-	4.5	-
GovMetric satisfaction	80%	77%	77%	⇒
Mystery Shopping	90%	-	-	-

- % cases delivered within SLA covers CSG, Street Scene and Re – not other DUs
- Case closure survey data covers CSG, Street Scene and Re - not other DUs

Figure 2: Performance by Delivery Unit in Q3 (measured calls, emails & webforms handled by CSG Customer Services for other Delivery Units) *Key: green = target met, red = target not met, / = no data available, 0 = no instances recorded*

Performance Measure	Target	Adults	Assurance	Barnet Homes	Commissioning	CSG	Education & Skills	Family Services	Re	Streetscene
% Complaints responded to within SLA	80%									
% Members Enquiries responded to within SLA	95%									
% Members Enquiries cases closed in 5 days	-	68%	62%	89%	78%	77%	64%	66%	76%	81%
% of cases delivered within SLA	90%		0	/						
% of cases delivered within SLA for customers needing additional support	90%	0	0	/					/	
Case Closure Survey (sum of 'Very good' and 'Good' ratings)	65%	/	/	/			/	/		
% FOIs resolved within SLA	90%									
% CSG contact centre calls answered in total, including IVR	-	94%	/	/	97%	96%	97%	97%	/	94%
% council desk phones answered in total	95%			/		/			/	
% CSG Emails responded to within SLA	90%	/	/	/		/			/	
% CSG Webforms responded to within SLA	90%	/	/	/		/			/	
GovMetric satisfaction	80%		/							
Mystery Shopping	90%									

There is no equivalent email and webform data for Re or Barnet Homes currently

Special focus: Delivering a good online experience

Satisfaction with the council's website

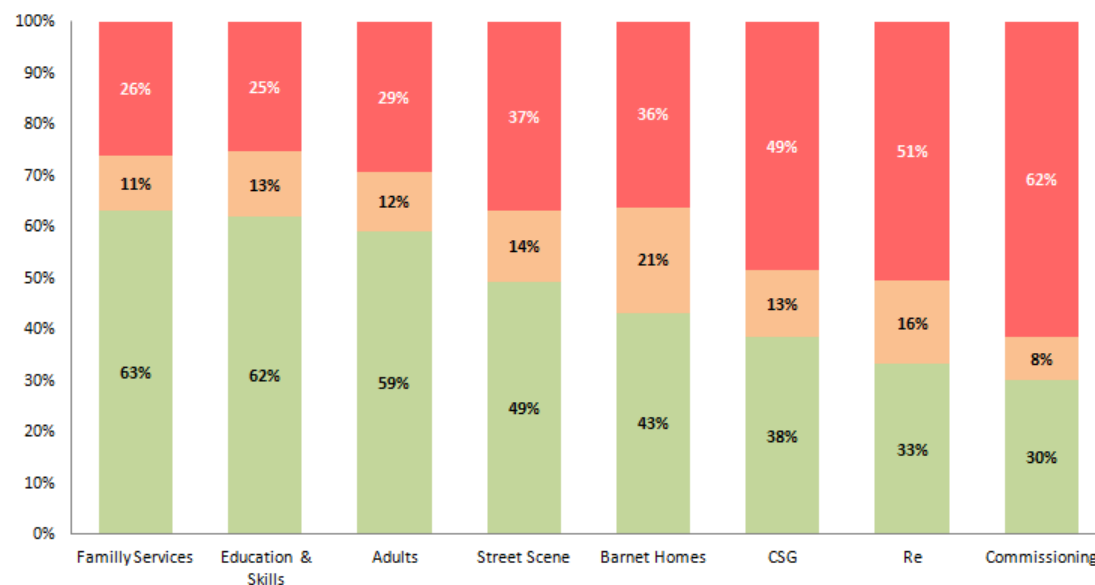
Of the 7,969 customers who completed a web GovMetric survey in quarter 3, 42% said they were satisfied with their experience of using the council's website. This represents another small improvement on an upwards trajectory over the past 10 months, reflecting a concerted effort by the council and CSG to improve the content and general functionality of the website.

October	November	December
41%	43%	46%

Nonetheless this satisfaction level remains below the 47% that is the average score for the group of 70+ councils that use GovMetric, and the council's objective is for our website to achieve ratings that are equal to the best performers, which would require satisfaction to rise to 55% and above. The improvement work will continue into 2016 to ensure customer satisfaction increases, and details of the actions being taken is provided below. A proportion of the negative scores reflect dissatisfaction with policies and service performance, rather than the functionality or content of the site.

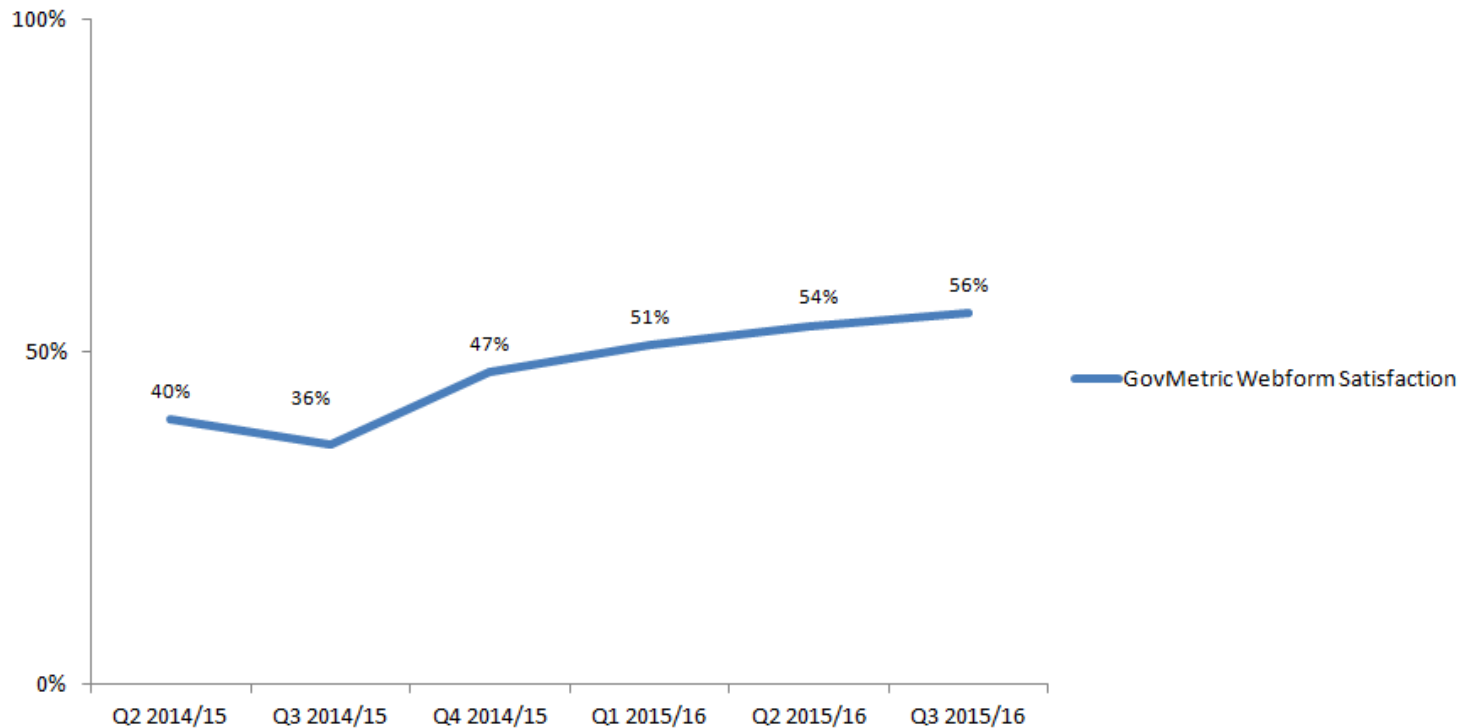
As in Q2, Family Services achieved the highest web satisfaction score (percentage of customers selecting the 'Good' Govmetric option). Apart from Education & Skills and Adults & Communities, all other Delivery Units achieved satisfaction ratings below 50%, with pages owned by the Commissioning Group, CSG and Re, having the lowest ratings of all.

Figure 3: Web ratings broken down by Delivery Unit, Quarter 3 2015/16 (Green = 'Good', Orange = 'Average', Red = 'Poor')



The percentage of customers rating the webforms available on the council's website as 'Good' is continuing to increase with each quarter. This is good to see, as encouraging customers to self-serve by using webforms is a cornerstone of the council's customer access strategy.

Figure 4: percentage of customers rating the webform channel as 'Good'

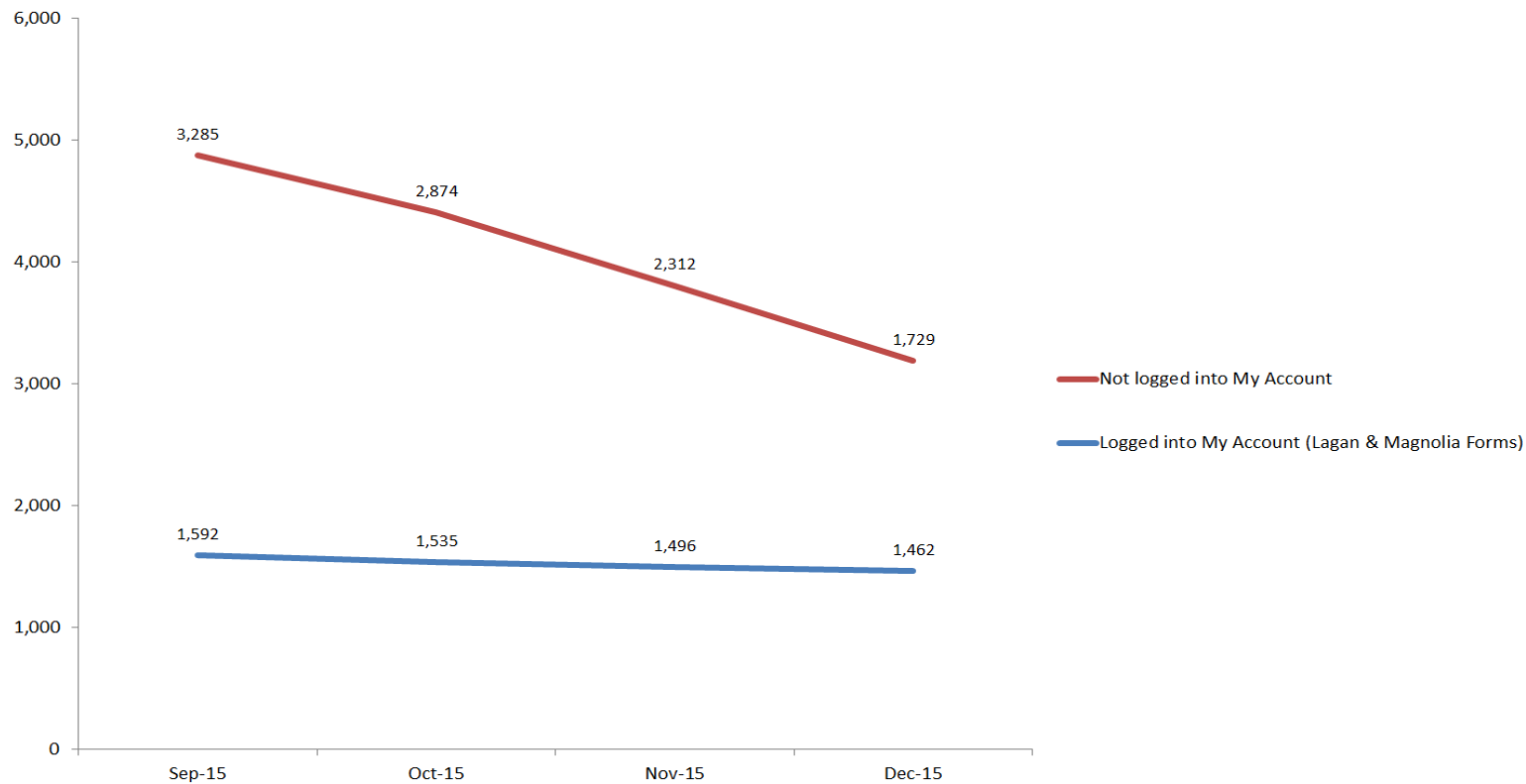


Progress on moving customer demand online

The council's new website and My Account facility has been live for 10 months. For the first two quarters the number of webforms being submitted by customers increased, but this trend reversed in Q3. This can probably be attributed to fewer cases overall in Q3 rather than any issue with webforms, particularly as satisfaction with webforms has improved.

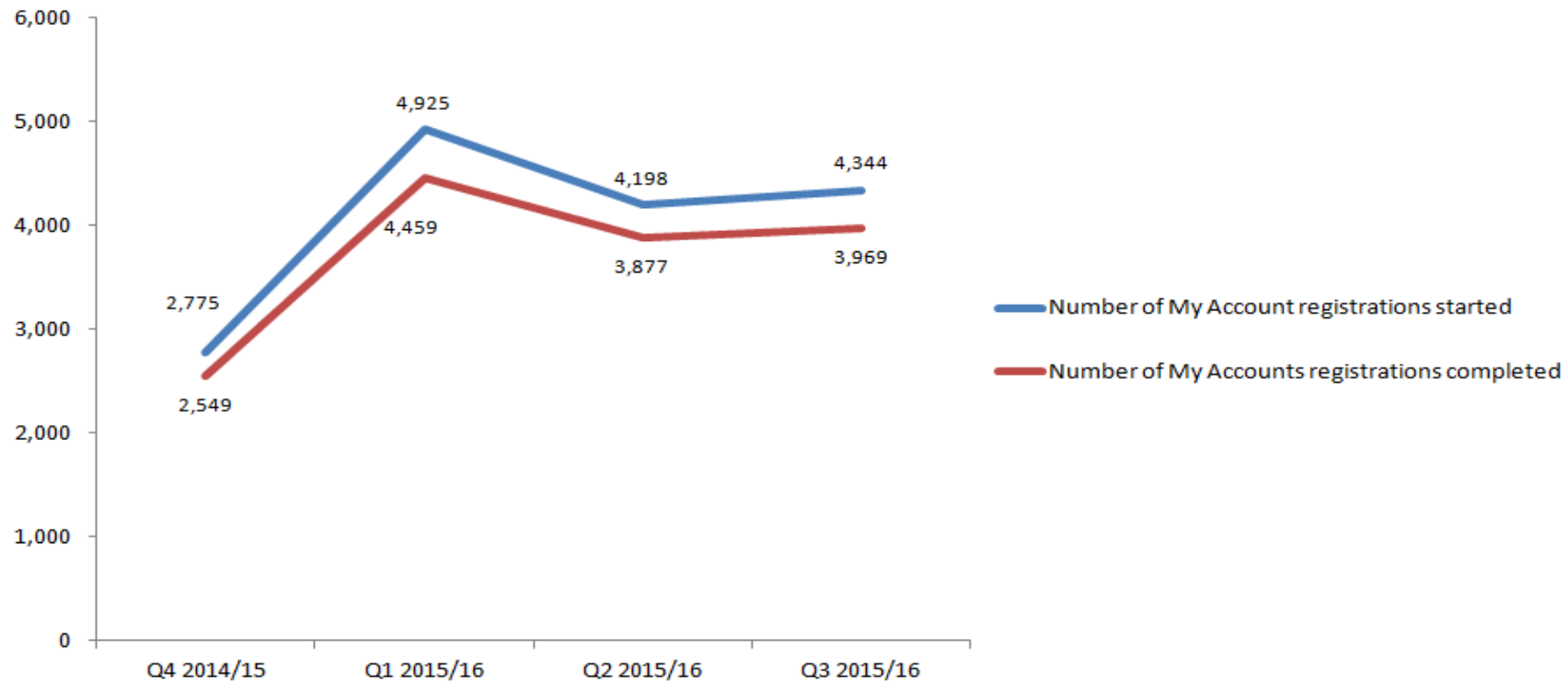
The majority of webforms are still completed outside of My Account, as the graph below shows, which means users are manually typing in their details rather than benefiting from the automatic population of My Account.

Figure 5: Webforms submitted whilst logged into MyAccount vs. Webforms submitted whilst not logged in (4 month period).



A marketing campaign, launched in October, began to have a noticeable impact on the number of customers registering for My Account towards the end of quarter 3. Overall there were slightly more registrations completed in Q3 than in Q2, bringing the total to 14,854 by the end of the quarter. Across the same period, over 8,591 unique users logged into their account at least 7 times, suggesting MyAccount is being used to access information on a regular basis.

Figure 6: number of My Accounts created per quarter



One of the key benefits of MyAccount is that it allows residents to securely access multiple accounts in one place: parking permits, library records, council tax and housing benefits. It also enables the progress tracking of reported environmental and waste issues. Unfortunately, these services are currently underutilised; only 3,252 out of 14,854 account holders have accessed their council tax information through My Account. The second most accessed service was parking permits, however only 1,011 of the total registered users have added their account. The marketing campaign will continue through Q4 to promote the benefits to customers.

Actions underway to improve the website

Action	Owner	Completion date
Monthly tracking of progress at Director level through the Council's Delivery Board and a weekly customer bulletin to all senior managers that includes all customer web feedback – this ensures that senior managers are aware of the feedback and that they can be held to account for taking the necessary action to address issues raised by resident.	Lead by Customer Services/ Delivery Unit Lead Officers	Monthly / weekly
Creation of a web content group attended by senior Delivery Unit leads to share best practice and increase awareness of need for improvements. This group has been tasked with reviewing the content of the most accessed pages on the website. This group will also receive refresher training in using the content management system to make sure they have the right skills to update content in a timely manner.	Lead by Customer Services with Delivery Unit input	Monthly
Refresh of GovMetric categorisation of data to reflect council's Delivery Unit structure. As the structure of the council has changed it is important to ensure that the feedback is getting to the right officers and that there is absolute clarity about who is responsible for each page of the website.	Web Manager	WB 11th January
Existing feedback sent to Delivery Unit contacts for responses that are published on the site at www.barnet.gov.uk/customer-web-feedback . This means that residents can see that we take their comments seriously and that we have a record of which DUs are responding and which are not.	Customer Services	Monthly
Ensure web technical issues are resolved quickly – there is work taking place to ensure there is clarity around the technical support for the website and for fixing problems in a timely manner.	Customer Services	End of January
Content rewriting: The top ten most complained about pages have already been rewritten Targets have been set for rewriting 60 most important pages - 'Importance' defined by GovMetric ratings volume, page views volume and statutory necessity	Web Manager	14th February
A range of activities to support officers writing content for the website has been established:	Web Manager	Ongoing

<ul style="list-style-type: none"> • New guidance circulated • Weekly internal meeting, with intensive content and analytics tutorials • Weekly web writing 'surgery' for drop-in from web leads 		
<p>Opportunities to get more qualitative feedback on opportunities for web improvement being explored:</p> <ul style="list-style-type: none"> • Options for resident focus groups • Staff testing and feedback • Usability session with adults from Barnet Centre for Independent Living 	Customer Services	Ongoing
Comparison and research into other websites being undertaken	Customer Services	Ongoing

Appendix B: Corporate Performance (Quarter 3 2015/16)

Overview of Performance and Finance

The table below provides an overview of performance and finance data for Delivery Units and Contractors.

Service (Delivery Unit or Contractor)	Service Indicators	Projected revenue budget variance £'000	Capital actual variance £'000
Adults & Communities	52% (11)	2,375	(208)
Assurance	N/A	(10)	N/A
Barnet Homes	85% (11)	372	1,628
Children, Education & Skills	70% (19)	0	(3,629)
Commissioning Group	60% (6)	0	(1,025)
CSG	82% (18)	500	N/A
Family Service	67% (8)	962	(1,434)
HB Public Law	83% (10)	61	N/A
Parking and Infrastructure	100% (5)	102	(253)
Public Health	69% (25)	0	N/A
Re	81% (43)	503	(1)
Streetscene	50% (3)	62	0
Registrars	N/A	216	N/A
Central Expenses	N/A	(2,305)	N/A
Totals	73% (159)	2,838	(4,922)

NB. The methodology for calculating the balanced scorecard is explained in Appendix C.

Corporate Indicators by Theme Committee

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. The tables below provide an overview of performance for the Council in relation to the suite of indicators set out in the Corporate Plan. More detailed information can be found in Appendix B.

65 indicators are reported in Quarter 3. Of these, **54** have been given a RAG rating: **72% (39)** are “on or above target” and **29% (15)** are “off target”. **65** have been given a Direction of Travel status: **66% (43)** have an “improved or maintained” DOT and **34% (22)** have a “worsened” DOT.

