

	<h2>Policy and Resources Committee</h2> <h3>23 October 2018</h3>
Title	Q1 2018/19 Strategic Performance Report
Report of	Chairman of the Policy and Resources Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: Corporate risk register
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Summary

This report provides a **strategic overview** of performance for **Quarter 1 (Q1) 2018/19** focusing on financial (budget forecasts, savings and agency spend) and staffing (sickness absence) information, as well as performance (progress on activities and performance of key indicators) and risk information related to the corporate priorities in the Corporate Plan 2018/19 Addendum.

Recommendations

1. The Committee is asked to note the Period 5 (August 2018) revenue and capital forecasts.
2. The Committee is asked to note the savings delivered in Period 5 (August 2018).
3. The Committee is asked to scrutinise the performance and risk information related to the corporate priorities in the Corporate Plan 2018/19 Addendum, including the strategic and high level service/joint risks that form the corporate risk register at Appendix A.

1. PURPOSE OF REPORT

Introduction

- 1.1 This report provides a **strategic overview** of performance for **Q1 2018/19** focusing on financial (budget forecasts, savings and agency spend) and staffing (sickness absence) information, as well as performance (progress on activities and performance of key indicators) and risk information related to the corporate priorities in the Corporate Plan 2018/19 Addendum. **Due to the timing of this Committee, where more up-to-date information is available this has been included in the report, for example Period 5 (August 2018) budget forecasts.**
- 1.2 This report is in addition to the Q1 2018/19 Themed Performance Reports to each Theme Committee (13 September to 10 October 2018) and the Q1 2018/19 Contracts Performance Report to Financial Performance and Contracts Committee on 9 October 2018. These reports can be found on the committee section of the council's website at: <https://barnet.moderngov.co.uk/ieDocHome.aspx?bcr=1>

Financial information

- 1.3 The revenue and capital forecasts for Period 5 (August 2018), along with a high level narrative are provided below. More detailed information can be found in the Theme Committee Performance Reports (13 September to 10 October 2018) and the Chief Finance Officer Report to Financial Performance and Contracts Committee on 9 October 2018.
- 1.4 The General Fund revenue forecast for 2018/19 is **£297.355m**, which is a net overspend of **£4.014m (1.4%)** compared with the revised budget of £293.341m (see table 1). This forecast is stated after the net contribution to specific and general earmarked reserves totalling £1.084m. Excluding reserve movements, the forecast is **£296.271m**, which is an **adverse variance of £2.930m (1.0%)**, compared with the revised budget of £293.341m.

Approval is being sought from the Policy and Resources Committee to allocate additional funds from the council's contingency budget. Should this take place, the forecast adverse variance will be reduced by approximately £1.5m. Additionally, after the close of accounting Period 5, it was announced that additional government funding would be made available in year towards Adult Social Care. This will be included in future period forecasts once more details are available.

All proposed reserve drawdowns and contributions will be considered and approved, if appropriate later in the financial year. It is important to note that these reserve movements are over and above the planned use of £4.040m of reserves approved to achieve a balanced budget.

The original budget approved by Council in March of each year is revised during the year to reflect virements between budgets and the allocation of contingency held within central expenses. All virements from contingency above £0.250m must be approved by Policy and Resources Committee. Significant allocations from contingency during 2018/19 to date include £2.333m allocated to fund pressures in Family Services (first reported at Period 4).

Other budget changes include the movement of Greenspaces from Street Scene to Commissioning (£1.368m).

Table 1: Revenue forecast (Period 5 - August 2018)

Service	Revised Budget	P5 18/19 Forecast	Variance from Revised Budget Adv/(fav)	Reserve Movements	P5 Forecasts after Reserve Movements (Adv/(fav))	Variance after Reserve Movements Adv/(fav)	Variance after Reserve Movements Adv/(fav)
	£000	£000	£000	£000	£000	£000	%
Adults and Communities	95,410	96,701	1,291	(600)	96,101	691	0.7
Assurance	6,127	7,398	1,271	(879)	6,519	392	6.4
Central Expenses	50,875	43,634	(7,241)	4,540	48,174	(2,701)	(5.3)
Commissioning Group	35,412	37,402	1,990	(1,977)	35,425	13	0.0
CSG and Council Managed Budgets	21,507	25,504	3,997	-	25,504	3,997	18.6
Education and Skills	6,576	6,576	-	-	6,576	-	0.0
Family Services	59,201	59,364	163	-	59,364	163	0.3
Housing Needs and Resources (Barnet Homes)	6,859	7,012	153	-	7,012	153	2.2
Re	196	1,182	986	-	1,182	986	503.1
Street Scene	11,178	11,498	320	-	11,498	320	2.9
Total	293,341	296,271	2,930	1,084	297,355	4,014	1.4

1.5 The forecast as at Period 5 (after reserve movements) has decreased by £2.944m since the forecast reported at Period 4. The main movements are shown in table 2.

