



## Performance and Contract Management Committee

4 July 2017

<b>Title</b>	<b>New format for Performance Monitoring Report</b>
<b>Report of</b>	Commercial Director
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	None
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### Summary

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

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

### Recommendations

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

## 1. WHY THIS REPORT IS NEEDED

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

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

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

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

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

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

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

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

## PART A: OVERALL PERFORMANCE (CORPORATE PLAN)

### OVERVIEW OF CORPORATE PLAN PERFORMANCE

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

#### **Performance indicators**

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

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

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

**OVERALL BUDGET POSITION****Final revenue outturn**

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

**Table 2: Summary Revenue Outturn 2016/17**

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

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

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

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

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

### Final capital outturn

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

**Table 3: Capital Programme Outturn 2016/17**

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

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

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

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

## Savings

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

**Table 4: Savings 2016/17**

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

## HUMAN RESOURCES

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

**Table 7: Expenditure on Agency Staff 2016/17**

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

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

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

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

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

*\*Figures not FTE*

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

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

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

*\*Excludes vacancies.*

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



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

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

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

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

**Table 10: Sickness absence (Q4 2016/17)**

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

Source: HR Dashboard (average over rolling 12 months)

## SUMMARY OF CORPORATE RISKS

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

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

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

### Strategic risk register

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

#### Tolerate risks

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

#### Treat risks

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

#### **Service risk registers**

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

## SUMMARY OF BACK OFFICE FUNCTIONS<sup>1</sup>

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

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

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

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

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

### Progress on key activities

#### A.24 Successes

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

<sup>1</sup> Managed by Assurance and the Commissioning Group, including customer experience

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

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

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

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

<sup>2</sup> Data primarily covers Parking, Assisted Travel, Highways and Planning and Revenues and Benefits

<sup>3</sup> Re, CSG and Barnet Homes. Barnet Homes target is 92%.

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

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

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

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

### Performance indicators

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

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

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

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

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

## Risk management

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

## PART B: PERFORMANCE BY THEME COMMITTEE (COMMISSIONING PLANS)

### ADULTS AND SAFEGUARDING COMMITTEE

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

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

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

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

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

## Progress on key activities

### B.4 Successes

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



social care (from 2,633 in 2015/16 to 1,073 in 206/17<sup>7</sup>). These include a new telecare service; revised accommodation and support offer (such as Neighbourhood Networks); supported living for people with complex disabilities and health needs and the Crash Pad emergency respite service for people with learning disabilities; access to employment support services and a new Personal Assistants (PAs) service (via Your Choice Barnet); Carers Dementia and Support; Ageing Well, Homeshare, Neighbourhood Day for Older People and the Shared Lives service (in partnership with the London Borough of Harrow). These will lead to improved quality of life for residents and lower cost to the council.

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

## B.5 Challenges

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

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

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

### Performance indicators

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

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

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

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

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

## Risk management

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

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

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

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

## PUBLIC HEALTH AND WELLBEING COMMISSIONING PLAN

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

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

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

### **Progress on key activities**

#### **B.11 Successes**

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

#### **B.12 Challenges**

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

### **Performance indicators**

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

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

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

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

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

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

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

## Corporate Plan indicators

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

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

## Commissioning Plan indicators (not met target)

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

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

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

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

### Risk management

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



## CHILDREN, EDUCATION, LIBRARIES AND SAFEGUARDING COMMITTEE

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

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

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

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

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

### Progress on key activities

#### B.19 Successes

##### Education and Skills

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

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

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

### Family Services

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

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

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

#### Libraries

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

## B.20 Challenges

#### Education and Skills

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

#### Family Services

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

## Performance indicators

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

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

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

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

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

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

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



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

## Risk management

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

## ASSETS, REGENERATION AND GROWTH COMMITTEE

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

### Progress on key activities

#### B.26 Successes

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

#### Estate regeneration

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



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

### **Brent Cross Cricklewood**

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

### **The Development Pipeline**

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

### **Entrepreneurial Barnet**

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

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

## B.27 Challenges

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

## Performance indicators

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

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

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

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

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

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

## Risk management

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

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

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

## HOUSING COMMITTEE

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

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

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

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

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

### Progress on key activities

#### B.36 Successes

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

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

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

### B.37 Challenges

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

### Performance indicators

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

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

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

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

## Risk management

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

## ENVIRONMENT COMMITTEE

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

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

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

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

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

### Progress on key activities

#### B.43 Successes

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



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

#### B.44 **Challenges**

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

#### **Performance indicators**

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

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

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

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

## Corporate Plan indicators

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

### Commissioning Plan indicators (not met target)

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

## COMMUNITY LEADERSHIP COMMITTEE

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

### Progress on key activities

#### B.48 Successes

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

#### B.49 Challenges

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

### Performance indicators

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

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

## Risk management

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

## PART C: CONTRACT PERFORMANCE

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

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

## THE BARNET GROUP AND CAMBRIDGE EDUCATION

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

## CUSTOMER AND SUPPORT GROUP (CSG)

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

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

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

### Overview of contract performance

#### C.5 Successes

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

#### C.6 Challenges

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

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

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

### Performance indicators

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

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

### Risk management

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

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

### Contract variations

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

**Table 12: Contract variations (Q4 2016/17)**

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

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

## REGIONAL ENTERPRISE (RE)

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

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

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

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

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



## **Overview of contract performance**

### **C.13 Successes**

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

### **C.14 Challenges**

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

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

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

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

## Risk management

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

## **2 REASONS FOR RECOMMENDATIONS**

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

## **3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 None.

## **4 POST DECISION IMPLEMENTATION**

- 4.1 None.