Theme Committee	No. reported in Q3	No. with a RAG rating in Q3	RAG Ratings				No. with a DOT in Q3	Direction of Travel	
			Green	Green Amber	Red Amber	Red		Improved/maintained	Worsened
A&S	6	6	67% (4)	0% (0)	0% (0)	33% (2)	6	3	3
ARG	3	0	0% (0)	0% (0)	0% (0)	0% (0)	3	1	2
CELS	17	11	82% (9)	0% (0)	0% (0)	18% (2)	17	12	5
Community Leadership	3	3	67% (2)	0% (0)	0% (0)	33% (1)	3	1	2
Environment	16	16	69% (11)	0% (0)	19% (3)	13% (2)	16	12	4
Housing	7	5	80% (4)	20% (1)	0% (0)	0% (0)	7	2	5
Public Health & Wellbeing	9	9	78% (7)	0% (0)	0% (0)	22% (2)	9	8	1
Outstanding Customer Service	4	4	50% (2)	25% (1)	0% (0)	25% (1)	4	4	0
Total	65	54	39	2	3	10	65	43	22
Total %			72%	4%	6%	19%		66%	34%

Adults and Safeguarding

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where “off target”
AC/S3	Percentage of adults with learning disabilities who live in stable accommodation	Apr-Dec 2015	59.20%	60.00%	61.8% (G)	Improving	ASCOF 2014/15 comparator group average 68.3%	Working with Barnet Homes and landlords in the private rented sector to provide a range of opportunities for working age adults to step down from residential care into more suitable accommodation.
AC/S4	Percentage of adults with learning disabilities in paid employment	Apr-Dec 2015	8.9%	10.6%	9.5% (R)	Improving	ASCOF 2014/15 comparator group average 9.8%	Work is being undertaken to make sure LD and MH service users are able to take advantage of employment initiatives such as the Boost jobs team, the Twinings service and upcoming WLA trailblazers. The Delivery Unit is proactively identifying opportunities to give LD adults work experience, encouraging providers to offer more opportunities and supporting service users to volunteer within Barnet teams as a path to employment.
AC/S5	Percentage of adults with mental health needs in paid employment	Dec 2015	5.8%	7.0%	5.4% (R)	Worsening	ASCOF 2014/15 comparator group average 7.0%	
AC/S6	Percentage of adults with mental health needs who live in stable accommodation	Dec 2015	81.4%	75.0%	82.9% (G)	Improving	ASCOF 2014/15 comparator group average 79.6%	
AC/S8	Percentage of new clients, older people accessing enablement	Apr-Dec 2015	63.1%	50.0%	62.1% (G)	Worsening	N/A	
AC/S9	Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	Apr-Dec 2015	155.1	300.0	292.8 (G)	Worsening	ASCOF 2014/15 comparator group average 408	

Assets, Regeneration and Growth

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where “off target”
CG/S1	Unemployment	Oct-Dec 2015	6.2%	Monitor	6.6%	Worsening	London (6.6%) Nomis Jul 14-Jun 15	
CG/S2	Sickness benefit, as measured by the Employment Support Allowance (ESA) claimant count (0-65 weeks) or equivalent benefit	Oct-Dec 2015	4.6%	Monitor	4.5%	Improving	London 5.4% Nomis May 2015	
CG/S8	Residents' long-term sickness	Oct-Dec 2015	5800	Monitor	7900	Worsening	Barnet (11.9%), London (15.6%) Nomis Jul 14-Jun 15	

Children, Education, Libraries and Safeguarding

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where "off target"
CES/S1	Percentage of primary schools rated as 'good' or better	As at 4 Jan 2016	93.1%	92.0%	92.0% (G)	Worsening	Outer London (88.2%), England (85.7%)	
CES/S3	Percentage of secondary schools rated as 'good' or better	As at 4 Jan 2016	84.0%	87.5%	84.0% (R)	Same	Outer London (84.1%), England (75%)	Ongoing challenge and monitoring strategy in place
CES/S8	The percentage of primary pupils achieving end of key stage expectations in nationally reported subjects-two levels progress in reading between key stages 1 and 2*	Academic year 2014/15	94.0%	94.0%	95.0% (G)	Improving	National (91%), London (93%)	
CES/S9	The percentage of primary pupils reaching achieving end of key stage expectations in nationally reported subjects-two levels progress in writing between key stages 1 and 2*	Academic year 2014/15	94.0%	94.5%	95.0% (G)	Improving	National (94%), London (96%)	
CES/S11 (Annual)	Achievement gap between pupils eligible for FSM and their peers achieving end of key stage expectations in nationally reported subjects (Reading Writing and Maths) at Key Stage 2	Academic year 2014/15	11.0%	10.0%	12.0% (R)	Worsening	National Gap (15pp), London Gap 10pp (Disadvantaged)	Narrowing the gap action plan is scheduled to investigate attainment gaps in more detail.
CES/S13	Percentage of pupils achieving 5 or more A*-C GCSE's including English and Maths	Academic year 2014/15	67.5%	68.0%	69% (G)	Improving	National (56.3%), London (59.5%)	

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where "off target"
CES/S15 (Annual)	The percentage of looked after children making the expected level of progress in English between Key Stages 2 and 4*	Academic year 2014/15	50.0%	TBC	24.0%	Worsening		
CES/S16 (Annual)	The percentage of looked after children making the expected level of progress in Maths between Key Stages 2 and 4*	Academic year 2014/15	20.0%	TBC	24.0%	Improving		
CES/S17	Percentage of 17 year olds recorded in education and training (participation rates 17 year olds) (incl. part time) and work based learning	Oct-Dec 2015	97.4%	91.0%	97.6% (G)	Improving	Ealing (93.4%), Hillingdon (91.9%), Hounslow (93.2%)	
CES/S18	Percentage of young people who are not in education, employment or training (16 to 18 year olds)	Oct-Dec 2015	1.9%	2.3%	2.3% (G)	Worsening	Ealing (3.2%), Hillingdon (3.1%), Hounslow (3.3%)	
FS/S1	Number of children made subject to Child Protection Plans	Apr-Dec 2015	143	Monitor	206	Worsening		
FS/S2	Number of children made subject to Children Protection Plan for a second or subsequent time	As at 31 Dec 2015	35	Monitor	39	Same	Statistical Neighbours: (14.8%), London (13%), England (15.8%) LAIT	Note: marked increase in demand via the front door/MASH
FS/S3	Number of children subject to Children Protection Plans for two or more years	As at 31 Dec 2015	7	Perform in line with statistical neighbours (currently 5%)	2	Improving	Statistical Neighbours (5%), London (3.6%), England (2.6%) LAIT	

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where “off target”
FS/S4	Number of referrals to social care (per 10,000 of the under-18 population)	As at 31 Dec 2015	407	Monitor	374	Improving	Statistical Neighbours (458.9), London (469), England (573) LAIT	
FS/S6	Percentage of children in LBB foster care	Oct-Dec 2015	39.4%	39%	41.3% (G)	Improving	Benchmarking data not available - this target is specific to Barnet	
FS/S7	Percentage of free entitlement early years places taken up by parents/ carers that are eligible for a place	Oct-Dec 2015	43%	50%	52% (G)	Improving	N/A	
FS/S15	Proportion of care leavers age 19 – 21 in education, employment or training.	Oct-Dec 2015	55%	55%	57% (G)	Improving	Statistical Neighbours (52%), London (53%), England (48%). LAIT	

Community Leadership

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where "off target"
CG/S3	Level of crime across the Mayor's Office for Policing And Crime set of crimes (burglary, vandalism, criminal damage, theft of/ from motor vehicle, violence with injury, robbery, and theft from the person)	Oct-Dec 2015	19.0%	20.0%	17.5% (R)	Worsening	N/A	The upward pressure on the volume of MOPAC7 offences is mainly driven by the higher rate of Violence with Injury Offences linked to changes in reporting. Barnet has the 4th lowest rate of violent crime per 1000 population of all 32 London boroughs and the rate of violent crime is 29% lower than the London average. For overall crime, Barnet has the 7th lowest rate of total crime out of all 32 London boroughs (a rate 24% lower than London average).
CG/S4 (RPS)	Public confidence in police and council in dealing with anti-social behaviour and crime issues that matter in their area	Oct-Dec 2015	72% (Autumn 2014)	68%	64% (G)	Worsening	N/A	Upated to Green due to 5% margin of error on sample size.
CG/S5 (RPS)	Percentage of residents who report feeling they belong to their neighbourhood	Oct-Dec 2015	78% (Autumn 2014)	74%	73% (G)	Same	National (72%) Community Life Survey, 2014/15	Upated to Green and DOT (same) due to 5% margin of error on sample size.

Environment

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where “off target”
CG/S11 (RPS)	Percentage of residents who are satisfied with repair of roads	Oct-Dec 2015	27% (Autumn 2014)	34%	35% (G)	Improving	London (41%) Autumn 2014	
CG/S12 (RPS)	Percentage of residents who are satisfied with quality of pavements	Oct-Dec 2015	28% (Autumn 2014)	34%	37% (G)	Improving	No comparable information available	
PI/S1	Parking transaction in town centres and on street	Oct-Dec 2015	494,750	412,582	536,251 (G)	Improving	N/A	
PI/S2	Parking transactions in car parks	Oct-Dec 2015	123,237	69,509	138,234 (G)	Improving	N/A	
PI/S3 (RPS)	Percentage of residents who are satisfied with parking services	Oct-Dec 2015	26.0% (Autumn 2014)	28.0%	30.0% (G)	Improving	TBC	
EH01A	Compliance with Environmental Health Service Standards (Priority 2)	Oct-Dec 2015	96.9%	95.0%	96.5% (G)	Worsening	Ealing (75.7%) 2013/14 Q1 (81.5%) 2014/15, LBB Survey	
EH01B	Compliance with Environmental Health Service Standards (Priority 1)	Oct-Dec 2015	100.0%	100.0%	100.0% (G)	Same	Ealing (75.7%) 2013/14 Q1 (81.5%) 2014/15 LBB Survey	
KPI 1.2 NM	Annual Programme relating to Carriageway Resurfacing schemes	Oct-Dec 2015	100.0%	100.0%	100.0% (G)	Same	N/A	
KPI 1.3 NM	Annual Programme relating to Footway Relay schemes	Oct-Dec 2015	100.0%	100.0%	104.8% (G)	Improving	N/A	
KPI1001	Meet building regulation applications within statutory timescales	Oct-Dec 2015	96.8%	94.0%	95.8% (G)	Worsening	N/A	
KPI1001 (A&A)	Compliance with planning application statutory timescales	Oct-Dec 2015	90.9%	75.0%	91.6% (G)	Improving	Newham (97%), Brent (70%), Enfield (83%) Haringey (76%) DCLG, Q4	

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where "off target"
KPI NM 2.1 (Re/C43), KPI NM 2.2 (Re/C44), KPI NM 2.3 (Re/C45)	Highways defects made safe (composite indicator - KPI 2.1-2.3NM)	Oct-Dec 2015	100.0%	100%	97.7% (RA)	Worsening	N/A	Performance affected by closure of contractor's office over Christmas. Steps taken to minimise impact ensuring all works raised and due to be completed prior to the closure were completed and work received in the week leading up to Christmas were prioritised in January 2016. Emergency repairs were covered by the in-house DLO team. 854 of 879 jobs were completed.
SS/S1 (RPS)	Percentage of residents who are satisfied with parks and open spaces	Oct-Dec 2015	72% (Autumn 2014)	72%	67% (RA)	Same	N/A	Upated to Red Amber and DOT (same) due to 5% margin of error on sample size.
SS/S3	Percentage of household waste sent for reuse, recycling and composting	Jul-Sep 2015	39.48%	41.92%	38.04% (R)	Worsening	Ranked 10 out of 33 reporting London Boroughs Waste DataFlow, 14 Jan 2016	There was a 17.81% drop in garden waste tonnage in 2014/15 compared to the average tonnage for the previous three years, and this is estimated to have reduced the overall 2014/15 recycling rate outturn by 2.28%. This is considered to be an outcome of the change from weekly to fortnightly garden waste collections, plus any underlying seasonal variations in the amount of garden waste available for collection. Analysis has been carried out to provide a better understanding of the relative tonnage arisings and recycling rate performance from the range of sources (including houses, flats, trade waste and schools) which will inform performance improvement
SS/S4 (RPS)	Percentage of residents who are satisfied with refuse and recycling services	Oct-Dec 2015	76% (Autumn 2014)	80%	76% (RA)	Same	N/A	Upated to Red Amber and DOT (same) due to 5% margin of error on sample size.

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where “off target”
SS/S6 (RPS)	Percentage of residents who are satisfied with street cleaning	Oct-Dec 2015	53% (Autumn 2014)	58%	52% (R)	Same	N/A	DOT (same) due to 5% margin of error on sample size.

Housing

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where "off target"
BH/S1	Numbers in Emergency Temporary Accommodation (ETA)	As at 31 Dec 2015	392	500	314 (G)	Improving	Ranked 17 in London (including City of London) London = 5% increase in households; Outer London = 6% increase compared to Barnet = 1% increase DCLG, Q2 2015/16	
BH/S2	Number of homelessness preventions	Apr-Dec 2015	539	525	698 (G)	Improving	2 nd quartile, Q2 2015/16, DCLG	
BH/S3	Length of stay in Emergency Temporary Accommodation	As at 31 Dec 2015	54.2	Monitor	59.5	Worsening	N/A	
BH/S4	Current arrears as a percentage of debit	As at 31 Dec 2015	3.89%	4.04%	4.08% (GA)	Worsening	London (lower quarter) Housemark, Q2 2015/16	£20k off target due to the loss of IT network access during the 'rent free' week. An improvement plan is in place to address all areas of risk and ensure the target is met at year end. Additional resources have been deployed to manage high level arrears to stem further escalation. The 'Rent Sense' reporting tool is being used to provide early insight to areas at risk, which will support future targeted work.
BH/S5	Temporary Accommodation arrears as a percentage of debit	As at 31 Dec 2015	5.62%	6.50%	6.11% (G)	Worsening	N/A	
CG/S6 (RPS)	% of residents who list affordable housing as a concern	Oct-Dec 2015	29.0%	Monitor	36.0%	Worsening	London (23%), Autumn 2014	

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where “off target”
EH021	Compliance with licensing requirements for Houses in Multiple Occupation	Oct-Dec 2015	73.3%	60.0%	73.2% (G)	Worsening		

Public Health and Wellbeing

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where "off target"
PH/S1	Smoking status at time of delivery	Jul-Sep 2015	4.4%	5.0%	3.7% (G)	Improving	England (11.4%) London (4.8%)	
PH/S2	Excess weight in 4-5 year olds (overweight or obese)	Jul-Sep 2015	21.0%	21.0%	21.0% (G)	Same	England (22.5%) London (23.1%)	
PH/S3	Excess weight in 10-11 year olds (overweight or obese)	Jul-Sep 2015	34.4%	36.7%	34.4% (G)	Same	England (33.5%) London (37.6%)	
PH/S4	Rate of hospital admissions related to alcohol	Jul-Sep 2015	404.78	458.76	404.78 (G)	Same	England (DSR) = 645 per 100,000; London (DSR) = 541 per 100,000	
PH/S5	Smoking Prevalence	Jul-Sep 2015	15.0%	15.0%	13.2% (G)	Improving	England (18.0%) London (17.0%)	
PH/S7	Physical activity participation	Jul-Sep 2015	58.5%	54.0%	58.5% (G)	Same	England (57.0%) London (57.8%)	
PH/S8	Cumulative percentage of the eligible population aged 40-74 who have received an NHS Health Check	Jul-Sep 2015	2,150	2,225	889 (R)	Worsening	England (2.3%), London (2.7%), Barnet (0.94%)	Performance impacted by teething problems with new IT system. Issues have been resolved and activity levels are expected to improve by Q4. It is anticipated that inclusion of these unrecorded Q2 2015/16 Health Checks will allow us retrospectively to meet our 2015/16 annual target of 9000 completed Health Checks.
PH/S9	Number of people with mental health problems who have accessed the MaPS employment support programme	Jul-Sep 2015	51	60	65 (G)	Improving	N/A	

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where “off target”
PH/S10	Number of people with mental health problems who have accessed the IPS employment support programme	Jul-Sep 2015	18	38	25 (R)	Improving	N/A	Performance has improved since Q1. This is a new service and the initial focus has been to build relationships with secondary mental health services. An independent evaluation carried out during the summer 2015 indicated that the initial slow start is not a cause for concern. Both the IPS provider and commissioners are confident that the targets will be achieved, as demand for the service is strong.

Customer Experience and Effective Services

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where "off target"
CG/S7	Spend (total net spend per head)	Oct-Dec 2015	£1272	£1239	£1272 (GA)	Same	N/A	
CG/S14 (RPS)	Percentage of residents who are satisfied with the way the Council runs things	Oct-Dec 2015	71.0%	72.0%	74.0% (G)	Improving	National (67%) LGA Survey, June 2015	
CG/S15	Performance of services	Oct-Dec 2015	73%	100%	77% (R)	Improving	N/A	The LGA's LG Inform benchmarking tool looks across a number of indicators; and allows comparison against other local authorities. Performance is linked with the cost of services.
CG/S16	Percentage of residents who are satisfied with Barnet as a place to live	Oct-Dec 2015	88%	89%	88% (G)	Same	National (82%), LGA Survey, June 2015	Upated to Green due to 5% margin of error on sample size.

Appendix C: Service Performance (Quarter 3 2015/16)

The tables below provide an overview of performance for each service (Delivery Units and Contractors) in relation to the suite of indicators set out in the Council's key business plans (including the Corporate Plan, Commissioning Plans, Management Agreements and Contracts). Detailed information is provided for those indicators that have not met target - RAG rated as Green Amber, Red Amber or Red. The full service reports are published on the website each quarter at www.barnet.gov.uk/currentperformance

315 indicators are reported in Quarter 3. Of these, **217** have been given a RAG rating: **73% (159)** are "on or above target" and **27% (58)** are "off target". **227** indicators have been given a Direction of Travel status: **63% (143)** have an "improved or maintained" DOT and **37% (84)** have a "worsened" DOT.

Service	No. reported in Q3	No. with a RAG rating in Q3	RAG Ratings				No. with a DOT in Q3	Direction of Travel	
			Green	Green Amber	Red Amber	Red		Improved/maintained	Worsened
Adults & Communities	41	21	52% (11)	5% (1)	0% (0)	43% (9)	21	48% (10)	52% (11)
Assurance	0	N/A	N/A	N/A	N/A	N/A	0	N/A	N/A
Barnet Homes	15	13	85% (11)	8% (1)	0% (0)	8% (1)	15	60% (9)	40% (6)
Children, Education & Skills	30	27	70% (19)	7% (2)	4% (1)	19% (5)	28	61% (17)	39% (11)
Commissioning Group	20	10	60% (6)	10% (1)	10% (1)	20% (2)	14	64% (9)	36% (5)
CSG	44	22	82% (18)	9% (2)	5% (1)	5% (1)	19	68% (13)	32% (6)
Family Services	28	12	67% (8)	17% (2)	0% (0)	17% (2)	16	56% (9)	44% (7)
HB Public Law	12	12	83% (10)	17% (2)	0% (0)	0% (0)	12	83% (10)	17% (2)
Parking and Infrastructure	8	5	100% (5)	0% (0)	0% (0)	0% (0)	8	63% (5)	38% (3)
Public Health	36	36	69% (25)	8% (3)	8% (3)	14% (5)	36	67% (24)	33% (12)
Re	70	53	81% (43)	13% (7)	2% (1)	4% (2)	52	67% (35)	33% (17)

Service	No. reported in Q3	No. with a RAG rating in Q3	RAG Ratings				No. with a DOT in Q3	Direction of Travel	
			Green	Green Amber	Red Amber	Red		Improved/maintained	Worsened
Streetscene	11	6	50% (3)	0% (0)	17% (1)	33% (2)	6	33% (2)	67% (4)
Total	315	217	159	21	8	29	227	143	84
Total %			73%	27%				63%	37%

Service	No. reported in Q3	No. with a RAG rating in Q3	RAG Ratings				No. with a DOT in Q3	Direction of Travel	
			Green	Green Amber	Red Amber	Red		Improved/maintained	Worsened
YCB*	24	19	84% (16)	11% (2)		5% (1)	-	-	-

*YCB use a slightly different RAG rating

Adults and Communities

41 indicators are reported in Quarter 3. Of these, **21** have been given a RAG rating: **52% (11)** are “on or above target” and **48% (10)** are “off target”. **21** have been given a Direction of Travel status: **48% (10)** have an “improved or maintained” DOT and **52% (11)** have a “worsened” DOT. **8** of the 10 indicators that are “off target” are service indicators (see below).

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where “off target”
AC/S16	Proportion of people with a Direct Payment	As at 31 Dec 2015	39.2%	40.6%	39.5% (GA)	Improving	ASCOF 2014/15 comparator group average 28.4%	A significant number of new direct payments are being agreed at panel through an initiative to ensure a direct payment option is considered in all cases.
AC/S18	Percentage of service users receiving ongoing services with telecare	Apr-Dec 2015	12.5%	14.0%	12.0% (R)	Worsening	N/A	Identifying new opportunities to promote telecare to supported living and residential care service users.
AC/21	Carer assessments resulting in information, advice and services (end of year projection)	Apr-Dec 2015	946	1948	949 (R)	Improving	N/A	Low staffing levels are impacting on capacity to carry out carers' assessments.
AC/C7	Percentage of DoLS applications completed within statutory timeframes	Apr-Dec 2015	12.9%	100.0%	10.0% (R)	Worsening	N/A	The number of applications received continues at unprecedented rates. End of year projection is 1348 applications (a 103% increase on 2014/15). Struggling to meet statutory timescales with current resources
AC/C10	Percentage of clients receiving an ongoing package of care reviewed (end of year projection)	Apr-Dec 2015	68.5%	75.0%	64.4% (R)	Worsening	N/A	The projected proportion of clients reviewed has decreased since Q2. Additional resources have been identified through Adults Transformation Programme and priority groups for review are being identified.
AC/C11	Average number of days from contact to end of assessment	Apr-Dec 2015	26.9	18.0	24.9 (R)	Improving	N/A	Piloting 'assessment hubs' as an approach to improve the rate at which service users can proceed to assessment.