Table 2: Movement from Period 4 (July 2018) forecast

Service	P4 Forecast Variance	P5 Forecast Variance	Increase / (Decrease)	Explanation for Significant Movements
	£000	£000	£000	
Adults and Communities	792	691	(101)	A reduction in care placement cost forecasts
Assurance	418	392	(26)	Minor movement
Central Expenses	(2,701)	(2,701)	-	
Commissioning Group	(7)	13	20	Minor movement
CSG and Council Managed Budgets	6,622	3,997	(2,625)	Removal of gainshare assumption (£2m) Contract service credits (£0.6m)
Education and	-	-	-	

Service	P4 Forecast Variance	P5 Forecast Variance	Increase / (Decrease)	Explanation for Significant Movements
	£000	£000	£000	
Skills				
Family Services	163	163	-	
Housing Needs and Resources	153	153	-	
Re	1,344	986	(358)	£350k rebate towards Re revenue costs
Street Scene	174	320	146	Delay in implementing the cessation of the food waste recycling rounds
Total	6,958	4,014	(2,944)	

1.6 The main reasons for the forecast overspend of £4.014m are set out below.

- The revenue budget for **Adults and Communities** is projected to overspend by £0.691m which represents 0.7% of the overall budget. The overspend is driven mainly by an overspend of £1.126m in the care placements budgets as Adult Social Care (ASC) has experienced increasing complexity and demand for services since 2014/15.

Older Adults' services are projected to overspend by £0.550m. Despite mitigating actions factored in to reduce spend, including various increases to income, there are significant pressures in homecare placements. Older Adults' services have experienced activity growth of 10% in homecare. There were 38% more new homecare packages in Q1 than in Q1 last year and the average cost for new homecare packages was also 10% higher than last year. The favourable movement of £0.315m since Q1 (Period 3) is largely due to residential care clients' packages ending (£0.242m), and direct payments (£0.073m).

The Mental Health service is projecting to overspend by £0.202m in supported living due to activity growth. There have been 42 new services that have commenced since Q1, costing £63.8k. This increase has been compensated for by an increase in Health contribution for joint funded clients (£0.2m) resulting in a reduction in the overspend forecast at Period 4.

Physical Disabilities services are overspending by £0.754m due to the full year effect of new clients, who entered services during 2017/18. Pressures are partly mitigated by underspends in Learning Disabilities (£0.380m) relating to a reduction in Ordinary Residence commitments.

The non-placements budgets are projected to underspend by £0.435m in 2018/19.

The underspend projected for Adults and Communities workforce is £0.057m.

The underspend in Equipment and Adaptation of (£0.247m) is as a result of planned capitalisation of the cost of large items of equipment via the Disabled Facilities Grant (DFG) budget. Voluntary Organisations budgets are also projecting underspends of £0.307m partly offset by overspends in DoLS assessment costs £0.145m and assistive technology £0.03m. The movement from Q1 of £0.2m is principally due to an increase in demand for assistive technology but this is avoiding a far greater cost in home care.

- The overspend of £0.392m in **Assurance** is driven by the HB Public Law contract. This is a demand-led service and in this year to date, demand has exceeded the available budget.

- **Central Expenses** is projecting an underspend of £2.701m which represents 5.3% of the overall budget. The underspend relates mainly to capital financing costs, due to slippage on the capital programme, and levies. The underspend on capital financing is partially offset by the one off payment of pension strain arrears due to the Pension Fund.
- The total overspend for the **Commissioning Group** is £0.013m.

There are pressures in information management resulting from consultancy based advice on current capital projects such as Customer Transformation, Mosaic and The Way We Work (TW3). However, this is almost fully offset by other vacancies within the service.

Human Resources is projecting an overspend of £0.615m. The activity in this area is greater than budgeted, including an ongoing commitment for organisational development resources and a one-off cost pressure resulting from implementation of a new recruitment system. The costs of an additional pension resource and the Guaranteed Minimum Pension (GMP) reconciliation are being charged to the Pension Fund.

Registrars has continuing pressures in achieving their income target as a direct impact of changes in legislation. The service transferred back to Barnet from 1 July 2018 so there are also one-off project costs built in this financial year. The total forecast overspend is £0.272m.

These overspends are offset by additional income from Housing Benefits overpayments (£0.105m).

The Special Parking Account is expected to exceed its income target resulting in an underspend of £1.108m.

The total Public Health allocation for 2018/19 is £17.156m. The Public Health grant is ring-fenced and is used for improving local population health outcomes which includes prevention services and improving the take-up of treatment services. The grant is expected to be spent in full.

- The overspend for **CSG and Council Managed Budgets** is £3.997m, 18.6% of the overall budget.

Estates managed budgets are projected to overspend by £3.6m. The overspend is due to the council renting additional space for recycling, waste and cleaning services for Street Scene and highways and winter maintenance services in Harrow (£0.546m), additional security across the estate (£0.392m), the cost of management of some vacant properties (£0.332m), repairs and maintenance across the estate (£0.952m). There is also a net cost pressure of £1.4m from rent and rate increases across council office buildings and anticipated costs arising from the move to the Colindale office. These costs are 'one-off' in nature and will not recur in future years once the council has moved into the new building. Service credits totalling £0.564m have been incurred in relation to performance against KPIs and Super KPIs which have had a positive effect on the forecast variance since Period 4.

An overspend of £0.9m remains in relation to retained income lines. This consists of historical unachievable income targets of £1.3m, partially offset by recovery of court costs being higher than budgeted by £0.5m. The structural budget deficit in relation to these historical income targets will be addressed in the 2018/19 budget setting process.