## **5 IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

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

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

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

- 5.1.3 Relevant council strategies and policies include the following:

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

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

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

### 5.3 Legal and Constitutional References

- 5.3.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.
- 5.3.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority's financial position is set out in sub-section 28(4) of the Act.
- 5.3.3 The council's Constitution, in Part 15 Annex A, Responsibility for Functions, states in Annex A the functions of the Performance and Contract Management Committee including:
- a) Overall responsibility for quarterly budget monitoring, including monitoring trading position and financial strategy of council Delivery Units.
  - b) Monitoring of Performance against targets by Delivery Units including Adults and Communities; Assurance; Barnet Homes;; Commissioning Group; Customer and Support Group; Education and Skills Family Services; HB Public Law; Mortuaries, NSL (Parking Contractor); Public Health; Re; Registrars, Street Scene; and YCB.
  - c) Receive and Scrutinise contract variations and change requests in respect of external delivery units.
  - d) To make recommendations to Policy and Resources and Theme Committees on relevant policy and commissioning implications arising from the scrutiny of performance of Delivery Units and External Providers.
  - e) Specific responsibility for the following function within the council:
    - a. Risk Management
    - b. Treasury Management Performance
  - f) Note the Annual Report of the Barnet Group Ltd.
- 5.3.4 The council's Constitution, Part 21, Financial Regulations section 4. paragraphs 4.4.9 - 11 state:
- Allocations from the central contingency relating to planned developments will be approved by the Chief Finance Officer (section 151 officer), in consultation with the Chairman of the Performance and Contract Management Committee, following the receipt from a Chief Officer of a fully costed proposal to incur expenditure that is in line with planned development (including full year effect).  
Where there is a significant increase in the full year effect, the contingency allocation must be approved by the Performance and Contract Management Committee.

- Allocations from the central contingency for unplanned expenditure, including proposals to utilise underspends previously generated within the service and returned to central contingency, will be approved by the Chief Finance Officer in consultation with the Chairman of Performance and Contract Management.  
Where there are competing bids for use of underspends, additional income or windfalls previously returned to central contingency, priority will be given to the service(s) that generated that return.
- Allocations for unplanned expenditure over £250,000 must be approved by Performance and Contract Management Committee.

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

5.3.6 The council's Constitution, Part 21, Financial Regulations section 4 paragraph 4.4.3 states amendments to the revenue budget can only be made with approval as per the scheme of virement table below:

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

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

## 5.4 Risk Management

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

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

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

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

## **5.5 Equalities and Diversity**

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

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

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

5.5.3 In order to assist in meeting the duty the council will:

- Try to understand the diversity of our customers to improve our services.
- Consider the impact of our decisions on different groups to ensure they are fair.
- Mainstream equalities into business and financial planning and integrating equalities into everything we do.
- Learn more about Barnet's diverse communities by engaging with them.

This is also what we expect of our partners.

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

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

[www.barnet.gov.uk/info/200041/equality\\_and\\_diversity/224/equality\\_and\\_diversity](http://www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity)

## **5.6 Consultation and Engagement**

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



<b>Phase</b>	<b>Date</b>	<b>Summary</b>
Phase 1: Setting out the challenge	Summer 2013	The council forecast that its budget would reduce by a further £72m between 2016/17 and 2019/20, setting the scene for the PSR consultation
Phase 2: PSR consultation to inform development of options	October 2013 - June 2014	Engagement through Citizen's Panel Workshops which focused on stakeholder priorities and how they would want the council to approach the Priorities and Spending Review An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.
Phase 3: Engagement through Committees	Summer 2014	Focus on developing commissioning priorities and MTFs proposals for each of the 6 committees Engagement through Committee meetings and working groups
Phase 4: Strategic Plan to 2020 Consultation	December 2014 – March 2015	A series of 6 workshops with a cross section of residents recruited from the Citizens Panel and Youth Board, plus two workshops with users <sup>8</sup> of council services. An online survey (17 December 2014 – 11 February 2015)

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



## **6 BACKGROUND PAPERS**

- 6.1 Performance and Contract Management Committee, 12 May 2015 (Decision Item 7) – approved Final Outturn and Quarter 4 Monitoring Report 2014/15  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=693&MId=7873&Ver=4>
- 6.2 Council, 3 March 2015 (Decision item 12) – approved Business Planning 2015/16 – 2019/20, including the Medium-Term Financial Strategy.  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=7865&Ver=4>
- 6.3 Council, 14 April 2015 (Decision item 13.3) – approved Corporate Plan 2015-20.  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=7820&Ver=4>
- 6.4 Council, 4 April 2015 (Decision item 13.1) – approved 2016/17 addendum to Corporate Plan  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8344&Ver=4>