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where "off target"
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	Nov 14 - Oct 15	6.5	5.8	7.0 (R)	Worsening	ASCOF 2014/15 comparator group average 7.6	Undertaking work to increase the speed at which complex placements can be commissioned. Ongoing challenge in placing people due to local provider market being close to capacity.
AC/C13	Number of delayed transfers of care from hospital, and those which are attributable to adult social care per 100,000 population	Nov 14 - Oct 15	2.7	2.5	2.7 (R)	Same	ASCOF 2014/15 comparator group average 2.4	

Challenges	Successes
<ul style="list-style-type: none"> Continued progress to reduce the overspend and recover the budget position. Staffing vacancies continue to impact on activity. Additional resources are being identified for priority activity such as reviews, and new delivery approaches such as 'assessment hubs' are being tested Significant period of change including staff restructure and training for implementation of Mosaic. Undertaking staff communications and engagement in relation to the restructure and forward planning to minimise the impact of training requirements on business as usual activity. 	<ul style="list-style-type: none"> Achieved significant progress with transformation programme. Shared Lives and Personal Assistant schemes are recruiting; the staff restructure consultation is underway; the reviews programme is progressing; and the homecare and enablement tender is underway. Community 'assessment hubs' prototype has commenced, which will help to deliver the new operating model agreed by Adults and Safeguarding Committee. The Community Offer Team won the Social Work Team of the Year Award in December 2015.

Barnet Homes

15 indicators are reported in Quarter 3. Of these, **13** have been given a RAG rating: **85% (11)** are “on or above target” and **15% (2)** are “off target”. **15** have been given a Direction of Travel status: **60% (9)** have an “improved or maintained” DOT and **40% (6)** have a “worsened” DOT. **1** of the 2 indicators that are “off target” is a service indicator (see below).

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where “off target”
BH/C7	Percentage of statutory homeless appeals completed on time	As at 31 Dec 2015	73.3%	100.0%	86.4% (R)	Improving	N/A	Additional resources have helped reduce the backlog from 47 (Q2) to 19 (Q3). Off target due to a number of complex appeals in the backlog that remain outstanding.

Challenges	Successes
<ul style="list-style-type: none"> High demand for homelessness services and an increasing reliance on General Fund temporary accommodation has exposed the Council to a greater risk of cost inflation in relation to the cost of accommodation. Demand for temporary accommodation and inflationary pressures are being monitored closely but continue to increase. A range of mitigations are in place to maximise prevention, manage demand and increase affordable supply. These include funding additional prevention officers, sourcing more accommodation outside London and increasing the volume of private sector lettings achieved. The loss of IT network at Barnet House at the end of December and slowness of network at the start of January has had an impact on the performance of frontline and high volume services (especially the contact centre and rental collection teams). The performance issues are being monitored and issues followed up with IT managers. 	<ul style="list-style-type: none"> Barnet’s first women’s refuge has been opened. The facility can support 39 clients and will be managed by Solace Women’s Aid. It complements the Domestic Violence One Stop Shop, which provides advice and guidance on domestic violence. Troy Henshall has been appointed as the new Chief Executive Officer for The Barnet Group (TBG). Initial work has focused on finalising the new 10 year management agreement for Barnet Homes and the 5 year Barnet Group business plan.

Children, Education and Skills

30 indicators are reported in Quarter 3. Of these, **27** have been given a RAG rating: **70% (19)** are “on or above target” and **30% (8)** are “off target”. **28** have been given a Direction of Travel status: 61% (**17**) have an “**improved or maintained**” DOT and **39% (11)** have a “**worsened**” DOT. **6** of the 8 indicators that are “off target” are service indicators:

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where “off target”
CES/S4	Percentage of pupils in secondary schools judged as good or better by Ofsted	As at 4 Jan 2016	88.2%	89.6%	88.2% (R)	Same	Outer London (86.8%), England (78.5%)	Ongoing challenge and monitoring strategy in place
CES/S21	Percentage of children offered one of their top three preferences of school (primary)	National Offer Day 2015	90.9%	92.0%	88.4% (R)	Worsening	London (89.4%), England (95%)	Continuing growth in demand for primary places means that it is increasingly difficult to meet parental preferences despite the provision of additional places and new schools.
CES/C2	Percentage making 3 levels of progress in English between KS2 and KS4	Academic year 2014/15	80.8%	83.6%	81.8% (GA)	Improving	National (71.4%), London (75.9%)	Provisional data.
CES/C5	Percentage of looked after children attaining 5 A*-C Grades including English and Maths	Academic year 2014/15	15.6%	20.6%	8.0% (R)	Worsening	National (15%), 2014	The virtual school team has been in place from July 2015 and is developing monitoring processes to improve outcomes for young people.
CES/C7	Percentage attendance levels at primary schools	TBC	95.9%	96.0%	95.8% (RA)	Worsening	England (96%), London (95.9%)	A co-ordinated approach is being used to target primary attendance across education and skills and other partner organisations.
CES/C8	Percentage attendance levels at secondary schools	Autumn Term 2014 to Spring Term 2015	95.5%	95.5%	95.3% (GA)	Worsening	England (94.8%), London (95.2%)	Secondary attendance remains well above the national average. This will be monitored by the School Improvement team.

Challenges	Successes
<ul style="list-style-type: none"> • The OFSTED inspection framework puts schools at risk of an adverse judgement – requiring improvement or special measures. Continued tracking of individual schools causing concern and additional support to reduce the risk of an adverse judgement and move them to good or outstanding. School improvement partnerships will help to consolidate the increased use of school to school support. (NB Within this, all Academies also have keep in touch meetings to follow a similar approach, and if the council has particular concerns about performance, this will be shared with the Trust, and Academy Trust will share its plans for improvement with the local authority e.g. through an appropriate statement of action. The local authority may offer advice about or broker locally recommended school improvement support services). • Primary attendance remains below the national average. Attendance conference held on 18 January; schools sharing good practice and now targeting authorised attendance, particularly appointments made for pupils during the school day. • The SEN Reforms involve a major transition from SEN statements to Education, Health and Care Plans (EHCPs). Realignment of budgets and use of SEN Reform Grant to support statutory SEN functions in line with the SEN reforms. 	<ul style="list-style-type: none"> • Primary attainment (Key Stage 2 at level 4+ in Reading, Writing and Maths) improved from 83% to 84% and remains just outside the top 10% of local authorities (ranked 17 out of 152) • The proportion of pupils with an SEN statement or an Education, Health and Care Plan attaining level 4+ in Reading, Writing and Maths improved by 3 percentage points and is above national. • Cambridge Education was approved as the new delivery partner for the Education and Skills service at full Council on 8 December 2015

Commissioning Group

14 indicators are reported in Quarter 3. Of these, **10** have been given a RAG rating: **60% (6)** are “on or above target” and **40% (4)** are “off target”. **14** have been given a Direction of Travel status: **45% (9)** have an “improved or maintained” DOT and **25% (5)** have a “**worsened**” DOT. **0** of the 4 indicators that are “off target” are service indicators.

Challenges	Successes
<ul style="list-style-type: none">• The Customer Access Strategy will be out for consultation in Quarter 4. At the same time, we are focusing on short-term actions to significantly improve performance of the website and residents’ experience of accessing services online.• Ensuring effective delivery plans are in place for key areas of change, including IS and Estates projects, delivery of key programmes such as Highways and the Colindale office accommodation.	<ul style="list-style-type: none">• Development of draft budget through to 2020 was approved for consultation by Policy and Resources Committee on 16 December. In addition, several key strategies were completed in draft for Committee consideration, including the Customer Access Strategy, Recycling and Waste Strategy and Parks and Open Spaces Strategy. A number of key capital schemes were recommended to Committees to proceed to the next stage, including Sport and Physical Activity for new and enhanced facilities, Daws Lane and Tarling Road Community Hubs and a new Youth Zone.• Progressed with schemes within the Regeneration programme, including the Supplementary Planning Document for Grahame Park; and work continues on Brent Cross South, with an updated business case being developed for review by government.• The Joint Health and Wellbeing Strategy was agreed in November 2015 and an implementation plan will be presented to the Health and Wellbeing Board for approval in January 2016.

Customer Support Group

44 indicators are reported in Quarter 3. Of these, **22** have been given a RAG rating: **82% (18)** are “on or above target” and **18% (4)** are “off target”. **19** have been given a Direction of Travel status: **68% (13)** have an “improved or maintained” DOT and **32% (6)** have a “**worsened**” DOT. All **4** indicators that are “off target” are service indicators (see below).

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where “off target”
CSG/C4	GovMetric Customer Services	Oct-Dec 2015	72.5%	80.0%	73.0% (RA)	Improving	N/A	Web and email satisfaction scores are the lowest across all channels, with telephony and face-to-face remaining higher due to the personal nature of the interaction. A targeted improvement plan has been initiated with weekly performance reviews.
CSG/C12	Critical System Availability	Oct-Dec 2015	99.9%	99.5%	98.2% (GA)	Worsening	N/A	The IS Service failed the Critical System Availability primarily due to a network outage impacting connectivity for Council staff. A transformation project is being undertaken to refresh the network to increase resilience and stability of the service.
CSG/C14	Payroll Accuracy - Payroll Error Rates	Oct-Dec 2015	0.1%	0.1%	2.9% (GA)	Worsening	N/A	In October, the payroll error rate was 8.6% against a target of 0.1%. There were 657 errors in October and 645 of them related to a software issue impacting pay increments applied to school employees. A manual process has been implemented to rectify the issue in the short term, whilst a long term software fix is being tested. The pay issues have been rectified through a supplementary run. Performance improved in November and December.
CSG/C37	Compliance with Authority Policy	Oct-Dec 2015	Pass	Pass	Fail (R)	Same	N/A	

Challenges	Successes
<ul style="list-style-type: none"> • Customer Services Satisfaction – performance targets for email and web satisfaction have been missed, resulting in a targeted improvement plan being put in place. For emails, the quality team are monitoring all outgoing emails with a particular focus on issue resolution and whether or not the GovMetric link has been included. Where an error is identified feedback is considered urgent and action taken to address this. New templates, which have been implemented for most services, are being monitored for effectiveness. For the web, an action plan has been set up to drive improvements, with a particular focus on content and speed of resolution for functionality issues. The GovMetric scores are being monitored daily. • One Super KPI failed during the quarter with service credits of £79,243 applied. 	<ul style="list-style-type: none"> • Customer Services improved customer journeys and channel shift - implemented an automated ticketing and appointment system for face-to-face customers; enabling waiting times to achieve target of 5 minutes. More complex customer enquiries now managed via appointment and other customers transferred to other channels. • Estates recommended for ISO 9001 accreditation following external audit by the British Standards Institute. • Pension fund investment strategy improvements, including a revised asset allocation and fund benchmark. This has required a phased movement of assets between fund managers, £90 million in corporate bonds and £240 million diversified growth funds to passive equities. Head of Treasury organised a PFC member training session to refine the investment strategy, resulting in member sub-group agreement on allocation to illiquid alternative assets, subject to approval in February.

Family Services

28 indicators are reported in Quarter 3. Of these, **12** have been given a RAG rating: **67% (8)** are “on or above target” and **33% (4)** are “off target”. **16** have been given a Direction of Travel status: **50% (8)** have an “improved or maintained” DOT and 50% (8) have a “worsened” DOT. All **4** indicators that are “off target” are service indicators (see below):

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where “off target”
FS/S10	The average time between a child entering care and moving in with its adoptive family (days)	As at 31 Dec 2015	473	487	495 (GA)	Worsening	N/A	This indicator was affected by a delay for two children with exceptional circumstances. Excluding these two children, the average number of days between entering care and moving in with the adoptive family was 454 (within target).
FS/S11	Percentage of children in external residential placements	Oct-Dec 2015	11.2%	10%	11.4% (R)	Worsening	N/A	The commissioning strategy for external placements focuses on reducing total spend on external placements by securing appropriate placements for children rather than the numbers of children in external placements, This indicator is being reviewed.
FS/C9	Percentage of families with child/ren under 5 within the borough are registered and accessing services at children's centres	Oct-Dec 2015	76.1%	84.0%	82.6% (GA)	Improving	N/A	Ofsted benchmark for good performance is 80%. Barnet is above this (82.6%).
FS/C15	Young offenders, in education, training or employment	Oct-Dec 2015	73%	76%	72% (R)	Worsening	London (65.3%), National (58.4%)	A low number of young people (25) finishing an order in Q3 has meant that the relatively small (7) number of NEET's represented a large percentage. Plans to increase numbers are in place. Barnet remains above the England and London averages, and is regarded by the Youth Justice Board as high performing for youth offending service.

Challenges	Successes
<ul style="list-style-type: none"> Recruitment to social work posts to reduce the number of vacant posts and locum cover. First phase of major recruitment campaign has concluded with a significant number of new social workers recruited. Second phase to be launched soon. Marked increase in demand via the front door/Multi Agency Safeguarding Hub, resulting in more social work resource being allocated here. Workload is being monitored. Growing the number of nursery school places for 2 year olds and preparing for expansions of places for 3 and 4 year olds. Implementation of action plan overseen by the Early Education Programme Board. 	<ul style="list-style-type: none"> A social worker in the Children in Care team won a silver medal at the Social Worker of the Year Awards. Both children's homes within Barnet received a 'Good' Ofsted rating under the new inspection framework. 72% of young offenders are in education, training or employment; significantly above the average for London (65.3%) and Nationally (58.4%).

HB Public Law

12 indicators are reported in Quarter 3. Of these, **12** have been given a RAG rating: **83% (10)** are “on or above target” and **17% (2)** are “off target”. **12** have been given a Direction of Travel status: **83% (10)** have an “improved or maintained” DOT and **17% (2)** have a “worsened” DOT. All **2** indicators that are “off target” are service indicators (see below).

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where “off target”
HBPL/C1	Acknowledge emails within 1 working day	Oct-Dec 2015	97.0%	95.0%	92.9% (GA)	Worsening	N/A	Slightly below target. Emails not acknowledged within one working day are picked up the following day.
HBPL/C7	% of draft committee reports and delegated power reports cleared within 5 working days	Oct-Dec 2015	95.7%	95.0%	94.2% (GA)	Worsening	N/A	70% of the 156 reports were received with less than 5 days’ notice, placing additional pressure on the team. This meant that some non-urgent reports still met the deadline but were not cleared within five working days.

Challenges	Successes
<ul style="list-style-type: none"> 70% of Committee reports being submitted for legal clearance with less than the 5 days turnaround time. Report writers are being reminded of the agreement. Increased cost of locums affecting staffing. Some appointments made from recruitment campaign, including first legal apprentice. Availability of hot desks at North London Business Park (NLBP) affecting client liaison. Network upgrade due for completion early 2016 will enable use of Wi-Fi providing more flexibility for work location. 	<ul style="list-style-type: none"> Retained the Law Society’s lexcel accreditation, with no non-compliances. Increased involvement in Barnet’s regeneration schemes, including delivering the high profile planning inquiry for the West Hendon scheme over 8 days with a successful outcome Property team acted on a number of high profile property acquisitions and disposals, including negotiation and completion of an agreement for a comprehensive development to provide 105 residential units plus a 15,000 sq. ft. retail unit and construction of a new public car park. The scheme has yielded a capital receipt of over £9 million.

Parking and Infrastructure

8 indicators are reported in Quarter 3. Of these, **5** have been given a RAG rating: **100% (5)** are “on or above target” and **0% (0)** are “off target”. **8** have been given a Direction of Travel status: **63% (5)** have an “improved or maintained” DOT and **38% (3)** have a “worsened” DOT. **0** indicators are “off target”.

Challenges	Successes
<ul style="list-style-type: none">• Not viable to refinance the PFI project, so unable to achieve planned financial savings from Street Lighting Budget within timescale. Discussions are taking place with the banks to agree changes to the structure of the contract, which will enable the Council to deliver planned ongoing savings.• Unexpected problems with the IT system data have delayed the transition to emissions based permits.• Insufficient quality of applicants impacting on implementation of staffing and contract operational changes within the parking service, including delaying the Change Control within the NSL Contract• Implementation of the CCTV Moving Traffic Enforcement Project within timescale. Resources assigned to manage the programme of works and co-ordinate across a number of partners.	<ul style="list-style-type: none">• Free Christmas parking implemented for all parking spaces over the three weekends leading up to Christmas.• Parking bay sensor pilot availability of the associated App has been launched with Communications team to promote the use and benefits to motorists• Programme to convert all illuminated bollards to non-illuminated bollards has been completed and associated energy savings are being derived from this

Public Health

36 indicators are reported in Quarter 3. Of these, **36** have been given a RAG rating: **69% (25)** are “on or above target” and **31% (11)** are “off target”. **36** have been given a Direction of Travel status: **67% (24)** have an “improved or maintained” DOT and **33% (12)** have a “worsened” DOT. **9** of the **11** indicators that are “off target” are service indicators (see below).

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where “off target”
PH/C5	Number of people setting a quit date with SC services who successfully quit at 4 weeks	Jul-Sep 2015	76	120	64 (R)	Worsening	N/A	Barnet Stop Smoking service currently delivered via GPs and pharmacies. A service redesign is planned for later in the year.
PH/C7	Percentage of people with needs relating to STIs who are offered an HIV test at first attendance (excluding those already diagnosed HIV positive).	Jul-Sep 2015	95.2%	97.0%	95.1% (GA)	Worsening	N/A	Performance impacted by merger of Royal Free London with Barnet and Chase Farm and challenges of using one IT system for clinical services. Additional issue with coding of activity may have contributed to low performance. Training is being given and spot checks instigated to rectify this.
PH/C8	Percentage of people with needs relating to STIs who have a record of having an HIV test at first attendance (excluding those already diagnosed HIV positive).	Jul-Sep 2015	76.9%	80.0%	78.2% (GA)	Improving	N/A	
PH/C10	Percentage of drug users successfully completing drug/alcohol treatment - opiate users (as per DOMES report)	Jul-Sep 2015	9.7%	11.2%	7.8% (RA)	Worsening	National (7.2%)	Performance affected by the changeover of the treatment and recovery service and data system. The new Substance Misuse Service commenced on 1 October 2015 and will deliver a new treatment and recovery pathway.

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where “off target”
PH/C11	Percentage of drug users successfully completing drug/alcohol treatment - non-opiate users (as per DOMES report)	Jul-Sep 2015	33.6%	36.2%	31.3% (RA)	Worsening	National (40.3%)	
PH/C13	Percentage of drug users successfully completing drug/alcohol treatment - non-opiate and alcohol users (as per DOMES report)	Jul-Sep 2015	31.2%	35.5%	30.7% (RA)	Worsening	National (35.3%)	
PH/C15	Percentage of service users who successfully completed treatment re-presenting to the drug/alcohol treatment services - non-opiate users (as per DOMES report)	July-Sept 2015	5.3%	0.0%	9.1% (R)	Worsening	National (5.3%)	
PH/C18	Number of people receiving brief advice about alcohol (ABI)	Jul-Sep 2015	403	350	170 (R)	Worsening	N/A	Administration of ABI transferred to new drug and alcohol service provider in October 2015. Performance may have been affected by pharmacies' late submission of returns. A recovery plan will be developed for agreement with commissioners with anticipated improvement in 2016.
PH/C27	Number of professional/ community representatives in contact with vulnerable groups training in recognising and tackling self-harm/ suicide prevention	Jul-Sep 2015	19	100	92 (GA)	Improving	N/A	Training on self-harm and suicide prevention is being provided by Young Minds for frontline staff working with children and young people. New dates been added and training promoted to boost numbers.

Challenges	Successes
<ul style="list-style-type: none"> • Reviewing the Ageing Well programme in light of funding uncertainties and strategic priorities. Programme to be refocused on demand management (including early intervention) for high risk groups rather than wider community engagement • Barnet Local Medical Council raised objections to the data sharing agreement (DSA) for the new Health Checks IT system. An alternative solution, which incorporates patient consent for data sharing, will be introduced in January 2016. Support will be offered through the provider to ensure the system is used correctly. • Sexual health and contraception services re-procurement work through to 2017. Challenges include council approval to participate in a joint collaborative procurement exercise; councils working together in sub-regions within an overall strategic approach; development of service specification; and negotiation with providers in a complex market. 	<ul style="list-style-type: none"> • Two schools (Mathilda Marks Kennedy and Parkfield Primary) became the first in Barnet to achieve the Healthy Schools London (HSL) Gold Award. • The post Health Checks interventions programme has begun to receive referrals from GPs. • The Barnet Substance Misuse Service was featured in the Public Health England report "Shooting Up: infections among people who inject drugs in the UK". This highlighted plans to increase uptake of blood-borne virus testing and improve access to services and treatment to maximise clients' chances of early treatment and a favourable prognosis. This resulted in 266 service users being tested (with 50 testing positive for one or more of hepatitis C, hepatitis B or HIV). • Substance Misuse Strategy agreed by Health and Wellbeing Board. This will improve safeguarding and community safety and help address domestic violence and violence against women and girls. It will also help ensure that opportunities for prevention of substance misuse are identified and utilised.

Re

70 indicators are reported in Quarter 3. Of these, **53** have been given a RAG rating: **81% (43)** are “on or above target” and **19% (10)** are “off target”. **52** have been given a Direction of Travel status: **67% (35)** have an “improved or maintained” DOT and **33% (17)** have a “worsened” DOT. **9** of the 10 indicators that are “off target” are service indicators (see below).