- The forecast for **Education and Skills** is in line with budget.
- The projected overspend of £0.163m for **Family Services** represents 0.3% of the total service budget (£59.201m) and relates to the non-achievement of adoption savings for regionalisation. Pressures relating to external high cost specialist placements and associated services are being mitigated. Forecast pressures are being offset in the main by additional resources of £2.333m approved by the Policy and Resources Committees in February and June 2018 and additional one-off grant funding.
- The forecast overspend of £0.153m for **Housing Needs and Resources** represents 2.2% of the total service budget (£6.859m). The projected net overspend on temporary accommodation is £1.292m. The overspend reflects the ongoing cost pressures associated with the rising cost of temporary accommodation (TA) in the borough set against restrictions on rents that can be charged and remain eligible for housing benefit. Whilst current prevention activities and new affordable supply are projecting a long-term downward trend on the volume of households in TA, to sustain this, expenditure on preventative work has increased. This coupled with ongoing inflationary pressures and the loss of affordable supply such as RSL leased and regeneration units means that although gross expenditure is decreasing, net expenditure remains high. Additional validation and assurance measures are in place to track and validate inputs into forecasting the overall homelessness budget pressure from Period 1, to include elements managed by all parties (The Barnet Group, Re and London Borough of Barnet) involved in managing homelessness expenditure.

Mitigations in place include acquisition of affordable properties to replace temporary accommodation, additional Flexible Homelessness Support Grant and additional appropriate recharging of costs to the HRA.

- The forecast for **Re** is an overspend of £0.986m. This net overspend consists of a number of items. £1.190m adverse variance relates to a shortfall in net income compared to the total income generated by Re that is budgeted within both the General Fund and the HRA.

There is also an overspend related to client costs that the council is liable to pay (£0.228m). These client costs relate mainly to legal expenses and an increase in the provision for bad debts. This overspend is mitigated by a rebate against revenue costs of £0.350m.

- The overspend of £0.320m for the **Street Scene** service represents 2.9% of the total service budget (£11.178m). The bottom line forecast overspend is due to delays in withdrawing the separate food waste collection service which was approved by Environment Committee in June 2018 and was planned for the end of July 2018. The delay has been as a result of the Mayor of London's request that Barnet enter consultation with his office regarding the withdrawal. As such the savings, a significant proportion of which would have been made in the school holidays by a reduction in agency spend to cover annual leave, are yet to be made.

In-year pressures within waste and recycling are being offset by savings across the rest of the service while the collection round reorganisation is being planned and implemented.

Requests for allocations from contingency are being made to the Policy and Resources Committee and should they be agreed; the overall adverse revenue variance will reduce by around £1.5m. This will be reflected in the Period 6 (Q2) financial performance reports.

1.7 **The Housing Revenue Account (HRA)** has a budgeted contribution from balances of £0.754m in 2017/18. The forecast for the year as at 31 August 2018 is a deficit of £0.321m, thus there is a forecast balance of £14.682m as at 31 March 2019.

Table 3: Housing Revenue Account (Period 5- August 2018) forecast

	Revised Budget £000	Period 5 Forecast £000	Variance from Budget Adv/(Fav) £000
Dwelling rents	(49,810)	(50,050)	(241)
Service and other charges	(9,133)	(8,676)	457
Housing management	20,499	19,996	(503)
Repairs and maintenance	7,446	7,571	125
Provision for bad debts	250	250	0
Regeneration	837	589	(248)
Capital charges	30,760	30,760	0
Interest on balances	(95)	(119)	(24)
Total	754	321	(433)

1.8 The main reasons for the variance from budget are set out below.

- **Income** - dwelling rents are projected to over recover by £0.241m compared with the revised budget. This is mainly due to lower than expected rental loss from stock loss through sales and the regeneration programme. Tenant service charges, leasehold contributions and other non-dwelling income are currently projected to under recover by £0.457m based on activity to Period 5.
- **Expenditure** - housing management costs mainly reflect the core management fee of £17m paid to Barnet Homes to manage the housing stock. There is a forecast underspend of £0.503m.

The repairs and maintenance budget of £7.446m relates to the management fee paid to Barnet Homes for the repair and maintenance of housing stock and refurbishment of properties when they become void. The current forecast is a slight overspend of £0.125m. The housing regeneration forecast shows an underspend of £0.248m due to costs being partially recovered from developers on a number of regeneration schemes at Dollis Valley, Grahame Park, Stonegrove, West Hendon and Granville Road.

Capital charges which includes depreciation and borrowing costs are projected to budget at this stage.

1.9 The **Dedicated Schools Grant (DSG)** budget for 2018/19 has been revised to take into account the brought forward reserve of £0.501m. All blocks are forecast to spend to budget as at Period 5, other than high needs, where there is a forecast overspend of £0.450m due to top-up funding for high needs pupils. The £0.501m carry forward has been offset against this figure, giving a total projected overspend as at Period 5 of £0.450m. Table 4 below summarises the DSG position:

Table 4: Dedicated Schools Grant (Period 5- August 2018)

	Revised Budget £000	Period 5 Forecast £000	Variance from Budget Adv/(Fav) £000
Schools			
- Individual Schools Budget	141,056	141,056	0
- Growth Fund	984	984	0
- Central schools expenditure	1,268	1,268	0
- ESG retained funding	852	852	0
Sub-total	144,160	144,160	0
Early Years Block	28,392	28,392	0
High Needs Block	44,309	44,759	450
Sub-total	216,861	217,311	450
DSG Income	(216,360)	(216,360)	0
DSG c/f	(501)	(501)	0
DSG Total	0	450	450

1.10 The forecast as at 31 August 2018 on the council's 2018/19 **capital programme** is £290.806m, **£250.876m** of which relates to the General Fund programme and £39.930m to the HRA capital programme. This is **£33.668m less** than the approved 2018/19 budget of £324.474m. Table 5 below summarises the actual expenditure, budget and variance by service.