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where “off target”
KPI 1.1 NM	Implementation of the Annual programme relating to Highway Safety Inspections	Oct-Dec 2015	100.0%	100.0%	97.9% (GA)	Worsening	N/A	Performance affected by the absence of a highway inspector. Workload has been reallocated and additional resources brought in to complete outstanding inspections.
KPI 2.2 NM	Make Safe within 48 hours all intervention level potholes reported by members of the public	Oct-Dec 2015	100.0%	100.0%	93.7% (GA)	Worsening	N/A	
KPI 2.2 NM	Category 1 Defects Rectification Timescales completed on time (48 hours)	Oct-Dec 2015	100.0%	100.0%	90.4% (GA)	Worsening	N/A	
KPI 2.4 NM	Highways Insurance Investigations completed on time	Oct-Dec 2015	100.0%	100.0%	98.59% (GA)	Worsening	N/A	1 of 71 insurance investigation requests was responded to outside of timescales due to being misplaced. Going forward, insurance claims process will be included within new mobile working process removing possibility of paperwork and documentation going missing but allowing live time auditing to take place.
KPI 2.5 NM	Responses within timescales in dealing with complaints relating to weeds on the public highway	Oct-Dec 2015	100.0%	100.0%	73% (RA)	Worsening	N/A	Performance affected by three cases that were not forwarded to the contractor for investigation and action. Customer expectations of the process being managed.

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where “off target”
KPI 2.8 NM	Construction of Vehicle Crossovers within timescales following receipt of payment	Oct-Dec 2015	100.0%	100.0%	88% (GA)	Worsening	N/A	Performance affected by closure of contractor's office over Christmas. Re worked with the contractor to get all qualifying cases to them by mid-December and 14 cases were completed within timescales during the month. Of the 10 cases not completed within the timeframes, two were completed outside timescales due to bad weather. In total, 70 out of the 80 cases were processed on time.
KPI 3.1 NM	Timely response to Highways works permit requests	Oct-Dec 2015	100.0%	100.00%	99.97% (GA)	Worsening	Timely response to permit requests Brent (98.62%), Enfield (99.99), Haringey (99.81%) London Permit Scheme, 2013/14	One application out of 3,724 was responded to outside of timescales due to a technical issue, which meant the application could not be accessed and assessed.
KPI 3.6 NM	Processing of Section 50 (S50) Highways Works Licences within timescales (as per the Traffic Management Act) (TMA)	Oct-Dec 2015	100.0%	100.0%	90.9% (GA)	Worsening	N/A	One license was not issued within the one month timescale. A contributing factor in the delay was the increase in volume of permit applications requiring a response due to the new national condition text that has been introduced. In total, 10 of 11 cases were processed on time.
SPKPI01	Percentage of Strategic Planning Documents completed and signed off by the Authority	Oct-Dec 2015	25.0%	100.0%	33.3% (R)	Worsening	N/A	Only one of three documents planned for Q3 was delivered to timescales due to changes or deferrals requested or agreed with the Council.

Challenges	Successes
<ul style="list-style-type: none"> • Delivery of the £15m Network Recovery Plan - 88% of planned works were completed by Q3. Re is working with the commissioners and the contractor to ensure all outstanding remedial works are completed to the required standard. Re has committed to meeting ward members and providing an opportunity to comment on the work programme for 2016/17. • Delivery of the annual TfL funded Local Implementation Plan (LiP) is behind schedule and forecasting an underspend against the £3.2m programme of between £450,000 to £750,000. Re is identifying possible areas for budget transfer or other works, which can brought forward to utilise maximum available funding. Re has also secured additional resource to ensure that LiP funding is utilised. • New Depot Planning permission granted in December is subject to a judicial review challenge. • Commercial and delivery issues in relation to the Highways Service are being resolved, including Network Recovery Plan and the LiP programme. • Health risks associated with consumption of Shisha. Number of Shisha Bars offering the substance in Barnet increased by over 50% in a year. Ten of thirteen premises inspected by Environmental Health in the last two months were found not to be compliant. Previous prosecutions have proved costly, time-consuming and resulted in insufficient penalties to constitute an effective deterrent. Options being explored for a multi-agency approach to shisha control. • The Housing and Planning Bill and recent public consultation on revision to the National Planning Policy Framework, which sets guidance for local planning authorities, adding to uncertainty on the direction of any changes to Policy and impact at the local level. 	<ul style="list-style-type: none"> • Promoting sustainable transport - the first Council owned electric vehicle charge points (8 in total) have been installed; and a new car sharing scheme for staff and residents implemented. The installations were funded by TfL under the Local Implementation Plan (LiP) funding process. • Creating job opportunities for Barnet residents - 'Brent Cross Retail Job Shop' has been awarded a certificate of Exceptional Retailer Support, with 93 unemployed applicants gaining employment (81 from Barnet). As part of regeneration schemes, 22 new apprenticeships have commenced. • Approval for next phases of major regeneration and building schemes - regeneration of West Hendon moving ahead with Compulsory Purchase Order confirmed by the Secretary of State. Homes that do not meet the Decent Homes standard will be replaced with a mix of housing. 2,194 homes will be created by 2027. In addition, planning permission has been granted for building work to begin on the new Council HQ building (including café space as well as meeting rooms for community use) in Grahame Park. • Tackling fuel poverty amongst the most vulnerable residents - a grant of £325,000 has been secured for the partnership programme from the National Energy Action (NEA). The project will deliver heating and/or insulation measures to eligible individuals in Barnet who are at risk of cold related illness, have a disability or meet the responsibility for children criteria and are at risk of or living in fuel poverty. • Improving living conditions for private tenants - more HMOs have been licensed, protecting the rights of private tenants to safe and habitable living conditions.

Streetscene

11 indicators are reported in Quarter 3. Of these, 6 have been given a RAG rating: **50% (3)** are “on or above target” and **50% (3)** are “off target”. 6 have been given a Direction of Travel status: **33% (2)** have an “improved or maintained” DOT and **67% (4)** have a “worsened” DOT. 2 of the 3 indicators that are “off target” are service indicators (see below):

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where “off target”
SS/C1	Waste tonnage - residual per household (HH)	Jul-Sep 2015	165.23	154.41	164.60 (RA)	Improving	The data for the period Jul-Sep 2015 is currently unavailable due to changes to Waste Data Flow.	Increases in residual waste may be attributable to changes in economic conditions and increases in the number of households.
SS/C2	Waste tonnage – recycling per household (HH)	Jul-Sep 2015	106.06	111.44	101.10 (R)	Worsening		Reduction in recycling attributed to a reduction in garden and food waste. Dry recycling continues to increase.
SS/C7	% calls resolved at first contact	Oct-Dec 2015	TBC	TBC	TBC	TBC	TBC	TBC
SS/C9	Govmetric satisfaction	Oct-Dec 2015	TBC	TBC	TBC	TBC	TBC	TBC

Challenges	Successes
<ul style="list-style-type: none"> Waste and recycling performance remains below target. An action plan is in place to improve performance, incorporating: <ul style="list-style-type: none"> Expansion of dry recycling service at flats –recycling services rolled out to an additional 659 properties Completed a range of trials in food waste behaviour change, for cost benefit evaluation. Strengthened the management of the Streetscene service to ensure effective operational service delivery and sufficient capacity to reform and improve service in coming months. 	<ul style="list-style-type: none"> A new approach using existing Street Cleansing resources was successfully adopted for the annual leaf clearance. Plans were put in place to mitigate the effects of industrial action in October 2015, with some collection schedules brought forward and operating hours in the previous days extended. 71 staff (50% of operatives) took part in the strike. A range of interventions were piloted in six roads to better understand how the Council can increase participation in (and tonnage from) food waste collection. The results are being analysed, including the cost/benefits of the various interventions. Recycling facilities were expanded at 43 flat blocks, serving 659 properties. Further analysis of flats and houses recycling tonnage for Q3 is planned, with more facilities potentially being provided if improvements are noted. Civic Amenity and Recycling Centre was transferred to LondonWaste Ltd in October 2015; and renamed the Reuse and Recycling Centre.

Your Choice Barnet

24 indicators are reported in Quarter 3. Of these, **19** have been given a RAG rating: **84% (16)** are “on or above target” and **16% (3)** are “off target”. All **3** indicators that are “off target” are service indicators (see below).

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where “off target”
YCB 10	Staff sickness	12 Months to Dec 2015	9.3	Green: 10 or below Amber: 11 to 20 Red: 20 or above	10.4	Improving	N/A	Staff sickness has gone from Green in Q2 (9.3 days) to Amber (10.4 days) in Q3. This continues to be monitored closely within the services and by the management team.
YCB 11	Agency staff	Apr– Dec 2015	14.4%	Green: 10% or below Amber: 9%to 19% Red: 20% or above	13.7%	Worsening	N/A	Overall improvement in agency use from 20% in 2014/15.

Ref	Indicator	Period covered	Previous result	Target	Result	Direction of Travel	Benchmarking	Comment where "off target"
YCB 19	New referrals from other local authorities.	Apr–Dec 2015	6	Green: 20 or more people annually (5 or more per quarter) Amber: 11 to 19 people annually (2 people between 3 and 5 per quarter) Red: 10 or lower people annually (less than 2 people per quarter)	7	Improving	N/A	Referrals lower than anticipated. YCB will continue to market its services both within Barnet and neighbouring boroughs

Challenges	Successes
<ul style="list-style-type: none"> • The Care Quality Commission (CQC) Inspection Outcomes for the Supported Living Services (published in February 2015) will remain “Red” (findings were ‘Inadequate’) pending the outcome of a CQC follow-up inspection in early December 2015. An improvement plan was submitted to CQC following publication of the inspection report, which is being monitored by YCB as well as through a revised performance framework based on CQC inspection criteria by Adults & Communities. • Staff sickness has risen in Q3 and will be monitored closely within the services and by the management team. • Referrals from other local authorities is lower than anticipated. YCB will continue to market its services both within Barnet and neighbouring boroughs. 	<ul style="list-style-type: none"> • An industrial dispute between YCB and Barnet Unison on staff pay has been mutually resolved; and will be reflected in the Group Risk Register. • Adults and Communities inspection outcomes based on the CQC inspection framework have all been rated as Green.

Key to 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.			

Benchmarking

The most recent LG Inform benchmarking report was extracted on 19 January 2016 and is available at <http://lginform.local.gov.uk/> Please note that services in the report do not directly reflect Barnet's structure. The quartile rating is applied against unitary and county councils in England.



Barnet's performance:

Lowest 25% of performers	Middle 25% of performers	Middle 25% of performers	Highest 25% of performers
Education Services			
Total revenue expenditure on education service per head of population (2014/15)			£712.86
Achievement of 5 or more A*-C grades at GCSE or equivalent, including English and Maths (2014/15)			69.0%
Proportion of population aged 16-64 qualified to at least level 2 of higher (2014)			74.2%
Children's Services			
Total revenue expenditure of Children's services per head of population (0-17) (2014/15)			£484.31
Percentage of child protection cases which were reviewed within required timescales (2013/14)			98.7%
Percentage of children becoming the subject of a child protection plan for a second or subsequent time (2013/14)			11.8%
Children looked after rate, per 10,000 children aged under 18 (2014/15)			34
Care leavers in suitable accommodation (2013/14)			87.3%
Care leavers in education, employment or training (2013/14)			49.0%
Adults Services			
Total revenue expenditure on Adult's services per head of population (2014/15)			£424.93
Social care-related quality of life (2014/15)			18.5
Overall satisfaction of people who use services with their care and support (2014/15)			61.0
Delayed transfers of care from hospital per 100,000 population (2014/15)			6.2
Housing Services			
Total revenue expenditure on Housing services (GFRA only) per head of population (2014/15)			£62.52
Time taken to process housing benefit/ council tax benefit new claims (2012/13 Q4)			10
Total households on the housing waiting list as at 1 st April (2013/14)			1,045
Vacant dwellings - all, as a percentage of all dwellings in the area (2013/14)			0.1

Project Portfolios

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

Portfolio	Green Status	Amber Status	Red Status	Not yet started	Comments
Adults and Health Portfolio	8	10	0	4	Progress has been made across a number of projects in the Adults Transformation Programme, with a number of recommendations gaining Committee approval and no projects RAG rated as Red. Adults and Safeguarding Committee approved the strategic outline case and next steps for the adults' social care alternative delivery model on 12 November 2015. At the same committee, it was agreed that the meals subsidy would cease by 31 March 2016, after a review has taken place with existing users to identify alternative provision. Furthermore, on 16 December 2015 Policy and Resources Committee unanimously approved the Sports and Physical Activity paper recommending Victoria Recreation Ground and Copthall as the two sites for new leisure centres. In other areas of the Adults Transformation Programme, negotiations have commenced to deliver third party contract budget savings of £2.6m by 2019/20, with £400k to be delivered in 2016/17. Finally, a formal staff consultation has commenced within the Adults Delivery Unit on a proposed new structure.
Central Portfolio	8	6	2	0	There is a varied picture of progress across the Central portfolio with two projects RAG rated as Red. Firstly, the Colindale office accommodation project to develop a new corporate headquarters is Red owing to potential time delays. Additional resources have been brought in to strengthen programme oversight and delivery and engagement with the contractor and key stakeholders. Secretary of State approval for the headquarters has been received. Secondly, although the work to review existing and lapsed leases on community assets is underway, negotiations can only take place in mid-April, once the Council's new social benefits toolkit is finalised. Substantial progress has been made though on Customer Access, with the approval of a Customer Access Strategy by Policy and Resources Committee on 16 December 2015, and the subsequent set up of a Customer Transformation Programme to deliver the strategy. Also, Assets, Regeneration and Growth (ARG) Committee in November 2015 approved an outline business case and a strategic outline case for new community centres on Tarling Road and Daws Lane respectively. In terms of Unified Reward - the review of pay, grading and contractual arrangements - a position has been agreed with the Trade Union bodies, which allows consultation to commence with staff. Furthermore, a new Employer Supported Volunteering (ESV) policy and guidelines have been developed as part of the delivery of the Community Participation Strategy, and have been approved by the Workforce Board.

Portfolio	Green Status	Amber Status	Red Status	Not yet started	Comments
Children's and Young People Portfolio	12	2	0	0	Good progress has been made across a number of projects in the portfolio with the majority of projects now RAG rated as Green. A number of Committee decisions have been taken in the last three months: firstly Full Council on 8 December 2015 agreed the Children, Education, Libraries and Safeguarding (CELS) Committee's recommendations to appoint Cambridge Education as a strategic partner to provide Education and Skills services, with the new arrangements due to commence on 1 April 2016; on 6 January 2016, CELS Committee approved the proposal to consult stakeholders on three options to provide the required additional SEN places; lastly on 30 November 2015 ARG Committee approved the core principles for the lease for the new state-of-the-art OnSide Youth Zone to be built on Montrose Playing Fields in Burnt Oak. Public consultation has taken place on the proposed changes to the library service.
Environment Portfolio	24	6	1	0	Projects within the Environment portfolio are largely progressing as expected, with the majority of projects RAG rated as Green. Issues holding up the Lagan Mobile project, which will allow service requests to be routed directly to an operative via a handheld device rather than the current paper-based system, have been resolved and also the new Passenger Transport IT system is now live. Furthermore, the Environment Committee agreed on 11 January to consult the public on draft Municipal Waste and Recycling and Parks and Open Spaces strategies. Work continues on assessing options for an alternative delivery model for all Streetscene services. The Depot project is the sole project to RAG rated as Red because of the delay expected while the Council responds to an application to initiate a Judicial Review against the planning decision.
Growth and Development Portfolio	10	9	2	0	Improvements have been made in many areas of the Growth and Development Portfolio, with a fewer number of projects RAG rated as Red. Firstly, progress has been made within Tranche 1 of the Development Pipeline programme to develop mixed tenure housing with pre-construction agreements signed with Wates with planning permission now being sought in February, which is inside the overall target timescales. Also, a new plan has been agreed for the redevelopment of Pocket sites. In the Regeneration programme, the draft Grahame Park Supplementary Planning Document (SPD) was approved by Policy and Resources Committee on 16 December 2015, and this document is now out for public consultation. The Granville Road project remains RAG rated as Red. The Planning Appeal Hearing will take place on 28 June 2016. Lastly, within Entrepreneurial Barnet, the new 'Business Support in Barnet' web pages have launched containing support, advice and networking information to help businesses grow in Barnet.

Portfolio	Green Status	Amber Status	Red Status	Not yet started	Comments
Schools Capital Programme	21	9	0	0	Progress is being made across a number of projects and the overall programme is on target to achieve pupil places when required. Works have started on site for the two forms of entry London Academy new build and the expansion of the Oak Lodge Secondary Special School. The proposed scheme to expand Monkfrith primary school was also approved at the Educational Capital Board and work will commence shortly. There are some ongoing concerns with regards to the delivery of Blessed Dominic within the current funding envelopes. A number of projects RAG rated as Green are progressing through the defects period, with Compton School RAG rated as Amber due to concerns with the height of the spoil mound, and East Barnet due to a delay in production of an action plan to resolve the school's top 10 issues.

Appendix D - Revenue Monitoring by Delivery Unit

Adults and Communities						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q3 Forecast	Variation		
	£000	£000	£000	£000		
Performance & Improvement	1,024	767	724	(43)	Under spend due to part year vacant posts.	-5.6%
Safeguarding	731	733	1,162	429	Under spend in relation to staffing costs.	58.6%
Care Quality	1,062	1,075	1,051	(23)	Under spend is due to CM2000 contract savings, which is offset by staff pressures.	-2.2%
Community Well-being	(1,064)	391	374	(18)	Under spend in relation to supplies and services.	-4.5%
Customer Care	748	349	297	(51)	Under spend due to part year vacant posts partly offset by reward and recognition and room hire costs.	-14.7%
Customer Finance	786	827	813	(15)	Over-achievement of income for receivership services.	-1.8%
Dir Adult Soc Serv & Health	185	186	167	(19)	Under spend in relation to staffing.	-10.2%
Integrated care - LD & MH	38,534	40,527	40,816	289	For LD, there has been an increase in demand since month 1 with packages of support increasing by 21. This area has also seen an increase in service users with Learning Disabilities mainly in relation to transitions clients where, over the last 4 years, there has been pressure on the service due to clients transitioning over from Children's to Adults. This is made up of 2 elements – (1) New clients coming through and (2) an increase in cost for existing clients where there is no change in client needs. The projections include £315k for new clients coming through but this is likely to be insufficient to meet demand. There is also additional pressure resulting from 32 new Ordinary Residence clients. The projections include £934k for new OR clients in 15/16. MH has also seen an increase in demand from Month 1 with packages of support increasing by 12 from month 1 to month 9. LD staffing is showing a projected underspend of £29k, due to part year vacancies, and £40k funding in relation to the HOS contribution as part of S75 agreement, which is partly offset by transition team pressures. MH staffing is showing an under spend of £313k, due to staffing.	0.7%
Integrated care - OP & DP	35,610	35,665	37,893	2,228	EMI Nursing and Residential are both areas of pressure within this line where packages of support are increasing reflecting Barnet's increasing older population. In the first 9 months of the year, packages of support have increased by 45 across OA and EMI. There is also pressure on this budget of £59k due to 2 clients who were self-funders whose funds have depleted and are now the responsibility of the LA; the LA has a legal duty to support clients unmet eligible needs. Older people staffing cost centres are showing an under spend of £299k following the re-structure of the service. These projections includes additional approved resilience funding totalling £310k (£90k Chase Farm and £220k 7 day working).	6.2%
Prevention & Well Being	3,603	5,445	5,074	(371)	Under spend of £171k: due to part year staff vacancies; additional savings in relation to HRS and Vol Orgs, and £26k is in relation to the Voiceability grant not being fully utilised due to less demand (which is offsetting a £14k overspend against healthwatch in relation to stretch targets). Further, £390k of the under spend is to be funded from rechargeable HRA costs.	-6.8%
Social Care Management	596	412	382	(30)	Under spend in relation to staffing.	-7.3%
Total	81,816	86,378	88,753	2,375		2.7%
Assurance						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q3 Forecast	Variation		
	£000	£000	£000	£000		
Elections	423	392	391	(1)	Underspend mainly due to staff cost savings	-0.3%
Assurance Management	527	565	551	(13)		-2.4%
Governance	2,311	2,375	2,377	1		0.0%
Internal Audit & CAFT	850	867	871	4		0.4%
Total	4,110	4,199	4,189	(10)		-0.2%
Children's Education						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q3 Forecast	Variation		
	£000	£000	£000	£000		
Education & Skills Management	(180)	(530)	(521)	8	Underspend in Catering £140k due to increased operating surplus. Underspend also in Pupil travel due to lower demand for services. There is also additional traded income due to increased trading activity with schools and staff vacancies in the Business Support team	-1.6%
Edu Partnership & Commercial	265	470	199	(271)		-57.7%
Post 16 Education & Skills	354	306	318	13	There are agency costs of £9k that can't be recovered against the young people working grant. The Participation & Placements Team are projecting an overspend of £4K which relates to unforeseen additional costs to the LB of Ealing for IT Services provided.	4.1%
School Improvement	819	834	830	(4)	The over spend is largely due to two primary reasons. There is a forecast overspend on SEN transport contractor and escort agency costs of £33k. There is also a forecast staffing overspend of £221k for agency and consultants costs within the Referral & Assessment Team which is in the process of being restructured.	-0.5%
SEND & Inclusion	4,894	6,183	6,437	254		4.1%
Total (excluding SDM)	6,152	7,263	7,263	-		0.0%
Children's Family Service						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q3 Forecast	Variation		
	£000	£000	£000	£000		
Family Services Management	2,237	745	151	(594)	Under spend in this area largely relates to non-pay inflation of £419k and there is a balance of £218k from the £720k growth budget which is also held here.	-79.7%
Commissioning & Business Imp.	2,917	3,357	3,124	(233)	£190k has been offered as a contribution towards the recovery plan. This is as a result of savings identified from the community Barnet contract and other small savings. There is also one vacant post in the Data & performance team and also £200k of CAMHs will be funded from DSG. Further, the over spends are being reduced by substitution of funding amounting to £230k from the DSG.	-6.9%
Early Years	3,887	4,010	4,024	14	Generally the overspend in Childcare which is mainly due to shortfall in income is being offset against underspend in Community centres. Further underspends have been identified in Early years raising standards.	0.3%

Lib.Workforce & Comm.Engagemnt	5,587	6,111	6,052	(59)	under spend is starting to emerge in the Workforce development team and a further underspend in Complaints & Communication team.	-1.0%
Youth & Family Support	3,234	3,263	3,084	(180)	£50k has been reflected here as a contribution towards the recovery plan from the Troubled Families reserve. £115k underspend has now being projected due to an unsuccessful tender for the "Move On" Housing contract.	-5.5%
Social Care Management	960	1,175	1,356	181	Over spend is due to agency costs and the cost of translation service, plus the use of the DAT 4 team which consists of a number of supernumerary agency staff – The total of this is approximately £166k.	15.4%
Intake and Assessment	1,955	2,055	2,304	249	Over spend is due to staff vacancies which are being filled with agency staff. The 2 supernumeraries (at 0.5 fte each) that were in post for the last 9 months are now filling vacant posts.	12.1%
Intervention and Planning	1,938	3,057	3,286	228	Over spend from the use of agency staff filling 14 vacant posts.	7.5%
Permanence Trns & CorParenting	3,346	3,181	4,243	1,062	Over spend largely relates to increased costs in children in care teams due to the use of agency staff and 0.5 fte supernumerary (£173k). The Onwards & Upwards area is projecting an over spend of £153k due to agency staff workers and an over spend of £278k due to 2 high costing clients. Finally, Asylum seekers is projecting a £501k overspend which is based on current list of clients and commitments.	33.4%
Placements	18,591	18,002	18,258	256	Overspend largely due to demand in external placements (£304k) as well as pressures on In-house fostering (£178k), Adoptions (£71k) based on the current client commitments and Ordinary and Special Guardianship Orders amounting to (£299k). Further, the over spends are being reduced by substitution of funding amounting to £299k from the DSG.	1.4%
Safeguarding & Quality	1,087	1,307	1,334	27	Under spend in the Conference & Review team due to a reduction in the contract for external review workers is being used to offset against the overspend relating to staffing and the use of agencies in the Practice Standards team.	2.1%
CSC 0-25	1,979	2,212	2,222	10	This area is now projecting a full complement of staff covered by permanent and agency staff (no vacancies). The overspend is from the use of some agencies.	0.4%
Total	47,717	48,476	49,438	962		2.0%

Commissioning Group						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q3 Forecast	Variation		
	£000	£000	£000	£000		
Finance	1,709	1,120	1,131	11		1.0%
Commercial	1,224	1,163	1,203	40		3.5%
Commissioning Group	636	-	-	-		0.0%
Adults and Health	1,001	1,258	1,236	(22)	Under spend relates to vacant post.	-1.8%
Communications	638	674	629	(45)		-6.7%
Commissioning Strategy	405	240	224	(16)		-6.6%
Children & Young people	76	365	324	(41)	Under spend due to part year vacancy.	-11.4%
Environment	1,923	12,690	12,681	(9)	Net under spend relates to over spend on staffing and contract savings.	-0.1%
Growth & Development	0	309	311	2		0.7%
Information Management	797	880	907	27	Over spend mainly due to staffing.	3.1%
Programme & Resources	691	782	864	83	Over spend mainly on staffing netted against reduced expenditure in supplies and services.	10.6%
Strategic Commissioning Board	705	768	738	(29)	Under spend on staffing and supplies and services	-3.8%
Total	9,806	20,249	20,249	-		0.0%

Streetscene						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q3 Forecast	Variation		
	£000	£000	£000	£000		
Business Improvement	335	264	264	-		0.0%
Green Spaces	4,712	4,631	4,655	24	Over spend due to staffing recharges	0.5%
Mortuary	141	144	144	-		0.0%
Recycling	70	1,118	1,070	(48)	The civic amenity recycling centre (CARC) has now transferred to NLWA, which is projected to lead to the early delivery of some savings.	-4.3%
Waste	6,157	6,725	6,863	138	Over spend is largely due to the use of agency staff	2.1%
Street Cleansing	3,751	3,597	3,571	(26)	Street cleansing has now implemented a more effective service delivery, which has helped to achieve the 2015-16 savings. Weed Spray is projecting an underspend of £0.078m, due to the reduction of weed spraying costs, as a result of less cycles being undertaken.	-0.7%
Street Scene Management	650	652	709	57	Over spend due to staffing issues	8.7%
Trade Waste	(1,623)	(1,922)	(2,002)	(80)		4.1%
Transport	(179)	(199)	(203)	(4)		1.8%
Total	14,014	15,010	15,072	62		0.4%

Parking and Infrastructure						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q3 Forecast	Variation		
	£000	£000	£000	£000		
Highway Inspection/Maintenance	382	354	467	113	Over spend largely due to additional resources being put in place for Winter gritting, which will lead to an over spend.	32.0%
Parking	(458)	(458)	(460)	(2)		0.4%
Special Parking Account	(7,420)	(7,122)	(7,122)	-		0.0%
Street Lighting	6,295	6,424	6,414	(9)		0.1%
Total	(1,201)	(803)	(701)	102		12.7%

Registrars Service						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q3 Forecast	Variation		
	£000	£000	£000	£000		
Births Deaths & Marriages	(161)	(160)	56	216	Demand for bookings of Citizenship Ceremonies and Marriages has decreased significantly.	135.0%
Total	(161)	(160)	56	216		135.0%

Public Health						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q3 Forecast	Variation		
	£000	£000	£000	£000		
Public Health	14,335	15,835	15,835	-		0.0%
Total	14,335	15,835	15,835	-		0.0%

HB Public Law						
Description	Variations				Comments	% Variation of
	Original Budget	Budget V1	Q3 Forecast	Variation		

HB Law	1,752	2,011	2,072	61		revised budget
Total	1,752	2,011	2,072	61		3.0%
Housing Needs Resources						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q3 Forecast	Variation		
	£000	£000	£000	£000		
Housing Needs Resources	3,954	4,976	5,348	372	Over spend of £1.108m on temporary accommodation together with increased legal costs of £0.062m. The overspends are reduced slightly by unbudgeted grant income of £0.070m from the DCLG and equipment hire income of £0.019m, plus reduced expenditure on miscellaneous expenses and other costs of £0.0130m. Further, £584k of the over spend is to be funded from contingency.	7.5%
Total	3,954	4,976	5,348	372		7.5%
Regional Enterprise						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q3 Forecast	Variation		
	£000	£000	£000	£000		
Re Managed Budgets	1,145	1,145	1,128	(17)	This is due to under spends on reactive maintenance, and rechargeable cross overs (linked to LIP work).	-1.5%
Management Fee	(415)	(11)	509	520	Additional rechargeable work from Re as part of the TFL LIP programme and TUPE costs.	100.0%
Total	731	1,134	1,637	503		44.4%
Customer Support Group						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q3 Forecast	Variation		
	£000	£000	£000	£000		
CSG Managed Budget	3,986	6,997	6,997	-	True costs around the Civica contract	0.0%
CSG Management Fee	16,836	15,123	15,623	500		3.3%
Total	20,822	22,120	22,620	500		2.3%
Central Expenses						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q3 Forecast	Variation		
	£000	£000	£000	£000		
Capital Financing	22,816	22,760	21,760	(1,000)	Under spend relates to MRP.	-4.4%
Car Leasing	2	2	-	(2)		-100.0%
Central Contingency	12,412	2,430	2,430	0		0.0%
Corporate Fees & Charges	399	399	240	(159)	Under spend due to a reduction in Audit fees.	-39.8%
Corporate Subscriptions	314	314	224	(90)	Under spend relating to Corporate Subscriptions.	-28.7%
Early Retirement	5,427	5,427	4,927	(500)	Under spend on early retirement costs.	-9.2%
Local Area Agreement	105	105	105	-		0.0%
Levies	30,717	19,074	18,574	(500)	Under spend on Levies	-2.6%
Miscellaneous Finance	426	765	711	(54)	Additional Grant income received - LSSG grant	-7.1%
Total	72,619	51,277	48,972	(2,305)		-4.5%
Dedicated Schools' Grant						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q3 Forecast	Variation		
	£000	£000	£000	£000		
Education DSG	(6,275)	(5,542)	(6,639)	(1,097)	The main variances are an under spend on ISB budgets of £254k reflecting autumn adjustments and an under spend of £101k on Schools Contingency as there are unlikely to be any further calls on this budget. There are also under spends of £524k on top-up funding for Maintained Schools and £126k for Academies Free Schools & Colleges top-up funding as a result of autumn term adjustments and revised SEN data. There is also an under spend of £619k on top-up funding for Non-Maintained and Independent providers as there has been a release of contingency, a reduction in the provision for previous years liabilities and a general rigorous scrutiny of costs along with more integration into mainstream settings. SEN Support has an under spend of £89k mainly due to an under spend on therapy provision and some staffing under spends. There is an over spend of £138k on Pupil Growth due to funding more extra classes than previously anticipated and additional funding from the EFA of £43k for Post 16 funding and other minor under spends of £8k. Further, there have been contributions to and from the Childrens Family services.	-19.8%
Schools Funding	230	(117)	(133)	(16)	There is a forecast under spend of £17k on Statement costs in Barnet Academy Nursery Classes.	-13.7%
Childrens Social Care DSG	439	153	153	-		0.0%
Early Intervn & Preven DSG	5,606	5,506	5,347	(159)	There is £76k under spend in the Early years vulnerable children fund as there have been no new referrals made in this area. The remaining underspend is within the 2 year old placement funding.	-2.9%
Total	-	-	(1,272)	(1,272)		-100.0%
Housing Revenue Account						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q3 Forecast	Variation		
	£000	£000	£000	£000		
HRA Other Income & Expenditure	5,284	5,284	5,944	660	Increased expenditure on Landlord Incentive Payments	12.5%
HRA Regeneration	1,028	1,028	770	(258)	Increased income from developers	-25.1%
HRA Surplus/Deficit for the year	(6,232)	(6,232)	(6,634)	(402)	Largely due to rechargeable Adults costs.	6.5%
Interest on Balances	(80)	(80)	(80)	-		0.0%
Total	-	-	-	-		0.0%

Appendix E - Capital Monitoring Programme Outturn by Programme

	2015/16 Latest Approved Budget £000	Additions / (Deletions) £000	(Slippage) / Accelerate d Spend £000	Proposed 2015/16 Budget £000	Forecast to year- end £000	Variance from Approved Budget £000	(Slippage) / Acceleration of 2015/16 Budget %	Comments
Adults and Communities	3,258	-	(208)	3,050	3,050	(208)	-6.4%	Due to anticipated delays in the CCTV installation project.
Adults and Communities	3,258	-	(208)	3,050	3,050	(208)	-6.4%	
Modernisation Primary & Secondary	3,842	-	61	3,903	3,903	61	1.6%	Due to anticipated emergency repairs to schools.
Temporary Expansions - Allocated	1,827	-	(6)	1,821	1,821	(6)	-0.3%	Due to retention costs anticipated to be incurred in October 2016.
Millbrook Park (MHE)	373	-	-	373	373	-	0.0%	
Orion Primary/ blessed Dominic	459	-	-	459	459	-	0.0%	
Blessed Dominic/St James	200	-	-	200	200	-	0.0%	
Moss hall Infants and Juniors	84	-	-	84	84	-	0.0%	
Brunswick Park	60	-	-	60	60	-	0.0%	
Menorah Foundation	1,830	-	-	1,830	1,830	-	0.0%	
St Mary's and St Johns	1,085	-	-	1,085	1,085	-	0.0%	
Martin Primary	81	-	-	81	81	-	0.0%	
Oakleigh School	37	-	-	37	37	-	0.0%	
Beis Yakov	107	-	-	107	107	-	0.0%	
St Joseph's RC Junior & St Joseph's RC Infant School	1,986	-	-	1,986	1,986	-	0.0%	
Monkfrith	1,252	-	-	1,252	1,252	-	0.0%	
Wren Academy	4,826	-	-	4,826	4,826	-	0.0%	
London Academy	7,306	-	(1,806)	5,500	5,500	(1,806)	-24.7%	The slippage is due to asbestos contamination, work now due to commence in 2016/17.
Oak Hill Campus	250	-	-	250	250	-	0.0%	
East Barnet Schools Rebuild	564	-	(463)	101	101	(463)	-82.1%	Legal agreement requirements relating to retention costs have had a knock on effect on the programme, the majority of these costs are now anticipated to occur after March 2016.
Permanent Secondary Expansion Programme	5,521	-	(1,213)	4,308	4,308	(1,213)	-22.0%	The slippage largely due to delays in relocating Caretakers from Oak Lodge special school, work to be completed in 2016/17.
Secondary Programme	3,500	-	-	3,500	3,500	-	0.0%	
SEN	5,850	-	-	5,850	5,850	-	0.0%	
Alternative Provision	4,000	-	-	4,000	4,000	-	0.0%	
Other Schemes	1,703	-	(202)	1,501	1,501	(202)	-11.9%	
Children's Education and Skills	46,741	-	(3,629)	43,112	43,112	(3,629)	-7.8%	
Children's Family Service	5,871	-	(1,434)	4,437	4,437	(1,434)	-24.4%	Delay in projects due to Libraries Review.
Childrens Families Service	5,871	-	(1,434)	4,437	4,437	(1,434)	-24.4%	
Commissioning Group	32,176	-	(1,025)	31,151	31,151	(1,025)	-3.2%	Due to non-construction of projects, now due to be completed in September 2016.
Commissioning Group	32,176	-	(1,025)	31,151	31,151	(1,025)	-3.2%	
Commercial	1,787	84	(337)	1,534	1,534	(253)	-18.9%	Weather has delayed the programme of work, will be unable to recommence marking until March 2016, with completion expected by end of June 2016.
Commercial	1,787	84	(337)	1,534	1,534	(253)	-18.9%	
Greenspaces	457	-	-	457	457	-	0.0%	
Waste	2,002	-	-	2,002	2,002	-	0.0%	
Street Scene	2,460	-	-	2,460	2,460	-	0.0%	
Highways TfL	6,092	(787)	-	5,306	5,306	(787)	0.0%	The variance is largely relating to works not anticipated to go ahead in regards to Cycle routes and 20mph limit zone implementation as well as the deletion of residual balances from the previous year.
Highways non-TfL	21,201	(84)	(6,498)	14,619	14,619	(6,582)	-30.6%	Pavement and Carriageways schedule now due to commence in 2016/17, other works to be reviewed and profiled in 2016/17.
Parking	214	-	(214)	-	-	(214)	-100.0%	All parking schemes will slip to 2016/17 and scheduled to commence in 2016/17.
General Fund Regeneration	23,692	100	7,689	31,481	31,481	7,789	32.5%	The variance is largely due to anticipated accelerated spend relating to Brent Cross regeneration land acquisitions.
Disabled Facilities Project	3,353	-	-	3,353	3,353	-	0.0%	
Other Projects	14,029	-	(208)	13,821	13,821	(208)	-1.5%	
Re delivery unit	68,581	(771)	769	68,579	68,579	(1)	1.1%	
Housing	783	-	(540)	243	243	(540)	-69.0%	The majority of Social Mobility Fund works to be carried into 2016/17.

	2015/16 Latest Approved Budget £000	Additions / (Deletions) £000	(Slippage) / Accelerate d Spend £000	Proposed 2015/16 Budget £000	Forecast to year- end £000	Variance from Approved Budget £000	(Slippage) / Acceleration of 2015/16 Budget %	Comments
The Barnet Group	783	-	(540)	243	243	(540)	-69.0%	
Housing Revenue Account	38,803	-	2,168	40,971	40,971	2,168	5.6%	The variance is largely due to anticipated accelerations to the HRA major works programme, including mechanical, engineering and gas works as well as works on voids and lettings.
Housing Revenue Account	38,803	-	2,168	40,971	40,971	2,168	5.6%	
Total Capital Programme	200,459	(687)	(4,236)	195,537	195,537	(4,922)	-2.1%	

Appendix F - Capital Programme Funding Adjustments

Directorate	Year	Capital Programme	Funding Type	Funding Detail	if Additions/ Deletions	if Slippage/ Accelerated Spend	Explanation for request
					Amount (£'000)	Amount (£'000)	
Commercial	2015/16	Lines and Signs	Reserves		-	(250)	
Commercial	2015/16	Parking Machines	Revenue		-	(12)	
Commercial	2015/16	Town centre Bays	Reserves		-	(75)	
Commercial	2015/16	CCTV Project	Capital Receipts		84	-	
Re delivery unit	2015/16	CCTV Project	Capital Receipts		(84)	-	
Children's Education and Skills	2015/16	Modernisation Primary & Secondary	Grants	Standard Fund: Secondary Modernisation	-	61	Emergency repair.
Children's Education and Skills	2015/16	Temporary Expansions - Allocated	Borrowing	Borrowing	-	(6)	Retention due October 2016 £5,725.
Children's Education and Skills	2015/16	London Academy	Grants	Basic Needs	-	(1,806)	Slippage due to work to commence in 2016/17.
Children's Education and Skills	2015/16	East Barnet & Project Faraday	Capital Receipts		-	(140)	on programme so some budget needs to be slipped as most of
Children's Education and Skills	2015/16	East Barnet & Project Faraday	Borrowing		-	(323)	
Children's Education and Skills	2015/16	Christ's College	Borrowing		-	(11)	some of work and retention will be done in July 16.
Children's Education and Skills	2015/16	Copthall	Grants	Basic Needs	-	(176)	project & £49k retention due upon completion of defects.
Children's Education and Skills	2015/16	Oak Lodge Special School	Grants	Basic Needs	-	(1,026)	relocation, which will affect profiling.
Children's Education and Skills	2015/16	Wave 1 - Whitings Hill	Borrowing	Borrowing	-	(180)	of project, amount may move to unallocated cc.
Children's Education and Skills	2015/16	Wave 1 - Northway/Fairway	Borrowing	Borrowing	-	(22)	Retention to be paid in 2016/17.
Children's Family Services	2015/16	Implementation of libraries Strategy	Capital Receipts	Usable Capital Receipts	-	(1,434)	CSG re projects now not proceeding until 2016/17 due to Library Review.
Re delivery unit	2015/16	Mill Hill East	Borrowing	Borrowing	-	(119)	underspend to be roll forward to 2016/17.
Re delivery unit	2015/16	Outer London Fund - Cricklewood	Grants	Outer London fund	-	(45)	lights. Underspend to be carried forward.
Re delivery unit	2015/16	Outer London Fund - North Finchley	Grants	LLP/Outer London fund	-	(186)	No further expenditure expected 15/16. Underspend to be carried forward for potential works.
Re delivery unit	2015/16	BXC - Funding for land acquisition	S106 / Other		-	6,000	(which got approved in Dec P&R).
Re delivery unit	2015/16	BXC - Funding for land acquisition	Reserves		-	5,000	(which got approved in Dec P&R).
Re delivery unit	2015/16	Graham Park Regeneration	S106 / Other		-	(598)	P&R) - Main Expenditure to occur in 2016/17.
Re delivery unit	2015/16	Graham Park Regeneration	Grants		-	(501)	
Re delivery unit	2015/16	Graham Park Regeneration	Reserves		-	(831)	
Re delivery unit	2015/16	West Hendon Highway Improvement	Reserves	Capital Reserve	-	(240)	Review required following failure to secure TLF funding. Delays in Highways resourcing - Main Expenditure to occur in 2016/17.
Re delivery unit	2015/16	Town Centre	S106 / Other	Capital Reserve	-	(120)	occur in cost centre 42702 (Burnt Oak). Overall capital spend
Re delivery unit	2015/16	Town Centre	Reserves	Capital Reserve	-	(500)	occur in cost centre 42702 (Burnt Oak). Overall capital spend
Re delivery unit	2015/16	Town Centre	Grants	Capital Reserve	-	(171)	occur in cost centre 42702 (Burnt Oak). Overall capital spend
Re delivery unit	2015/16	DECC - Fuel Poverty	Grants	DECC	-	(23)	2016/17 as the NEA scheme runs until March 2017.
Re delivery unit	2015/16	Hendon Cemetery & Crematorium Enhancement	Capital Receipts	Usable Capital Receipts	-	(185)	Work in progress which will slip into 2016/17.
Commissioning Group	2015/16	Centre for Independent Living & Libraries	Grants	£155k Grant & £870k Capital Reserve	-	(155)	Non-construction estimate slippage as completion of project is in September 2016.