Table 5: Capital forecast (Period 5 – August 2018)

Service	18/19 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	P5 18/19 Forecast	Variance from Approved Budget	Variance from Approved Budget
	£000	£000	£000	£000	£000	%
Adults and Communities	4,200	(300)	(1,050)	2,850	(1,350)	(32.1)
Commissioning Group	64,274	0	0	64,274	0	0.0
Education and Skills	37,519	0	0	37,519	0	0.0
Family Services	13,478	0	(2,385)	11,093	(2,385)	(17.7)
Housing Needs and Resources (Barnet Homes)	69,631	(1,000)	(18,036)	50,595	(19,036)	(27.3)
Parking and Infrastructure	1,480	0	(42)	1,438	(42)	(2.8)
Re	86,757	91	(8,916)	77,932	(8,825)	(10.2)
Street Scene	5,623	200	(648)	5,175	(448)	(8.0)
General Fund Programme	282,962	(1,009)	(31,077)	250,876	(32,086)	(11.3)
HRA (Barnet Homes)	41,512	630	(2,212)	39,930	(1,562)	3.8

Service	18/19 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	P5 18/19 Forecast	Variance from Approved Budget	Variance from Approved Budget
	£000	£000	£000	£000	£000	%
Total Capital Programme	324,474	(379)	(33,289)	290,806	(33,668)	(10.4)

1.11 The majority of service areas are forecasting slippage as at Period 5, with a number of areas forecasting additions and deletions. The principal variances from budget and the reasons for these are as follows:

- **Adults and Communities** - additional funding of £4.2m for the procurement of a new delivery partner to complete the implementation of the adults case management system was approved by Policy and Resources Committee in July 2018. £2.850m of the budget is currently forecast to be spent in 2018/19. £300k has been identified as revenue expenditure and has been deleted from the forecast.
- The **Commissioning Group** capital programme is forecasting to budget. A number of the projects are currently under review which will possibly result in deletions and reprofiling.
- The **Schools** capital programme totalling £37.519m is forecast on budget.
- The **Family Services** forecast of £11.093m includes slippage of £2.385m on the child care and sufficiency project. This project is under review and further slippage and or deletions may be identified in Period 6 (Q2).
- The **Housing Needs and Resources** capital programme is showing slippage of £18.036m and a deletion of £1.000m. There is slippage of £31.913m on the Open Door Homes loan as there have been delays in getting schemes on site with only eight schemes on site, compared to the planned 19 schemes. This is mainly due to land transfers taking longer than anticipated and, in some cases, decanting existing tenants to appropriate accommodation.

The direct acquisitions programme was established to acquire properties from the open market in order to increase the supply of affordable temporary accommodation to meet housing demand. This is now forecast to spend £23m, £13.820m more than revised budget as the Cheyne project is now expected to bring on units at a much slower rate in this financial year. As a result, the direct acquisition programme has been re-prioritised and is expected to achieve 60 acquisitions, 33 more than the 27 forecast at Q1 (Period 3).

The deletion of £1.000m is from the Empty properties budget where fewer homes have been identified in the year than expected.

- The **Re** capital programme has decreased by £8.825m overall. The Brent Cross land acquisitions project is showing slippage of £2.500m. This forecast is based on the current expected spend profile following the conclusion of CPO challenges. The Grahame Park community facility project is now not expected to start until 2019/20. The Development Pipeline Strategic Opportunities Fund has slipped £5.104m. There are no acquisitions at this time so the Capital Strategy Board agreed to slip the budget into future years and bring forward as and when required.

- Forecast capital expenditure on the **HRA** capital programme is £39.930m against a revised budget of £41.512m, resulting in a forecast variance of £1.582m.

The Fire and safety programme is forecasting slippage of £3.418m which was over accelerated in a previous period when planned expenditure was at an early stage, the review of the programme is continuing and may result in further movements at Period 6 (Q2).

The extra care pipeline is expected to be at the first stage of scoping during this financial year and the majority of expenditure in this year will be Barnet Homes' development fees. As a result, £0.631m has been accelerated from future years. Moreton Close is due to complete in 2018/19 however it is currently forecasting to overspend by £0.360m. Stag House is also planned to complete in 2018/19 and as a result the 2019/20 budget has been accelerated £0.504m and it is anticipated that the project will need a further £0.270m to complete.

- 1.12 In 2018/19 the council budgeted to deliver £11.287m of savings. Table 6 summarises by Theme Committee the value of savings that are expected to be achieved against the savings programme. In total, £9.455m of savings is expected to be delivered by year end, representing 83.7% of the target. Delivery of these savings is included in the forecasts reported in table 1. Commentary on the delivery of savings is included within the explanation of variance from budget above.