Directorate	Year	Capital Programme	Funding Type	Funding Detail	if Additions/ Deletions	if Slippage/ Accelerated Spend	Explanation for request
					Amount (£'000)	Amount (£'000)	
Commissioning Group	2015/16	Centre for Independent Living & Libraries	Reserves	£155k Grant & £870k Capital Reserve	-	(870)	Non-construction estimate slippage as completion of project is in September 2016.
The Barnet Group	2015/16	Social Mobility Fund	Grants	Social Mobility Fund	-	(540)	Carry over £540k to 2016/17.
Re delivery unit	2015/16	Local Implementation Plan 2015/16	Grants		(540)	-	Underspend.
Re delivery unit	2015/16	Bridge Assessment	Grants		6	-	Revised TLF allocation.
Re delivery unit	2015/16	Air Quality Scheme	Grants		(20)	-	Deletion of TFL grant.
Re delivery unit	2015/16	Footway Reconstruction	S106 / Other		-	(76)	
Re delivery unit	2015/16	Footway Reconstruction	Borrowing		-	(43)	
Re delivery unit	2015/16	Traffic Management	S106 / Other		-	(43)	
Re delivery unit	2015/16	Traffic Management	Borrowing		-	(5)	
Re delivery unit	2015/16	Reconstruction of Railway Bridges	Capital Receipts		-	(29)	
Re delivery unit	2015/16	Reconstruction of Railway Bridges	Borrowing		-	(471)	
Re delivery unit	2015/16	Controlled Parking Zones	S106 / Other		-	(10)	
Re delivery unit	2015/16	Controlled Parking Zones	Borrowing		-	(5)	
Re delivery unit	2015/16	Colindale Station interchange	S106 / Other		-	(44)	
Re delivery unit	2015/16	Colindale Station interchange	Borrowing		-	(6)	
Re delivery unit	2015/16	Improvement & Signalisation and infrastructure	S106 / Other		-	(356)	
Re delivery unit	2015/16	Public Transportation Improvement	S106 / Other		-	(98)	
Re delivery unit	2015/16	Public Transportation Improvement	Borrowing		-	(5)	
Re delivery unit	2015/16	Pedestrian Improvements programme	S106 / Other		-	(262)	
Re delivery unit	2015/16	Colindale CPZ Parking Review Feasibility Study- Colindale Hospital	S106 / Other		-	(11)	
Re delivery unit	2015/16	Colindale CPZ Parking Review Feasibility Study- Colindale Hospital	Borrowing		-	(5)	
Re delivery unit	2015/16	Highways Investment Programme	S106 / Other		-	(546)	
Re delivery unit	2015/16	Highways Investment Programme	Borrowing		-	(65)	
Re delivery unit	2015/16	Travel Plan Implementation	S106 / Other		-	(210)	
Re delivery unit	2015/16	Travel Plan Implementation	Borrowing		-	(25)	
Re delivery unit	2015/16	Carriageway	Borrowing		-	(2,000)	
Re delivery unit	2015/16	Outstanding Transport Commitments on completed schemes	Capital Receipts		-	(3)	
Re delivery unit	2015/16	HIGHWAYS PLANNED MAINTENANCE WORKS PROGRAMME	Reserves		-	(40)	
Re delivery unit	2015/16	Pavements	Borrowing		-	(1,000)	

Directorate	Year	Capital Programme	Funding Type	Funding Detail	if Additions/ Deletions	if Slippage/ Accelerated Spend	Explanation for request
					Amount (£'000)	Amount (£'000)	
Re delivery unit	2015/16	Pavements (phase 2)	Revenue		-	(133)	
Re delivery unit	2015/16	Investments in Roads & Pavements	Borrowing		-	(500)	
Re delivery unit	2015/16	Saracens	S106 / Other		-	(17)	
Re delivery unit	2015/16	Drainage	Grants		-	(69)	
Re delivery unit	2015/16	Drainage	Borrowing		-	(423)	
Re delivery unit	2015/16	Road Traffic Act - Controlled Parking Zones	S106 / Other		-	(164)	
Re delivery unit	2015/16	Road Traffic Act - Controlled Parking Zones	Capital Receipts		-	(4)	
Re delivery unit	2015/16	Road Traffic Act - Controlled Parking Zones	Borrowing		-	(15)	
Re delivery unit	2015/16	Parking	S106 / Other		-	(2)	
Re delivery unit	2015/16	Parking	Capital Receipts		-	(28)	
Adults and Communities	2015/16	CCTV Installation	Revenue		-	(208)	
Re delivery unit	2015/16	Borough Cycling Programme	Grants		31	-	
Re delivery unit	2015/16	Local Implementation Plan 2014/15	Grants		(242)	-	
Re delivery unit	2015/16	Bus stop Accessibility	Grants		(22)	-	
Re delivery unit	2015/16	Dollis Valley	Capital Receipts		100	-	
HRA	2015/16	Major Works (excl Granv Rd)	Revenue		-	520	
HRA	2015/16	Granville Road	Revenue		-	-	
HRA	2015/16	Regeneration	Revenue		-	(715)	
HRA	2015/16	Misc - Repairs	Revenue		-	(634)	
HRA	2015/16	M&E/ GAS	Revenue		-	1,613	
HRA	2015/16	Voids and Lettings	Revenue		-	812	
HRA	2015/16	New Affordable Homes	Capital Receipts		-	272	
HRA	2015/16	Moreton Close	Capital Receipts		-	300	
Total					(687)	(4,235)	

Appendix G (i) - Adults recovery plan

Adults and Communities	Budget	Budget Total	Agreed	In year monitoring	In year monitoring Total	Commentary
	£'000	£'000		£'000	£'000	
Closing 14/15 budget		90,814				
15/16 Savings proposals						
Savings through supporting people in the community as opposed to high cost care packages and residential placement	(858)					
Savings through supporting people in appropriate housing as opposed to high cost placements	(704)					
Savings through supporting people by increasing investment in carers support to prevent/reduce the need for funded care	(550)					
Savings through decreasing external third party expenditure on day care costs by increased access to universal leisure services and specific renegotiations	(660)					
Savings through sharing funding arrangements with MHT	(401)					
Savings through reduction in staffing costs	(300)					
Reductions in back office transactional functions through new ways of working and exploring new innovative models.						
Savings through HRA investment in new build which will result in reduction in high cost placements	(1,513)					
Savings from renegotiation of existing contracts	(600)					
Savings through reduction in expenditure by working with CSG provider	(2,000)					
Savings through reduction in placement costs for residents permanently settled out of the borough	(838)	(8,424)	P&R February 2015			
Growth						
Demographics pressures due to general trends and price as well as transitions of children joining adult	800					
Deprivation of liberty safeguards (DoLS)	555	1,355	P&R February 2015			
Opening 15/16 budget		83,745				
Commissioning Unit budget		(2,075)				
		81,670				
Pressures						
Demographic pressures from previous years				4,400		
DoLS				590		
OR's				869		
Transitions				450		
Self-funders depleting their funds				300		
Inflation Uplifts (staffing and non staffing)				1,208		
In year pressures due to clients with more complex needs				400		
					8,217	
Savings not being delivered						
Wheelchair housing				1,500		
Savings through reduction in expenditure by working with CSG				1,500		
					3,000	
Additional Funding						
Learning Disabilities funding pressures	2,000		P&R July 2015	(2,000)		
Reprofiling of wheelchair housing savings	1,500		P&R July 2015	(1,500)		
Inflation Uplifts (staffing and non staffing)	1,208		P&R July 2015	(1,208)		
DoLS grant				(154)		One year funding - awaiting confirmation of future funding
Care Act reserve usage				(1,300)		One off
S256 reserve and prior year underspend usage				(600)		One off
					(6,762)	
Actions taken within the Delivery Unit						
Agency reductions				(400)		This is expected to be achieved by year end
Staffing underspend				(750)		This is expected to be achieved by year end
Contribution from the HRA for Floating Support				(200)		
Decrease in bad debt provision				(100)		This is currently sitting at £45k reduction so hoping to improve this position further by year end
Direct payments clawback				(500)		This is currently sitting at £400k reduction so hoping to improve this position further by year end
Winter pressures funding				(100)		Received
Contract negotiations				(30)		Achieved
					(2,080)	
Q3 position		86,378			2,375	

Appendix G (ii) - Childrens recovery plan

Family Services	Budget	Budget Total	In year monitoring	In year monitoring Total
	£'000	£'000	£'000	£'000
Closing 14/15 budget		50,225		
15/16 Savings proposals				
Savings from the reduction in staff related cost - workforce savings delivered from transforming the Family Services workforce	(1,151)			
Savings through renegotiating existing contracts and reducing external third party costs	(523)			
Savings through implementation of Early Years Review	(525)			
Savings through reduction in placement costs for residents permanently settled out of the borough		(2,199)		
Growth				
Demographics pressures relating to placement costs for individual children, commissioned services to providing targeted services for vulnerable children		720		
Opening 15/16 budget		48,746		
Commissioning Unit budget		(963)		
Transfer of budgets to and from Education & Skills Delivery Unit		(380)		
Transfer of the Archiving service		(26)		
Transfer from Corporate for CAMHS		200		
Transfer of EY raising standards from E&S		114		
		47,691		
Pressures				
Use of agency staff			1,302	
DAT 4: front line service to support increased volume of referrals to MASH			166	
Preparation for Independence			305	
Leaving Care (Onwards and Upwards - clients)			280	
Family Assessments			70	
Resident Orders/Special Guardianship Orders			300	
Remand			180	
Unaccompanied Asylum Seekers			515	
External placements			140	
				3,258
Savings not being delivered				
Unachievable workforce saving relating to unified reward			323	
				323
Additional Funding				
Inflation uplifts (staffing and non staffing)		785		
MTFS saving relating to unified reward			(323)	
Social Worker recruitment and retention market factor supplement to 31 March 2016			(492)	
				(815)
Actions taken within the Delivery Unit				
Contract savings			(600)	
Underspends from Commissioning and Business Improvement from Early savings			(240)	
Other underspends in EIP			(190)	
Contribution from reserves for DAT 4			(230)	
Joint Funded placements with Health and Education & Skills			(499)	
Public Health Funding for Substance Misuse			(45)	
				(1,804)
Q3 position		48,476		962

APPENDIX H -TRANSFORMATION PROGRAMME

Projects	Portfolio	Total Budget agreed		PRIOR YEAR SPEND	2015/16 Actual	2015/16 Projected	2016/17 Projected	2017/18 & future years Projected	Total Spend to 2015/16 & future years		Variance	Comments		Total
Independence of Young People with Learning Difficulties 0-25	Adults	350,000			274,522	273,876	76,124		350,000		0	Forecast revised and estimating to carry forward £76,124 to be spent in 2016/17		350,000
Sports and Physical Activities	Adults	1,903,400		583,480	634,982	718,695	601,225		1,903,400		0	Project is on track to deliver this phase under budget, an allowance of £18,725 has been added to the previous estimate, this revision is due to next phase planning - an FTE resource is needed from the last week of January 2016 to ensure a smooth transition from the core project team"		1,903,400
Adults transformation	Adults	1,724,000			814,740	1,724,000	-		1,724,000		0	PM forecasting to spend full budget		1,724,000
Health & Social Care Integration	Adults	100,000		98,451	-	1,549	-		100,000		0			100,000
Adults and Communities transformation programme	Adults	870,710		995,710	-				995,710		125,000	To be funded from the care act		870,710
CCTV	Adults	70,000			13,354	70,000	-		70,000		0	*The CCTV transformation project is projected to be completed during 2015/16, projected costs including Project Support are projected at £70k.		70,000
Early Years – Children's Centres	Children's	442,395		198,580	231,273	243,815			442,395		0			442,395
Family Services - Back Office Efficiencies *	Children's	250,000					250,000		250,000		0	Budget to fully spent by end of 2016/17		250,000
Education and Skills	Children's	1,480,000		321,755	675,052	1,158,245			1,480,000		0			1,480,000
Nurseries	Children's	70,000		13,993	21,393	56,007			70,000		0			70,000
Libraries	Children's	500,000		26,085	252,091	473,915			500,000		0			500,000
PM to support CELS project	Children's	224,000			25,000	50,000	174,000		224,000		0			224,000
Family Services Transformation Programme	Children's	1,800,099		1,682,005	64,249	118,094			1,800,099		0			1,800,099
Street Scene Transformation	Environment	3,213,102		852,531	196,168	403,000	1,257,571	700,000	3,213,102		0	Spend in 15/16 expected on waste strat (160k), parks strat (60k), and £80k on ADM, £103k on Strategic Lead. Balance in 15/16 largely ADM related. £300k reserve addition planned from commissioning 2016/17.		3,213,102
Parking	Environment	485,912		334,263	135,450	151,649			485,912		0	Full expenditure on new parking policy		485,912
Review of the Mortuary Service	Environment	70,000		64,147	3,827	3,827			67,974		(2,026)	Project now completed.		70,000
Entrepreneurial Barnet WLA (x3)	Growth & Development	436,978		-		77,636	339,296	20,046	436,978		0	Opportunities for young people projecting £50,000, Working people / Working places projecting £27636, and Skills escalator £0in 2015/16.		436,978
Housing improvements and efficiency	Growth & Development	150,000		4,079	117,644	145,921			150,000		0	Expected to be spent in full - management agreement related		150,000
Unified Reward	Central	450,000		398,173	169,694	336,000			734,173		284,173	Pressure owing to extended period of time of review and moderation of job evaluation for over 5000 roles. Next phase to be subject t decisions of General Functions Committee.		450,000
Smarter working	Central	360,000		231,645	664,128				231,645		(128,355)	Overspend related to increased indexing required to effect move from NLBP4.		360,000
Central Support (BAU)	Central	100,000		-					-		(100,000)	Spend incorporated in project support projections.		100,000
Workforce changes	Central	1,362,000		-	668,950	700,000	200,000	87,613	987,613		(374,387)	Plan includes funding for social work recruitment project leadership programme, learning and development, support for major reorganisations		1,362,000

Projects	Portfolio	Total Budget agreed		PRIOR YEAR SPEND	2015/16 Actual	2015/16 Projected	2016/17 Projected	2017/18 & future years Projected	Total Spend to 2015/16 & future years		Variance	Comments		Total
Community Participation	Central	100,000		-					-		(100,000)			100,000
Connecting with Barnet	Central	271,000		235,073	13,198	60,000			271,000		0	£15k payment expected each quarter.		271,000
Programme support	Central	3,428,692		1,340,563	475,462	620,000	550,000	918,000	3,428,692		0	Profile includes spend on programme management, PMO, communications and change for over 100 programmes and projects.		3,378,444
Contingency - Programmes	Central	1,000,000					250,000	250,000	500,000		(500,000)	Underspend is planned to be used on new projects		1,000,000
Legal support	Central	1,500,000					150,000	150,000	300,000		(1,200,000)	Underspend is planned to be used on new projects		1,500,000
Total		22,712,288		7,380,533	5,451,176	7,386,229	3,848,216	2,125,659	20,716,694		(1,995,594)			22,662,040

Appendix I: Prudential Indicator Compliance

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

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

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

Maturity Structure of Fixed Rate Borrowing

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

Maturity Structure of Fixed Rate Borrowing	Upper Limit %	Lower Limit %	Actual Fixed Rate Borrowing as at 31/12/15	% Fixed Rate Borrowing as at 31/12/15	Compliance with Set Limits?
Under 12 months	0	50		0	N/A
12 months and within 24 months	0	50	0	0	N/A
24 months and within 5 years	0	75		0	N/A
5 years and within 10 years	0	75	0	0%	N/A
10 years and above	0	100	304,080,000	100%	Yes

Appendix J - Investments Outstanding as at 31 December 2015

Deal Number	Counter Party	Start Date	Maturity Date	Rate of Interest %	Principal Outstanding £
2000011445	Greater London Authority	01-Apr-14	01-Apr-16	1.04	10,000,000
2000011502	Gwent Council	01-Aug-14	01-Aug-16	1.10	3,000,000
2000011506	Newcastle City Council	30-Jul-14	29-Jul-16	1.00	5,000,000
2000011542	Lancashire County Council	04-Nov-15	06-Nov-17	1.05	5,000,000
2000011548	Glasgow City Council	22-Dec-15	22-Jan-16	0.50	10,000,000
2000011549	Isle of Wight Council	23-Dec-15	04-Jan-16	0.45	7,000,000
Local Authorities					40,000,000
2000011284	Goldman Sachs	14-May-13		0.36	200,000
2000011251	Aviva	06-Sep-13		0.38	3,100,000
2000011482	Ignis Liquidity Fund	26-Mar-14		0.43	6,400,000
2000011238	Federated Investors	01-Jul-15		0.38	2,900,000
2000011377	Invesco	07-May-15		0.32	3,600,000
Money Market Funds					16,200,000
2000112434	Federated Prime Rate Cash	15-May-13	31-Mar-16	0.70	10,000,000
Money Market Funds Non specified					
2000010341	Bank of Scotland	09-Sep-12	CALL A/C	0.40	12,500,030
2000011537	Nationwide Build Soc	15-Sep-15	15-Mar-16	0.73	22,600,000
2000011541	Lloyds	02-Nov-15	03-May-16	0.75	7,000,000
2000011543	Nationwide Build Soc	17-Nov-15	17-May-16	0.66	2,400,000
2000011540	Barclays	16-Oct-15	18-Apr-16	0.70	25,000,000
2000011545	Lloyds	23-Nov-15	23-May-16	0.75	10,000,000
2000011546	Santander	02-Dec-15	02-Jun-16	0.71	4,000,000
2000011550	Santander 95 day notice account	23-Nov-15	31-Mar-16	0.90	15,000,000
UK Banks & Building Societies					98,500,030
2000011529	Bank of Nova Scotia	26-Jun-15	04-Jan-16	0.60	13,500,000
2000011530	TORONTO DOMINION BANK LONDON	07-Jul-15	07-Jan-16	0.64	8,000,000
2000011533	BANK OF NOVA SCOTIA CAPITAL	21-Jul-15	21-Jan-16	0.62	6,000,000
2000011534	Australia & New Zealand Banking Group Ltd	22-Jul-15	22-Jan-16	0.57	8,000,000
2000011544	TORONTO DOMINION BANK LONDON	20-Nov-15	18-Nov-16	0.85	7,000,000
2000011547	TORONTO DOMINION BANK LONDON	17-Dec-15	16-Dec-16	0.99	5,500,000
Non UK Banks & UK Building Societies					48,000,000
TOTAL					212,700,030
Average rate of return				0.68	

Summary Investments as at 31 December 2015		£'000
Local Authorities		40,000
Money Market Funds		26,200
UK Banks & Building Societies		98,500
Non UK Banks & UK Building Societies		48,000
TOTAL		212,700

Appendix K (i): Capita Payments

Contract Benefit Realisation Tracking – CSG Contract

Introduction

The London Borough of Barnet entered into two agreements with Capita in 2013 – one for the delivery of back office services (finance, HR, Procurement, estates and project support) and one for the delivery of regulatory services through a joint venture (covering planning, environmental health, highways and regeneration).

Both of these contracts have been published on the Council's website:

- CSG has the value of £265m over 10 years
 - <https://www.barnet.gov.uk/citizen-home/council-and-democracy/one-barnet-transformation-programme/customer-and-support-group-csg/customer-and-support-group-csg-formerly-nscso-contract.html>
- Re has the value is £150m over 10 years
 - <https://www.barnet.gov.uk/citizen-home/council-and-democracy/one-barnet-transformation-programme/regional-enterprise-ltd-re/regional-enterprise-ltd-re-contract.html>

These contracts contain similar but complex payment structures and mechanisms. This page seeks to set out the payments paid to date and those to come against those set out in the initial business case for these contracts.

Types of payments

Pre-contract payments

The application for judicial review in 10th January 2013 and the appeal of the judicial review decision on the 2nd of August 2013 led to a delay in contract which started on the 1st September 2013. This resulted in the council entering a contract to provide interim support for the continuation of critical services (Customer Services and Revenues and Benefits mainly). Payments of £126k were made to cover a 5 week period for IT services from the 1st April 2013.

The link to this Delegated Powers Report (authorised by the Chief Operating Officer on the 24 May 2013) sets out further details:

<http://barnet.moderngov.co.uk/documents/s9026/2057%20-%20Interim%20Measure%20for%20Continuation%20of%20Critical%20Services.pdf>

The council's ICT infrastructure managed service supplier, 2e2 (UK) Limited, served notice of administration to the council. This led to the council entering an emergency arrangement to secure the continuation of critical IT infrastructure services. Payments of £67k were made to Capita.

The link to this Cabinet Resources Committee report sets out further details:

<http://barnet.moderngov.co.uk/documents/s8397/Interim%20IT%20Infrastructure%20Support%20Solution.pdf>

TOTAL £193k – as set out at 1a of the CSG benefit realisation sheet (shown on s/s as £14.933m – pre contract payment and interim service agreement)

Interim Service Agreement

The application for judicial review and the appeal of the judicial review decision led to a delay in contract signature. This resulted in the council seeking Cabinet Resources Committee authorisation to waive the Contract Procedure Rules to enter into an interim contract with Capita up to the value of £14.74m to secure business critical activities on the 24th June agreeing a waiver to the 31st January 2015 however, as a result of the judicial review the contract commenced on the 1st September 2014

Of the £14.74m payment made to Capita in respect of the interim service agreement, £0.98m were in respect of cost of services provided in the interim period. £4.06m was refunded to the council once the formal contract had been signed and the following two amounts were off-set against the full value of the 10 year contract as these costs were anticipated within the financial modelling:

£5.64m – for service transformation in relation to transferring services

£4.06m – for business as usual service charges

The link to this Cabinet Resources Committee paper sets out further details:

<http://barnet.moderngov.co.uk/documents/s9372/727203%20-%20CRC%20Report%20-%20Interim%20Procurement%20Solution%20-%20Public%20Final.pdf>

TOTAL £14.74m – as set out at ①a of the CSG benefit realisation sheet (shown on s/s as £14.933m – pre contract payment and interim service agreement)

Contract payments

The schedule for the core contract payments of the 10 years is presented in the benefits realisation sheet.