Table 6: Savings (Period 5 - August 2018)

Service	18/19 MTFS Savings Target	Savings Achieved / Expected to be Achieved	Savings Unachiev-able	Savings Expected to be Achieved
	£000	£000	£000	%
Adults and Safeguarding	2,980	2,622	358	88.0
Assets, Regeneration and Growth	2,355	1,855	500	78.8
Children, Education and Safeguarding	2,692	2,525	167	93.7
Environment	1,915	1,915	0	100.0
Policy and Resources	1,345	845	500	62.8
Total	11,287	9,762	1,832	83.7

Staffing information

- 1.13 A report detailing the council's use of agency staff, including expenditure, was presented to Financial Performance and Contracts Committee on 9 October 2018. The report is available online at:
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=693&MId=9731&Ver=4>
- 1.14 Sickness absence has fallen to 8.91 days in September 2018, but remains higher than the 6 days target (see table 7a). Mitigations to reduce sickness absence are beginning to show in the rolling twelve-month average figures. The long-term sickness absence rate (5.42 days) continues to impact on the overall sickness absence rate, with absences most notable in Street Scene (8.47 days) and Adults and Communities (6.30 days) (see table 7b). On average two thirds of sickness absence is long-term, though this is closer to half in Family Services.

Table 7a: Sickness absence (April – September 2018)

Service	Average days lost per FTE (rolling 12 months)					
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18
Adults and Communities	10.76	10.97	10.63	10.06	9.87	9.39
Commissioning Group	3.71	3.48	3.38	3.11	2.81	2.79
Family Services	8.01	8.20	8.34	8.25	8.07	7.83
Street Scene	15.12	14.86	14.44	14.46	13.92	13.25
Overall*	10.10	10.08	9.89	9.64	9.31	8.91

*Figures include Education and Skills

Source: HR Dashboard (average over rolling 12 months)

Table 7b: Long and short-term sickness absence (September 2018)

Service	Average days lost per FTE (rolling 12 months)		
	Sep-18	Long-term absence	Short-term absence
Adults and Communities	9.39	6.30	3.10
Commissioning Group	2.79	1.59	1.20
Family Services	7.83	4.11	3.72
Street Scene	13.25	8.47	4.78
Overall*	8.91	5.42	3.48

*Figures include Education and Skills

Performance and risk information

- 1.15 The corporate priorities are set out in the Corporate Plan 2018/19 Addendum. These are the top 15 priorities for the council. As well as these, the Theme Committees have additional priorities that will be reported to them as part of the performance and risk reporting framework. Information relating to the additional priorities has not been included in this Strategic Performance Report, except where there are indicators that have not met target and/or high level risks.
- 1.16 The update on **corporate priorities** is presented by Theme Committee and includes performance and risk information as follows:
- Progress on activities
 - Performance of key indicators¹
 - High level risks from the Corporate Risk Register²
- 1.17 In addition, any indicators that have not met target and/or high level risks linked to **additional priorities** for the Theme Committee are presented; along with any strategic issues/escalations related to the Theme Committee's Terms of Reference.
- 1.18 An overall status has been given for each corporate priority (see table 8). This reflects the Q1 position for budget forecasts, progress on activities, performance of key indicators and any high level risks.

¹ New RAG rating reflects the percentage variance of the result against the target as follows: On target = GREEN (G); Up to 9.9% off target = AMBER (A); 10% or more off target = RED (R). The Direction of Travel (DOT) status shows the percentage variation in the result since last year e.g. Improving (↑ I), Worsening (↓ W) or Same (→ S). The percentage variation is calculated as follows: Q1 18/19 result minus Q1 17/18 result equals difference; then difference divided by Q1 17/18 result multiplied by 100 = percentage variation.

² The Corporate Risk Register includes strategic risks (strategic and business critical risks) and high level (scoring 15 and above) service/joint risks (service and contract delivery risks). All risks are managed in line with the council's risk management framework. The risk registers are live documents and the Q1 2018/19 Corporate Risk Register provides a snapshot in time (as at end June 2018). All risk descriptions for the strategic and high level service/joint risks are available in Appendix A.

Table 8: Overall status for priorities (Q1 2018/19)

Corporate priority	Overall status
Children, Education and Safeguarding	
Children's Services Improvement Action Plan	Amber
Delivering the family-friendly Barnet vision	Green
Adults and Safeguarding	
Embedding strength-based practice	Amber
Integrating local health and social care	Amber
Assets, Regeneration and Growth	
Regenerating Brent Cross Cricklewood	Amber
Increasing the housing supply	Red
Helping people into work	Green
Housing	
Building compliance and fire safety	Green
Environment	
Modernising environmental services	Amber
Delivering highways improvements	Red
Community Leadership and Libraries	
Safer communities	Amber
Tackling issues with domestic violence, mental health and substance misuse	Amber
Policy and Resources	
Implementing The Way We Work programme	Amber
Continuing to improve customer services	Amber
Medium and long term strategic planning	Amber

CHILDREN, EDUCATION AND SAFEGUARDING (CES) COMMITTEE

Children's Services Improvement Action Plan

1.19 Children's Services in Barnet were judged by Ofsted to be inadequate when Ofsted undertook a Single Inspection Framework (SIF) during April and May 2017. The council fully accepted the findings of the report and is working collectively with the partnership to drive the improvements needed to transform social care services for children, young people and their families from inadequate to good rapidly. In response to the recommendations and areas for improvement identified by Ofsted, the Children Services Improvement Action Plan was developed and a final version presented to CES Committee in November 2017. Progress on the Improvement Action Plan is reported to CES Committee and reports are available online at: <https://barnet.moderngov.co.uk/ieListMeetings.aspx?CId=697&Year=0>

In July 2018, Ofsted conducted a fourth monitoring visit of Children's Services, which focused on children in care. Inspectors noted that in the areas of practice considered during the visit, senior leaders, managers and the local authority improvement partner have maintained a consistent and strong focus on improving services and the quality of social work practice. The scope and pace of this work has been appropriate, the workforce is now more stable, caseloads are manageable and staff morale is good, with new social workers joining Barnet as a positive choice.

Inspectors also noted that improvements made to the quality assurance framework have tightened management oversight and decision-making for children who need permanence, and inspectors found that audits accurately identify practice improvements and determine appropriate actions for staff. Direct work with children is improving, and child centred practice is beginning to embed, which is making a positive difference in the quality of social work practice. Inspectors saw evidence that the permanence tracker panel and regular permanence planning meetings are enabling managers to have a tighter oversight and grip on children's plans for permanence and ensure decision-making is timely and effective. Placement stability and choices of placements for children are improving with significantly more approved 'in house' carers. However, there is more work to do to in ensuring consistency in the quality of assessments of children in care.

Overall, the pace of change within Barnet over the last year has begun to establish improved social work practice for children looked after.

The Improvement Action Plan runs until September 2018. A new plan is in development and will be taken to the Improvement Board for approval in September 2018. The plan will reflect the rigorous focus on assessment and care planning across Family Services.

1.20 There are two key indicators linked to this priority in the Corporate Plan. Overall progress against the Children's Services Improvement Action Plan and Findings of Ofsted Monitoring Visits were that the "pace of change is as expected or quicker".

Indicator	Polarity	Annual Target	Q1 18/19			Q1 17/18	Benchmarking
			Target	Result	DOT	Result	
Overall progress against Children's Services Improvement Action Plan	Monitor	Monitor	Monitor	Pace of change is as expected or	New for 18/19	New for 18/19	No benchmark available

Indicator	Polarity	Annual Target	Q1 18/19			Q1 17/18	Benchmarking
			Target	Result	DOT	Result	
Findings of Ofsted Monitoring Visits	Monitor	Monitor	Monitor	quicker	New for 18/19	New for 18/19	No benchmark available

1.21 In addition to these, CES Committee receives a comprehensive datapack of indicators that are subject to additional focus through the Children’s Services Improvement Action Plan. This includes updated data on **caseloads**, which has been extracted for information below (see para 1.21). The June Performance Matters is available online at: <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=9467&Ver=4>

Caseloads

1.22 The council has invested in additional staffing in Family Services to keep caseloads down, especially in the Duty and Assessment (DAT) and Children in Care (CIC) teams. The data for June 2018 (see table 9) shows that caseloads in the DAT have halved since the Ofsted Inspection. Although caseloads in the Intervention and Planning and 0-25 teams have gone up, the change is not significant. There are more caseloads in the REACH team but this is still well below the level of 15 to 16 that would be considered a “good” caseload level. This team was newly created in the spring 2017, so caseload levels would have been lower at the start whilst the team became established. The Ofsted Monitoring Letter (August 2018) noted that “social workers have manageable caseloads, which means that they have time to engage in direct work with children”.

Table 9: Average caseloads (June 2018)

	Apr/May-17 (Ofsted Inspection)	Jun-18
Duty and Assessment (DAT)	28.3	14.0
Intervention and Planning (I&P)	17.3	19.3
Children in Care (CIC)	15.9	12.9
0-25	17.6	19.5
Onwards and Upwards	21.2	18.9
REACH	9.8	12.5

Source: Data Dashboard, Performance Matters, June 2018

Audits

1.23 12 regular audits were completed in June 2018. These looked at the quality of casework across five domains including assessment, planning and management oversight. Of these 12, none were ‘inadequate’ and three were ‘good’. The Ofsted Monitoring Letter (August 2018) noted that “audits accurately identify practice improvements and determine appropriate actions for staff, who are open to learning to improve their practice” and “proportionately, there is much less case work of an inadequate standard”. The Ofsted Monitoring Letter is available online at: <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=9467&Ver=4>

1.24 There are three high level risks linked to this priority. One is a strategic (STR) risk and two are service (FS = Family Services) risks. Note the Ofsted risk sits at strategic and service level.

- **STR021 and FS023 Delivery of Ofsted Improvement Action Plan (residual risk score 16).** The Ofsted plan is monitored regularly and overseen by a Board chaired by the Chief Executive. The third monitoring visit took place in April 2018 and the report indicated that improvement had taken place, particularly in terms of all work related to vulnerable adolescents. However, the completion of some actions in the Ofsted plan were delayed. Efforts have been made by social care to keep children at home where possible. As recommended by Ofsted visits, additional supports have been implemented for young people throughout the borough. Supervision and practice standards help to control this risk, as well as quality assurance activity. The service provides assurance reports to the lead member, SCB Assurance, Barnet Safeguarding Partnership and the Children's Services Improvement Board to ensure scrutiny and oversight. The lead member meets monthly with service leads to provide oversight. Training has been provided to project managers within the last quarter. Additionally, proposals regarding the consolidation of panels that address CSE³, Missing and Gangs are in place to improve responsiveness and implement more efficient guidelines and protocol, which should guide decision-making more effectively. Several governance mapping exercises have been undertaken by the Safeguarding Adolescents at Risk Group (SARG) to determine the efficiency of the current structure; and the SARG has met regularly to discuss the various issues around CSE/Missing. Several actions have been taken, including the development of the JSNA⁴ to get an understanding of the immediate and long-term risk factors based across the cohort.
- **FS021 Base budget pressures (residual risk score 16 – increased from 6).** If not funded corporately, base budget pressures on the Family Services budget due to high cost placement and requirement for high cost agency workers could lead to an overspend resulting in an inability to meet savings targets; and an impact on demand-led budgets and improvement activities. Recovery Plans have been developed and are a priority for the Senior Management Team.