TOTAL £265m – as set out at ①b of the CSG benefit realisation sheet

Transformation

Within the Output Specifications of the contract, details of activities to transform services are outlined, these include

- My Account
- Customer Access Strategy
- IS Strategy
- Community Asset Strategy
- Significant System Change including Integra and HR Core

These can be found in more detail using the following link

<https://www.barnet.gov.uk/citizen-home/council-and-democracy/one-barnet-transformation-programme/customer-and-support-group-csg/customer-and-support-group-csg-formerly-nscso-contract/schedule-1---output-specifications.html>

On commencement of the CSG contract, the council paid the remainder of the transformation monies £10.5m (£16.1m less £5.6m paid under Interim Service Agreement).

Gainshare

As part of the Contracts, some savings are eligible to a gainshare agreement. This means that any savings are eligible for gainshare, however all of these have guarantees attached to them. If these guarantees are not successfully achieved (assessed annually), then payments are made to the council up to the guarantee to ensure the saving is achieved. These gainshare payments are

intended to incentivise the service provider to provide further benefits to the council. The gainshare percentages vary in each area and in some cases, in contract years.

The totals applicable are outlined at ② to ⑤ in the spread sheet. Capita have guaranteed procurement savings of £46.9m over the life of the contract. The total savings of £55.4m (made up of procurement, reduction in single person discounts and additional council tax income) are applicable to gainshare but if the guarantee is not achieved, payment will be made to the council.

Service Credits

Where there has been underperformance against a contracted KPIs (please see quarterly performance reporting for details), a service credit is paid to the council. This is a monetary amount, present by the payment mechanism as a separate item. This is not included in this spreadsheet, but is reported as part of the contract's quarterly reporting.

Contractual Adjustments

This includes adjustments in line with those outlined in the contract. This includes:

- annual indexation of the contract against inflation, and
- True-ups relates to a correction of assumed pre-contract costs to true cost to contract signature.

The totals applicable are outlined at ⑥ in each spreadsheet.

Project

The CSG and Re contract provide project management capacity which are paid for separately and captured as part of the cost of the project. The amount paid for this will vary depending on the number of projects being undertaken and before the CSG and Re contract would have been money we would have incurred with other third party consultants or organisations.

For some of these projects the council receives or recovers monies from third party partners in order to undertake the work. Example of this include but are not limited to Transport for London highways works which are grant funded by TfL and work carried out on regeneration projects which is typically recovered from development partners.

The totals applicable are outlined at ⑦ in each spreadsheet.

GLOSSARY

Gainshare	Gainshare means a distribution of benefits between the Authority and Service Provider in relation to a benefit calculated by reference to the relevant provision within Schedule 4 (Payment and Performance Mechanism), or business case developed under the provisions of Schedule 15 (Special Projects Approval Procedure) [page 22 – Contract Body]
Indexation	The Periodic Service Payment shall be indexed in accordance with the provisions of Schedule 4 (Payment and Performance Mechanism). [page 135 – Contract Body]
True up	<p>This relates to a correction of assumed pre-contract costs to true cost to contract signature.</p> <ul style="list-style-type: none">• This occurred due to the time delay in signing the contract – as a result of the Judicial Review – leading to an increase in the number of staff transferred (TUPE) to Capita on contract commencement.• This also relates to contract expenditure which was not fully accounted for in the transferred budget.
Transformation	Within the Output Specifications of the contract, details of activities to transform services are outlined, these include finance system change to Integra, HR system change to Core, invoice scanning and improvements to the IT infrastructure.

Customer and Support Group Benefits Realisation

FINANCIAL YEAR

2013/14	2014/15	2015/16 incl forecast for Q4	2016/17	Other years	Total
£'000	£'000	£'000	£'000	£'000	£'000

1)	CSG baseline - revenue	17,573	30,125	30,125	30,125	201,934	309,881
	CSG baseline - capital	3,400					3,400
	CSG managed budget	5,036	8,633	8,633	8,633	46,761	77,695
	Total baseline	26,009	38,758	38,758	38,758	248,695	390,976
1b	Payments made to Capita	35,963	24,482	26,672	29,482	148,998	265,596
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	(28,499)	2,524	(132)	(1,455)	27,561	(1)
	Managed budgets payments	5,036	8,633	8,803	4,033	19,540	46,044
	Total in year cost of transferring services comparable to baseline	22,202	35,638	35,343	32,060	196,099	321,343
	Savings on core contract	3,806	3,119	3,415	6,698	52,595	69,633
2)	Reducing number of Single Persons Discounts (net)	191	382	509	509	3,052	4,643
	Reductions in SPD achieved (net)	714	409				1,123
	Gainshare paid on achieving reductions and contractor costs	259	254	127			640
3)	Additional Council Tax Income	0	81	377	484	2,904	3,846
	Additional CT income achieved (net)	0	148				148
	Gainshare paid on additional income	0	148				148
4)	Additional income achieved (net)	288	411				699
	Gainshare paid on additional income	196	509				705

2013/14	2014/15	2015/16 incl forecast for Q4	2016/17	Other years	Total
£'000	£'000	£'000	£'000	£'000	£'000

5)	Procurement savings on wider council spend guaranteed	624	5,916	2,634	3,393	34,407	46,974
	Procurement savings achieved (net)	959	6,577	3,170			10,706
	Gainshare paid on savings achieved	482	1,092	1,688			3,262
	Savings expected	4,621	9,498	6,935	11,084	92,958	125,096
	Savings made	5,767	10,664	6,585			23,016

FINANCIAL YEAR

2013/14	2014/15	2015/16	2016/17	Other years	Total
£'000	£'000	£'000	£'000	£'000	£'000

6)	Actual Payments made to Capita in relation to contractual adjustments	324	1,680	1,253			3,256
7)	Project Spend						
	Capital -						
	Schools build	535	2,182	1,088			3,805
	Mill Hill Depot Relocation	295	840	735			1,870
	Transformation programme -						
	Childrens Transformation	630	1,951	1,182			3,763
	Adults & Communities Programme	322	1,481	2,743			4,546
	Environmental Portfolio	301	602	240			1,143
	Growth & Development Portfolio		158	83			241
	Central	344	3,062	3,589			6,995
	Programme Management		717	519			1,236
	Additional chargeable work outside of the contract						
	Print and Postage, DBS checks, Occupational Health, etc.	381	837	621			1,839
	IT requests (over and above refresh)		652	79			731
		2,808	12,483	10,879			26,170
	Expenditure report: payments to Capita in relation to CSG	54,964	40,647	40,619			136,230
	Actual amounts paid including projection for current year						

Appendix L: Contract Changes

Quarterly reporting of contract changes

Summary

Performance and Contract Management Committee have requested that Officers confirm the contractual variations and changes which have taken place since the start of Performance and Contract Management Committee (post June 2014), and proposals on how contractual variations and changes will be reported to the Committee in future months.

This report provides:

- Proposals on how the Committee receives future reports on contractual changes and variations
- A summary of the variations and changes made within external Delivery Units (contracts) in accordance with the formal governance mechanisms of the contract, and summary and those variations and changes which are anticipated
- The log of contractual variations and changes for the CSG and Re contracts.

Background and future reporting

This appendix to the quarterly Performance and Budget Monitoring report will provide a regular quarterly update on the completed and planned contract variations and changes for the external delivery units which are monitored by Performance and Contract Management Committee.

Performance and Contract Management Committee -Terms of Reference

As set out within the Constitution (Responsibilities for Functions – Annex A), The Terms of Reference for the Committee state that the Committee can '*receive and scrutinise contract variations and change requests in respect of external delivery units*'.

To do so, it is proposed that each quarter, this report will highlight significant changes within the quarter and a forward look to potential changes which are being considered. In this context, significant changes would reflect: changes to the contract with a material financial impact; significant difference in terms of outcomes or outputs achieved by the contract or services in scope; a significant financial impact (over the equivalent of the OJEU threshold); broader changes to the scope of the contract; or cumulative impacts over a range of smaller changes to a service area or the contract. The report will include a description of the change, the financial and service impact.

This quarterly report will also confirm where the change is – or will be – approved by the relevant contractual governance, as well as the Council's formal decision points.

It is recommended that this approach is piloted for one year at Performance and Contract Management Committee to give overview of all these key contractual changes and enable scrutiny of areas of significant impact. All contractual changes will continue to be made in accordance with the formal governance of the contract and the Council's own governance arrangements.

2. External delivery units (contracts) – current position

Barnet Homes: Barnet Homes is an Arm's Length Management Organisation (ALMO) created in 2004 to manage approximately 15,000 council homes, including 3,900 leasehold properties. The services were delivered under a 10 year Management Agreement which was extended for one year until 31st March 2015. At its meeting of 29th June 2015 Housing Committee agreed the draft Heads of Terms for a new 10 year Management Agreement with The Barnet Group (TBG) to deliver housing management and homelessness services within Barnet. The Barnet Group required to produce a five year business plan and outcomes agreed for Barnet Homes as part of that process taking effect in 2016.

Customer and Support Group (CSG) with Capita: The contract commenced in September 2013 covering eight service areas, including Customer Services, Revenues and Benefits, back office services and programme management. As part of the Contract, the Council will work with CSG to undertake a fundamental service review from 1 September 2016. The contract is in place for 10 years. To date, all contractual changes and variations referred to in this report have been published on the Council's website as part of the detailed quarterly CSG performance report and a link provided to this in each Quarterly Budget and Performance report:

<https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/Council-Performance-Indicators-2015-16-Quarter-2.html>

HB Public Law: The Council has shared services arrangement in place with Harrow for the provision of legal services from 2012 onwards. This is governed through an Inter Authority Agreement (IAA).

Parking Contract with NSL: The contract commenced in May 2012 and was let on the basis of a 5 year term with a potential for a further two year extension. The 5 year period expires at the end of April 2017 and should the maximum extension be implemented the end date would be April 2019, with options to be considered by Environment Committee in early 2016.

Public Health: The Public Health service is provided through a shared service arrangement with Harrow, with a formal agreement in place from April 2013 and a joint governance board to oversee the operation of the service.

Re: The contract with Capita for the Re Joint Venture commenced in October 2013. The contract covers built environment services (e.g. planning, regeneration, highways) and environmental health and regulatory services. The contract operates over a 10 year period with review points at years 4 and 7.

Registrars: The Registrars service is provided through a shared service arrangement with Brent. The initial shared service was limited to the senior management tier and extended in 2014 to a full shared service arrangement, via an Inter Authority Agreement with Brent leading the shared service on behalf of both organisations.

3. Contractual variations and change

Each contract has in place a formal process for the management of change, reflected in a contractual schedule. When the Council agreed these contracts, they set out governance arrangements to oversee and manage contracts at an operational level. All changes made – or proposed – within contracts have been in accordance with these governance arrangements.

In the case of CSG and Re, both contracts have change process set out in 'Schedule 14' of the contract. This governs both larger changes and a much more extensive set of smaller changes – for example, changes to a performance indicator methodology or a minor financial impact of change at c£5,000. This schedule does not include the delivery of projects as the schedules focus on changes over the lifetime of the contract rather than completion of shorter-term projects.

The contractual changes have a formal review and approval process on both sides and are overseen by the relevant contractual Operations Board or equivalent. All contractual changes referred to in this document have been agreed through the formal contractual governance – being reviewed and signed off by the relevant contractual Operations Board.

3.1. Contract Procedure Rules

As set out in the Contract Procedure Rules:

Contracts may only be extended or *varied* (which is relevant in the case of the contract under the remit of the Committee at this point in time) if all of the following conditions have been met:

- the initial contract was based on a Contract Procedure Rules compliant competitive tender or quotation process
- the value of the extension or variation added to the value of the original contract does not exceed the original authorisation threshold
- the extension or variation has an approved budget allocation

- the extension or variation is in accordance with the terms and conditions of the existing contract
- if the initial contract was subject to an EU regulated tender procedure, that the extension option was declared within the OJEU contract notice and the original acceptance report (e.g. Committee report); and
- the contract has not been extended before.

These criteria are in place and relevant to the contracts with external Delivery Units, overseen by Performance and Contract Management Committee, not requiring a new procurement exercise.

3.2. Defining significant variation

As in section 3.1 contract changes and variations can be of a low level and immaterial to the financial position of the contract, the performance of the service or the outcomes achieved. As a result, it is proposed that Performance and Contract Management Committee use the working definition of 'significant variation' provided below as a guide to which contract changes or variations they wish to review and scrutinise. This working definition is that:

- the contract – or key services within the contract - would become significantly different in terms of the performance outcomes or outputs of the contract. This includes changes to Key Performance Indicators – which are the main measures of success for the contract
- the contract is materially different as a whole
- changes to an individual service within the contract or the contract overall has a financial impact over the OJEU threshold (£172,000) or requires a Full DPR
- the scope of the contract would extend considerably
- if there are cumulative changes to a group of services which would cumulatively move over one of these thresholds
- the outcome of the initial procurement procedure would have been different had the modification been implemented at that time
- the economic balance would shift in favour of the contractor.

Underneath this threshold, there may be further lower level operational changes. These lower level changes would be beneath this threshold, and would be considered:

- immaterial to the overall performance of the contract or services within the contract – for example, this could be an amended to a lower level Performance Indicator or local management information (rather than a Key Performance Indicator)
- reflect nil financial impact or financial changes below OJEU threshold
- minor changes to the scope of contract or services which do not substantively change the nature of the service or its performance.

4. Summary of contract variations

This section is intended to provide an overview of the main contractual changes which have happened since the commencement of Performance and Contract Management Committee.

Barnet Homes: As set out in section 2 above, the Council has been working with Barnet Homes (and the Barnet Group) to set a new long-term Management Agreement. In addition, where there have been financial pressures owing to homelessness, these pressures have been managed via an agreed financial recovery plan. The London Borough of Barnet has agreed two smaller contractual change requests this financial year one relating to a target reduction for indicator 'Current Arrears as % Debit' to take into account the impact of direct debit failures on rent collection targets during the year; and one to increase the target for indicator 'total number of Private Rented Sector lettings achieved from 325 to 485 for 2015/16'.

Customer and Support Group: The Council has agreed to a range of contract changes, with the contractual approach differing to the management of the Re contract and each contractual change taken as an individual negotiation and agreement rather than based on themes. This includes a number of smaller changes, such as changing the definition of the KPI for having unqualified accounts to reflect the date of Audit Committee in 2015, or reducing the performance reporting times to 10 days. Significant contract changes include:

- true up the cost of employment
- reducing the employers contribution rate following pension changes
- formally including library service telephone calls within contract
- maintaining face to face Benefits staff within the borough
- for the Council to formally hold the managed budget for the civic estate
- increasing funding for additional senior finance capacity
- Service changes in dates related to estates and IS deliverables

HB Public Law: There have been no formal contract changes. Hounslow have already been added as a client of HBPL but they are not a full partner to the shared service. Negotiations have commenced in relation to amendments to the Inter Authority Agreement the Council has with Harrow, with recommendations expected to report to Policy and Resources Committee in 2016 and made available to Performance and Contract Management Committee.

Parking: The contract incorporates a change control process. There have not been any change controls to date, however Officers are working on two change controls currently and the details of the proposed changes and implication of the changes are currently being negotiated with the contractor. Change Control 1 is intended to make changes to the representations and appeals process, with the Council taking over

these processes to enhance the effectiveness of the service and appeals representations. In addition, the anticipated change control incorporates an updated Enforcement Plan, reflecting proposed NSL resourcing (employees, vehicles) and how this is deployed across the borough. Further, this also anticipates revisions to Key Performance Indicators.

The second change control incorporates the Moving Traffic CCTV into the contract and hence introduces additional volumes of work in terms of reviewing CCTV, issuing Penalty Charge Notices for identified non-compliance and dealing with associated administration.

Public Health: There have been no contract changes as the objectives and strategy for the service is agreed via the Council's Health and Wellbeing Board. This will agree the plan for coming years, including priorities in response to the expectation of reduced government grant for this service.

Re: Since June 2014 (the commencement of Performance and Contract Management Committee), four Re contract changes have been negotiated and are approved. These include: Construction Design Management (CDM) Co-ordinator Service; updating and revising a suite of contractual commitments, revisions to KPI and PI definitions; and the commercial agreement in respect of the Local Implementation Plan. The Local Infrastructure Plan was agreed by Environment Committee and the contractual change request listed below identifies Re – the Council's Highways Service – as delivering this LIP using Transport for London funding. The management fee for the Re contract is set for Re to deliver defined core services and a guaranteed level of income to the council. Due to additional activity on the LIP programme, the management fee was increased by £670k to reflect this, with all remaining costs contained within the core fee.

The Council agreed an extension on the delivery of 30 Service Provider Commitments (SPCs). 21 of the SPCs were extended to take account of the delay in the Development and Regulatory Services (DRS) contract start date. 9 SPCs related to the implementation of an Exor software package. The implementation date was delayed due to a managed service extension made by the Authority prior to the DRS Contract commencement date. The software modules were made available on 1 October 2013, however the London borough of Barnet had extended their managed service contract by six months at time of transfer, resulting in the need for the deadline to be synchronised with the end of the other contract on 01 April 2014.

A further set of changes requiring a deed of variation to confirm changes within the Re contract and are set out as a second table on Re changes, to be formalised through a deed of variation.

Registrars: There have been no contract changes with the Registrars service to date, with both organisations reviewing cost and income within the service given changes in the context in which the service works.

5. Next steps

It is proposed that each quarter, this report will highlight significant changes within the quarter and a forward look to potential changes which are being considered. This quarterly report will also confirm where the change is – or will be – approved by the relevant contractual governance, as well as the Council's formal decision points.

It is recommended that this approach is piloted for one year at Performance and Contract Management Committee to give overview of all these key contractual changes and enable scrutiny of areas of significant impact. All contractual changes will continue to be made in accordance with the formal governance of the contract and the Council's own governance arrangements.

CSG - Log of Contract Variations

All Contract Variations since the start of the contract are shown below.

Title	Description	Change Raised by	Status at 31-Dec-15	Financial Impact (over the life of the contract)	Service Impacted
LAN refresh	Earlier refresh of the IT LAN to provide improved resilience at no additional cost	Service Provider	Approved	NIL	IT
Freedom Pass Renewals	Processing of appropriate Freedom Pass renewal requests, not covered in the original Output Specification (one-off cost)	Service Provider	Approved	£99,829	Customer Services
NNDR Analyse Local RV finder and forecasting service.	Procurement of service provided by Inform CPI Ltd using their 'Analyse Local' software to identify missing or undervalued NNDR properties and for forecasting the impact of rateable value (RV) appeals.	Service Provider	Approved	£11,000	Customer Services
Head of Finance Support - additional roles	The Council have requested that two permanent Heads of Finance are introduced into the service to meet the needs of the Council. In addition, it has been agreed that pending the recruitment of the permanent Head of Finance for Adult and Community Services and to meet the current needs of the service a Head of Finance from the Council will be seconded to the Customer Support Group from Tuesday 4th August 2015. (£212,340 for Year 1, then £189,500 for remaining 7 years)	Service Provider	Approved	£1,538.840	Finance
Unqualified External Audit KPI and PI to Pass or Fail	Currently has a completion date of the 18th July. The date is driven by the date of the Audit Committee where the accounts authorised and signed. This year the date of the committee is Thursday 30th July. This CR requests to have this date amended going forward to reflect a Pass/Fail Service Provider Target as opposed to a date requirement	Service Provider	Approved	NIL	Finance

Title	Description	Change Raised by	Status at 31-Dec-15	Financial Impact (over the life of the contract)	Service Impacted
Authority Redundancy Provision Refund Reallocation	To reallocate monies (£1M in total) that are no longer required for Authority Redundancy Provision Refund, back to LBB to fund other activities. £500k refunded August 2015; further £500k to be settled March 2016	Authority	Approved	£(1,000,000)	All
Library Services (transfer of IS role to Council)	Formally acknowledge a transfer of monies and a role back Library Services to fund activities outlined in the IS Output Spec which the parties have agreed should be transferred back to the Council	Service Provider	Approved	£(285,000)	IS
Revised IS Transformation Commitment Dates	Amendments to delivery dates of 14 Commitments to take account of agreed changes and dependencies between solutions. Commitments include Schools portal, Data Centre migration and Network refresh	Service Provider	Approved	NIL	IS
Social Care Direct Care Act staffing	Expansion of SCD to accommodate Care Act assessments and additional demand and enquiries	Service Provider	Approved	£95,000	Customer Services
Estates - Extension of Commitment	Change in delivery date of the commitment T3-131 (Stakeholder Engagement) to enable further objectives to be achieved. Delivery date is to be amended from 31st March 2015 to 1st July 2015	Service Provider	Approved	NIL	Estates
Third Party contracts finalisation	Contractual third party contracts true up in line with clause 7 of the contract and update Schedule 24 with final list of suppliers and the charges paid	Service Provider	Approved	£9,704,000	All services
Customer Services - Hendon Town Hall Reception	Additional reception services to be provided by CSG staff. Therefore additional staff have been employed specifically for the required roles – budget to be transferred from Adults to cover following transfer of registrars to Brent. Approval up to 31/12/15	Service Provider	Approved	£31,356	Customer Services
CSG invoicing dates	Amendment to invoicing date for the periodic service charge - no change in payment date, terms or amounts	Authority	Approved	NIL	ALL Services
Estates -	This request is for the change in delivery date of the commitment	Service	Approved	NIL	