Delivering the family-friendly Barnet vision

- 1.25 Progress against the Children and Young People's Plan (CYPP) was appraised in March 2018 at the Children's Partnership Board. Success against key outcomes supporting the aspiration of a 'family-friendly' Barnet included raising awareness of travel safety for children and young people, initiatives to prevent young people from getting involved in violence, crime and anti-social behaviour as well as more schools in Barnet that are good or outstanding.

A new CYPP is in development for completion in autumn 2018. This will produce a more effective strategy that drives the right outcomes for the young people of Barnet. The changing context and needs of young residents has made a new plan a key priority. The proposal has taken place alongside an appraisal of the Children and Young People's Board and its purpose. Terms of reference and membership have been strengthened to increase effectiveness and enhance collaborative partnership working.

Barnet has signed a three-year partnership with UNICEF to deliver Child Rights Partners Programme across the borough, working in partnership to ensure that all children, including the most vulnerable, can be supported to grow up healthy, happy, safe and resilient. Over the next three years Barnet will be working towards six badges which will be assessed by UNICEF and will underpin the new CYPP.

³ Children at risk of sexual exploitation

⁴ Joint Strategic Needs Assessment

A Young People's Perception Survey is carried out every autumn. The study provides important insight on what young people think about living in the borough, their perception of the council and the services they receive; and also helps with understanding young people's priorities and concerns. The findings will be used to inform the new CYPP.

- 1.26 There are no key indicators linked to this priority in the Corporate Plan; and no high level risks.

Strategic issues/escalations

- 1.27 There are no strategic issues/escalations from CES Committee.

ADULTS AND SAFEGUARDING (A&S) COMMITTEE

Embedding strength-based practice

1.28 A programme of work to embed strength-based social care improvement has been reported monthly to a dedicated officer oversight group. This has included case audits, direct observations and reviews of supervision activity that ensure practitioners understand and follow strength-based principles. All panel authorisations have reviewed the proposed care package for strength-based principles and requested changes where required to ensure care is strength-based, with overall performance reported into the Delivery Unit leadership team.

The mental health enablement pathway has continued to receive high levels of referrals, especially into the Network team, which now has peer support workers. The pathway includes wellbeing opportunities such as the community garden and allotment. The employment and support contracts for adults with learning disabilities and mental health needs have been actively managed and developed by commissioners – employment for adults with mental health needs is at the quarterly target of 7.5% and for adults with learning disabilities is only three individuals short of the target (75 against a target of 78).

New admissions to residential care for both older and working age adults has remained low. Both the mental health and learning disabilities indicators for people living in stable accommodation/in their own homes are performing well against the quarterly target. Innovative work has been carried out by the strategic telecare partnership between the council and Argenti with residents in supported living to increase independence and dignity through the use of technology. Further work is now underway with students at Barnet and Southgate College's London Hub for Telecare to utilise new research and enhance the council's local offer.

The carers' support contracts are moving into the second year and a programme of carer reviews is being established with the external providers.

1.29 There are 11 key indicators linked to this priority in the Corporate Plan. Two are annual indicators and will be reported later in the year. Five have met the quarterly target; three cannot be reported because of difficulties reporting from case management system (Mosaic); and one has not met the quarterly target.

- **Adults with learning disabilities in paid employment (RAG rated AMBER) – 9.6% against a target of 10.3%.** 75 (against a target of 78) adults with learning disabilities in contact with the council's adult learning disabilities team were in paid employment in Q1, compared with 79 in Q4. Commissioners continue to work closely with employment support contract providers to ensure the service is accessible and meets needs. Learning Disabilities case reviews for the year will focus on adults with more complex needs but employment opportunities will be proactively identified with challenge provided by Assistant Directors at the weekly panel authorisation meeting to ensure these are considered where appropriate.

Indicator	Polarity	17/18 EOY	18/19 Target	Q1 18/19			Q1 17/18	Benchmarking
				Target	Result	DOT	Result	
Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	Smaller is Better	312.5	468.5 ⁵	122.5	63.6 (G)	↓ W +8%	58.9	Nearest Neighbours 404.2 England 610.7 (NASCIS, 2016/17)
Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64	Smaller is Better	3.2	12.0	3.0	1.2 (G)	↓ W	0.0	Nearest Neighbours 7.7 England 12.8 (NASCIS, 2016/17)
Adults with learning disabilities who live-in their own home or with their family	Bigger is Better	75%	72.5%	72.5%	75.3% (G)	↑ I +7.5%	70.0%	Nearest Neighbours 68.5% England 76.2% (NASCIS, 2016/17)
Adults with learning disabilities in paid employment	Bigger is Better	10.1%	10.9%	10.3%	9.6% (A)	↓ W -3%	9.9%	Nearest Neighbours 9.1% England 5.7% (NASCIS, 2016/17)
Adults with mental health needs in paid employment	Bigger is Better	6.7%	7.5%	7.5%	7.5% (G)	↓ W -1.3%	7.6%	No benchmark available
Adults with mental health needs who live independently, with or without support	Bigger is Better	82.4%	83%	83%	83.8% (G)	↑ I +0.8%	83.1%	No benchmark available
Contacts that result in a care package	Monitor	22.9%	Monitor	Monitor	No result ⁶	N/A	18.2%	No benchmark available
Service users receiving ongoing services with telecare	Bigger is Better	25.4%	26.5%	25.7%	No result ⁷	N/A	23.4%	No benchmark available

⁵ This target has been revised to bring it into line with the trajectory agreed in Better Care Fund monitoring.