Title	Description	Change Raised by	Status at 31-Dec-15	Financial Impact (over the life of the contract)	Service Impacted
Extension of Commitment T2 – 037, Locality Strategy	T2-037 (Locality Strategy) to enable further objectives to be achieved. The decision has been made to extend the delivery date from 1st March 2015 to 30th June 2015	Provider			
Estates - extension to commitment T3-145	Formally reflect the decision made by the Authority's Estates SRO on 15th October 2014 to amend the Commitment T3-145 (Departmental Property Plans). It was agreed that due to the Authority's high priorities of community asset strategy and SAMPS being delivered the commitment be extended to 31/3/2015	Service Provider	Approved	NIL	Estates
Adult Social Care and Redundancy	The provision of additional, qualified, Adult Social Care team leaders. To avoid any additional cost to the Authority, this change is being met by the early release of £167,932 of the redundancy provisions in the contract so there is no cost to the Council	Service Provider	Approved	NIL	ALL services
Contract indexation	To clarify the calculation by which the Indexation of the Periodic Service Charge is inflated annually	Service Provider	Approved	NIL	ALL services
Revise Estates Commitment	The commitment for the SP within 24 months of the Service Transfer date to develop a Community Asset strategy, Service Delivery Plan, Estates, is to be amended and completion date changed from 01/09/2015 to 01/07/2015	Service Provider	Approved	NIL	Estates
Reduction in Pension Contributions	To reduce the Periodic Service Charge to reflect the reduced employers contribution rate as set out in clause 15.3.6(g) of the CSG contract	Service Provider	Approved	£(3,216,000)	All
Repairs and Maintenance	Amendment to schedule 1 and 4 to reflect the return of the Repairs and Maintenance budget for the Civic Estate to the Council in line with all other managed budgets	Service Provider	Approved	£(6,514,000)	Estates
Members	Delivery date for Commitment T1-003 Members Dashboard	Service	Approved	Nil	Customer

Title	Description	Change Raised by	Status at 31-Dec-15	Financial Impact (over the life of the contract)	Service Impacted
Dashboard	extended by 2 months to May 2014	Provider			Services
Adoption of Capita H&S policies for CSG staff only	Capita to deploy its own H&S policies for its staff to make sure it is easier to manage them across sites and services	Service Provider	Approved	Nil	HR Service
Amendments to Estates and Partnership Commitments	Amendments to delivery dates of Estates Commitments T2-36,T3-131/145/150, Partnership commitments T-10,T2-42,T3-117,156 to take account of delay in initiating the CSG contract and the significant work programme to effect transformation in the first six months of the contract. Commitments include ICT Strategy being extended by 2 months, Colindale location Strategy and My Account	Service Provider	Approved	Nil	Estates /IS/Customer Services
Amendment to Procurement KPI for Apprenticeships	Amend schedule 4 appendices in relation to Procurement KPI for Apprenticeships to reflect it as an annual target not a quarterly one and align it better to the school year as agreed the Procurement SRO	Council	Approved	Nil	Procurement
Revenues and Benefits Baseline KPI and Targets	Amend schedule 4 appendices in relation to R&b KPIs for the number of days taken to process new claims as agreed by the Ops Board following the approval of CR0015 in relation to face to face services being maintained in Barnet	Council	Approved	Nil	Revenues & Benefits
Estates confirmed Property Portfolio Income Baseline	Amend schedule 4 appendix 11 in relation to Estates baseline for Property Portfolio income in line with the requirements of Schedule 4 so that the guarantee on income can be tracked and reported	Service Provider	Approved	Nil	Estates
Amendment of the MFD income table in Schedule 4	Amendment to Schedule 4 to clarify the guarantee to hold year one price per click and amend the per click charges to match the pre contract charges as agreed as an all inclusive price for the Multi Functional Device service	Service Provider	Approved	Nil	Contract Price

Title	Description	Change Raised by	Status at 31-Dec-15	Financial Impact (over the life of the contract)	Service Impacted
Replacement of Info Exchange Solution with Atrium	Info Exchange Property Asset management and compliance system replacement with Atrium extended functionality	Service Provider	Approved	Nil	Estates
Re baseline of transformation Commitments	Amendments to commitments T2-04,58,T3-30,63,93,155 – extended delivery dates required to take account of delay in initiating the CSG contract and the significant programme of work to effect transformation in the first six months of the contract. Commitments include BPM Platform, HR Knowledge base and Complaints management	Service Provider	Approved	Nil	IS/Finance/HR/ Customer Services
Change to month period reporting timescales	Contract currently states that performance reporting will be produced 15 business days after the end of each month except at the end of a quarter when it is 10 days. This change will align all report timescales to 10 days	Authority	Approved	Nil	All services
Baseline Income and recharges - Schools	Amend Schedule 4 Para 12 and associated sections for baseline changes based on agreed approach	Service Provider	Approved	Nil	Finance, HR, IS, Estates
R&B face to face benefits processing	Change to maintain Face to Face Benefits Processing staff in Barnet (Year 1 £72,728 Year 2 £101,819)	Authority	Approved	£174,547	Revs and Bens
Employment and Redundancy Payment Reconciliation	True up on cost of employment in line with the contract to be completed by Feb 14 but now to be reconciled with the potential early refund to LBB of redundancy costs as a contract change. The confirmed cost for the employment true up is £451k but when offset against the £1,218k redundancy this releases the net value of £767k benefit back to the Council	Service Provider	Approved	£(767,000)	All

Title	Description	Change Raised by	Status at 31-Dec-15	Financial Impact (over the life of the contract)	Service Impacted
Libraries Service	Deferred Service in accordance with Output Specification - take on Libraries Service call volumes (Year 1 £301k, Year 2 £152k)	Authority	Approved	£453,000	Customer Services
Governance Process	Changes to Schedule 12 to align Contract Governance with new Council processes	Authority	Approved	Nil	Governance
Finance Baseline KPI and Targets	Amend Schedule 4 appendices in relation to Finance KPIs for % Variance to Budget and % savings achieved in alignment with Ops Board approved trajectories and targets	Service Provider	Approved	Nil	Finance
CS Baseline KPI and Targets	Amend Schedule 4 appendices in relation to CS KPIs for First contact resolution and Customer satisfaction in alignment with Ops Board approved trajectories and targets	Service Provider	Approved	Nil	Customer Services
Pensions move to Darlington	Capita propose to change the location of the Pensions team from the proposed Banstead relocation to Darlington where there is an existing Centre of Excellence	Service Provider	Approved	Nil	HR Service
Coventry Revs and Bens	Capita propose to extend the current Revs and Bens overflow contact centre in Coventry to take all R&B calls.	Service Provider	Approved	Nil	Customer services
Schedule 4 Milestone payments	Amend to show correct payment timescale	Service Provider	Approved	Nil	NA
Interim Governance	Remove from Schedule 43	Service Provider	Approved	Nil	Governance
3rd Party Contracts - 2E2	Change to Schedule 24 to remove this contractor	Service Provider	Approved	Nil	Contract Price
Community Cohesion	New process and training for the identification of Cohesion issues based on trending and contact analysis	Authority	Approved	Nil	Customer Services
	TOTAL FINANCIAL IMPACT			£325,572	

Log of approved Contract Variations for Re

Reference	Title	Description	Change Raised by	Status at 31-Dec-15	Financial Impact (over the life of the contract)	Service Impacted
	LAN refresh	CDMC service to address client roles and responsibilities	Service Provider	Approved	NIL	All
	Schedule 36 – Commitments Schedule	Agreement to extend deadlines across 30 commitments. 21 were extended to take account of the delay in the Development and Regulatory Services (DRS) contract start date. 9 SPCs related to the implementation of an Exor software package. The software modules were made available on 1 October 2013, however the London borough of Barnet had extended their managed service contract by six months at time of transfer, resulting in the need for the deadline to be synchronised with the end of the other contract on 01 April 2014	Local Authority	Approved	NIL	All
	KPI and PI Definition Changes	To update the KPI suite following a review	Local Authority	Approved	NIL	All
	Local Implementation Plan	New commercial terms for the payment of a LiP fee	Service Provider	Approved	£670k 2015/16	Highways

A number of Contract Variations are shown below and are currently awaiting the sign-off of a Deed of Variation

Title	Description	Change Raised by	Status at 31-Dec-15	Financial Impact (over the life of the contract)	Service Impacted
Re-allocation of penalty points month one	As part of the transition in month one, the service provider was not able to provide information on the SKPI on Authority Information Requests. The penalty points attached to that SKPI were temporarily re-allocated to another KPI (TSL04)	Local Authority	Subject to DoV	NIL	Governance
Change to Governance Schedule 12	Within Schedule 12, to change the name of the Service Delivery Operations Board to the Commercial Contract Management Meeting	Local Authority	Subject to DoV	NIL	Governance
Strategic Planning KPI 02 baseline data	To agree to gather baseline performance data in the first two quarters of the contract for Strategic Planning KPI 02. There was no baseline performance to maintain prior to service commencement	Local Authority	Subject to DoV	NIL	Strategic Planning
Re-allocation of penalty points Q1 and Q2	As part of the transition in the first two quarters, the Service Provider was unable to provide information on the Strategic Planning KPI 02. The penalty points were temporarily re-allocated to KPI 03)	Local Authority	Subject to DoV	NIL	Strategic Planning, highways, and Regeneration
Frequency of KPI Reporting	The frequency of KPI and PI reporting and the frequency of KPI measurement were revised and updated through to allow the frequency of reporting and service credits and deductions application process to be further aligned with the Authority's objectives of more closely monitoring certain KPIs and PIs	Local Authority	Subject to DoV	NIL	All
Agreement of TUPE position	The contract at clause 26.4.4 onwards establishes a process for the Parties to follow to agree the impact of the Final Employee List, provided at or around the Service Commencement Date. Agreement of the financial adjustment required to reflect the inclusion of the Priority Intervention Team within the contract scope of service	Service Provider	Subject to DoV	NIL	All

Updates frequency of KPI reporting and penalty application	The frequency of KPI and PI reporting and the frequency of KPI measurement for service credits and deductions application processes were revised updated. The change is required to allow the frequency of reporting and penalty application to be further aligned with the Authority's objectives of more closely monitoring certain KPIs and PIs	Local Authority	Subject to DoV	NIL	DRS
KPI and PI definition changes	The Authority refined the definition sheets of several Key Performance Indicators (KPIs) and Performance Indicators (PIs) to reflect a more accurate approach and based on the findings on baseline data gathered prior to Service Commencement Date (SCD)	Local Authority	Subject to DoV	NIL	All
New performance indicator business satisfaction	RE were requested to measure satisfaction levels of businesses operating within Barnet. This requirement was in addition to contractual core service delivery and therefore a contract change was required	Local Authority	Subject to DoV	NIL	All
Environmental Health KPI definition changes	The Authority refined the definitions of several Key Performance Indicators (KPIs) to reflect a more accurate approach and based on the findings on baseline data gathered prior to Service Commencement Date (SCD)	Local Authority	Subject to DoV	NIL	All
Penalty points re-allocation	Following to the demotion of KPI EH06 to a PI (as set out in the Change Control Notice DRS012), there are now 10 potential penalty application points to be re-allocated. It has been agreed that these would be allocated to KPI EH01 and KPI EH04 (five points each)	Local Authority	Subject to DoV	NIL	Environmental Health

APPENDIX M: Corporate Risk Register

The following risk register represents those risks in place at the time of reporting at Quarter 3, the mitigation strategies in place for each risk and the proposed treatment of each risk.

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

Risk	Current Assessment Impact Probability Rating			Control Actions	Target Assessment Impact Probability Rating		
Homelessness - ORG0039 There is a risk that homelessness and the subsequent cost of providing emergency short term accommodation will continue to rise. Cause: The Council has an obligation to house people that are homeless and support families who are unintentionally homeless. Despite improvements in the economy, homelessness has continued at high levels within the borough due to a shortage of homes, and increasing housing costs, particularly in the private rented sector. Welfare reform means that poorer households receive less financial support with their housing costs and landlords are increasingly seeking tenants who do not rely on housing benefit to pay their rent. The housing benefit subsidy levels for temporary accommodation have not increased since 2011 whilst costs have risen significantly. Further welfare reform and a freeze of LHA rates means more households will be at risk of	Major 4	Likely 4	High 16	Preventative: The Housing Strategy identifies 3 key areas where Barnet Homes and the Council are focusing their efforts to reduce homelessness: <ul style="list-style-type: none"> Increasing prevention activities, including joint working with job centre plus. Increasing the supply of homes for households facing homelessness Making best use of existing resources through the Allocations Scheme and Tenancy Strategy Detective: A number of mitigating actions have already been taken, including a more commercial approach to working with private landlords, innovative TA solutions and redesigned services. The Welfare reform task force has helped households affected by welfare reform to avoid losing their home by accessing employment.	Moderate 3	Unlikely 2	Medium Low 6

Risk	Current Assessment Impact Probability Rating			Control Actions	Target Assessment Impact Probability Rating		
<p>homelessness, whilst potential reductions in social rents and Right to Buy proposals are likely to curtail the potential supply of affordable homes.</p> <p>Consequence: Substantial increase in homelessness including intentional homelessness where children are involved and the subsequent provision of affordable housing at a significant and increasing cost to the Council.</p>				<p>LBB has agreed to fund a range of mitigations which Barnet Homes will deliver to reduce the Temporary Accommodation / Homeless demand focusing on maximising prevention, managing demand, and Increasing affordable supply.</p>			
<p>Financial Position - ORG0025</p> <p>Given the overall economic position, it is clear that cuts to government funding will continue until the end of the decade.</p> <p>Alongside this the Council now bears additional risks as a result of business rate reforms, whereby a contraction in economic activity in Barnet will see a reduction in Council funding. The recent announcement by the Chancellor on business rate localisation will fundamentally change the way local government is financed. This is both an opportunity for the Council to grow income but also a risk around economic fluctuations.</p> <p>The economic position also impacts on the costs of Council services, for example in terms of pressure on temporary accommodation and increases in benefit caseloads.</p> <p>Demographic changes mean that the Council faces a growing population, an ageing population and increasing numbers of young people, which adds further to the pressure and demand on services.</p> <p>Cause: Further government cuts, uncertainty over the local economic position for business rates and demographic changes.</p> <p>Consequence: Additional pressure and by implication cost in the delivery of services, reduction in income, coupled together providing a challenge for the Council's economic position.</p>	Major 4	Possible 3	Medium High 12	<p>Preventative: The Council's financial planning cycle mitigates the risks associated with reductions in funding and increases in demand for services. Planning ahead enables the Council to mitigate the impact of increases in demand and ensure that the Councils overall financial position on reserves and contingency is sufficient.</p> <p>The Council has a total budget gap of £81m from 2016 through to 2020. Proposals to meet this budget gap will be going through theme committees in November, and the draft budget for consultation will be approved by Policy and Resources Committee in December. The final budget will be agreed by Council in March.</p> <p>Detective: Budget monitoring (revenue and capital) and financial management standards being adhered to.</p> <p>Recovery plans and alternative options reviewed in areas with overspends.</p> <p>Review capital programme profiling.</p> <p>Value for money indicators in use across the business.</p> <p>Monitoring delivery of Medium Term Financial Strategy.</p>	Moderate 3	Possible 3	Medium High 9

Risk	Current Assessment Impact Probability Rating			Control Actions	Target Assessment Impact Probability Rating		
<p><u>Demographic and Population - ORG0035</u></p> <p>There is a risk that the organisation will not be prepared or able to respond to the impacts of demographic changes (e.g. gender, age, ethnicity, disability, education, employment) and/or population growth rate (birth, death, immigration, emigration) with insufficient social infrastructure (schools, older people homes), physical and green spaces, services and affordable housing to meet demand.</p> <p>Cause: Uncertainty of demographic changes and population growth, insufficient planning, monitoring and management of demand internally and externally where reliant on partner organisations.</p> <p>Consequence: Increased demand for public services generally, changing demand for types of services, costs spiral, reactive decision making, cuts to front line services or service failure.</p>	Major 4	Possible 3	Medium High 12	<p>Preventative: Test demographic change and population growth hypothesis against insight on customer profile, deeper interrogation of specific data sets (in/out migration) and identify potential gaps in data sets (availability of data, deficiency of existing data). New insight model which models impacts of growth in a number of key council services.</p> <p>The priorities and spending review (PSR) is key response to ensuring the organisation is sufficiently prepared for and able to respond to the impacts of population and demographic changes. Uncertainly is being reduced as service pressures and budget requirements are being analysed and underlying assumptions monitored and refined to ensure they remain valid as the organisation prepares to respond to this challenge.</p> <p>5 year budget proposals include demographic change funding across key council service areas. Funding subject to annual review as part of finance and business planning.</p> <p>Understand approach and dependencies with resident engagement, equalities and health and wellbeing impact assessments.</p> <p>Growth Strategy, Housing Strategy, Regeneration Strategy and respective governance structures.</p> <p>Detective: The Commissioning Group supports the setting of strategic outcomes and development of commissioning strategies with a particular focus on cross cutting themes and risks. The Commissioning Board will review underpinning risk analysis at regular intervals to consider data, revisit assumptions, outcomes and controls.</p> <p>Partnership SCB has been introduced to</p>	Major 4	Unlikely 2	Medium High 8

Risk	Current Assessment		Impact Probability Rating	Control Actions	Target Assessment		Impact Probability Rating
				enhance partnerships working in order to meet the financial challenges facing the public sector and collaborate on the development of future plans to both deliver transformation and improve outcomes			
<p>People - ORG0036</p> <p>There is a risk that the organisation's people (competence, skills, knowledge) and culture are not aligned with its medium and long term strategic direction and will not be able to deliver the improvements in service delivery and on-going change and innovation required to achieve its long term goals.</p> <p>Cause: The context in which the organisation operates is rapidly changing and demands continual service improvements. This requires the right organisational and developmental interventions to ensure the competence, knowledge and skills necessary to deliver the strategic objectives. Failure to ensure the right learning, knowledge sharing, career development, training and commitment to generating new ideas will cause the risk to escalate and negatively impact service delivery.</p> <p>Consequence: The consequence of failure in this respect and the escalation of risk will be a skills/knowledge/competence gap in the organisation that will result in poorer service performance in the medium term and/or longer term strategic failure.</p>	Major 4	Possible 3	Medium High 12	<p>Preventative: To understand the current and required corporate capabilities and develop corporate and delivery unit plans to respond to gaps, recognising the need to create an internal environment that facilitates the generation of new ideas and entrepreneurship. To support change through leadership and people engagement (including through partners), to provide results for the organisation, its people and customers.</p> <p>Detective: Through the risk management framework and robust and continuous risk analysis and monitoring of delivery unit risk profiles and action plans it will be possible to identify and ensure the right interventions and to identify 'early warning systems' where failure in this respect is impacting negatively on service delivery and strategic change.</p>	Moderate 3	Possible 3	Medium High 9
<p>Commissioning Approach - ORG0041</p> <p>If there is not a clearly defined approach to commissioning in place that ensures consistent application of Commissioning Cycle activities then objectives becomes difficult to monitor or achieve.</p>	Major 4	Possible 3	Medium High 12	The Council's Commissioning Plans and priorities to 2020 are in place and agreed via Committees in 2014/15. This supports delivery of the Council's draft Corporate Plan and Medium Term Financial Strategy, supported by meaningful qualitative performance indicators that are linked to outcomes.	Major 4	Unlikely 2	Medium High 8

Risk	Current Assessment Impact Probability Rating			Control Actions	Target Assessment Impact Probability Rating		
<p>Reputational - ORG0040</p> <p>If there were a significant children's safeguarding incident then the commissioning council approach may be destabilised and undermined.</p> <p>Cause/consequence:</p> <p>If an incident were to occur the impact would be cross-cutting: compliance or a potential breach of statutory duty, reputational with adverse media coverage and workforce with staff morale being impacted and potential loss of staff.</p>	Major 4	Possible 3	Medium High 12	<p>Preventative:</p> <ul style="list-style-type: none"> • SCB Assurance • Safeguarding Protocol • Accountability Protocol • Regular meeting and information sharing • Family Service transformation programme • Children's, Education, Libraries and Safeguarding Committee in the new governance model • Local Safeguarding Children's Board (LSCB), new chair and work programme <p>Detective:</p> <ul style="list-style-type: none"> • Mock OFSTED inspection • Safeguarding Peer Review 	Major 4	Unlikely 2	Medium High 8
<p>Resident Engagement - ORG0029</p> <p>Failure to engage properly with Residents.</p> <p>Cause:</p> <p>The lack of an engagement policy, comprehensive plan and coordinated approach to consulting with residents</p> <p>Consequence:</p> <p>Legal Challenge, lack of public buy in, do not deliver the services resident want, Consultations not contributing to service design, lack of transparency on outcomes, customer satisfaction declines</p>	Moderate 3	Possible 3	Medium High 9	<p>Preventative: Finance and Business Planning – feeding consultations into service design. Ensuring equalities is embedded within the Commissioning Group.</p> <p>Consultation strategy in place and transparency commitment confirmed.</p> <p>3rd sector strategy/ community resilience</p> <p>Social media – alternative methods of engaging with residents to be explored through future updates to the website</p> <p>Detective: Common understanding of the citizen engagement within the Council through review of complaints data analysis and prior consultations. Performance indicators for customer satisfaction and customer care.</p>	Moderate 3	Unlikely 2	Medium Low 6

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