⁶ This indicator cannot be reported because of difficulties with Mosaic configuration, reports and data quality.

⁷ This indicator cannot be reported because of difficulties with Mosaic configuration, reports and data quality.

Indicator	Polarity	17/18 EOY	18/19 Target	Q1 18/19			Q1 17/18	Benchmarking
				Target	Result	DOT	Result	
Instances of information, advice and guidance provided to carers	Bigger is Better	3874	3600	900	No result ⁸	N/A	724	No benchmark available

1.30 There are six high level risks linked to this priority. Two are strategic (STR) risks and four are service (AC = Adults and Communities) risks. Note that the case management system risk sits are strategic and service level.

- STR020 and AC028 - Lack of fully functioning case management system (residual risk score 20).** The programme plan has been revised to focus on meeting Adults and Communities' statutory duties and a review of the build and configuration is being undertaken. The delivery focus has been on safeguarding related activity, statutory reporting and budgetary control – this activity continues to be closely scrutinised by the Programme Board. Lessons learned from statutory reporting will improve the functioning of business processes and case recording. Work has been taken forward to help determine the long-term solution for customer billing. Data inputting backlogs have been reduced substantially. The commercial process is ongoing. Authority to procure a new implementation partner was agreed by Policy and Resources Committee in July 2018.
- STR007 - Significant adults safeguarding incident (residual risk score 15).** The risk controls include adherence to the London multi-agency safeguarding adults' policy and procedures; a training programme and supervision policy; practice standards; performance monitoring; quality assurance and audit programmes. The Safeguarding Adults Board reports annually to the Adults and Safeguarding Committee and the Health and Wellbeing Board. It should be noted that even with very effective management of the safeguarding process, a safeguarding incident could still occur.
- AC001 - Increased overspend to meet statutory duties (residual risk score 20).** Budget and performance monitoring and management controls are in place. Work to reduce addressable spend e.g. expenditure on agency staff has been carried out. The Priorities and Spending Review will identify future demand pressures, which the council will seek to reduce and manage. As part of this, strength-based practice will focus on reducing demand for services and finding more creative ways to manage complex need. The dedicated social care monies allocated by the Government have been assigned to priority areas of spend and preventative services as agreed by Adults and Safeguarding Committee in June 2017. A three per cent precept was agreed and applied to support the budget position in 2018/19. Demand for care services continues to increase and significant work has been undertaken to forecast likely demand for services in 2018/19. As a result, recovery planning is underway to avoid and mitigate an overspend position.
- AC002 - Failure of care provider (residual risk score 16).** A health and social care project group is leading development of a Care Home Strategy and an enhanced offer for care homes to deliver improved quality of services and reduce risk of failure. This is focused on a project to roll-out red bags to care homes and Significant Seven (S7) training to providers. S7 is a training tool which has been implemented in Barnet to support staff in the early identification of deterioration in the patient. Adults and Communities' Integrated

⁸ This indicator cannot be reported because of issues with Mosaic configuration, reports and data quality.

Care Quality team continues to work closely with providers to ensure any issues are quickly identified and escalated and providers are supported to resolve them. A joint approach to managing provider concerns is in place led by the primary commissioner as appropriate. Work continues to pilot joint approaches to monitoring the market across London as developed by London ADASS commissioning leads, and with regional sub groups the West London Alliance and the North Central London STP.

- **AC031 – Budget management (residual risk score 16).** Following the move to the new case management system, delays in resolving issues have limited the ability for the council to produce routine budget reports, which could result in budget issues not being identified and addressed in a timely fashion, leading to overspend. The permanent finance reporting solution for budget monitoring has been tested and used in Q1 forecasting and for the Adult Social Care Finance Return in place of the Mosaic standard report. Work has been undertaken to reduce backlogs in inputting and ensure financial information is up-to-date on Mosaic though there are still some issues with incomplete or untimely information. The finance build and service structure review, which will support financial reporting, was pushed back due to the focus on statutory reporting.

Integrating local health and social care

- 1.31 Delayed transfers of care have remained low and better than the national targets, with April and May 2018 seeing the lowest levels of social care delays in 18 months. The target set for Barnet Adult Social Care by the Department of Health and Social Care/ Ministry of Housing, Communities and Local Government was 2.03 delays per day per 100,000 population. Barnet Council has met this target in April and May 2018. It has also transpired that data submitted to NHS Digital by NHS providers in the past has not always been accurate in terms of Barnet Council's performance, so historical national data should be treated with caution in terms of target performance. A range of interventions help to manage delayed discharges, including maintenance of the discharge to assess pathway and co-location of brokerage staff with hospital teams to ensure quick sourcing of care. Heads of Service for the hospitals and mental health teams proactively manage delays, reporting into a weekly meeting with the Adults and Communities Director.

The council is working with NHS Barnet CCG on the Care Closer to Home programme. This programme has three aims: to increase GP access at evenings and weekends; to improve quality and reduce variation in quality in primary care; and to implement multi-disciplinary care based around groups of GP practices called Care Closer to Home Integrated Networks (CHINs). The first CHIN in Barnet is based in Burnt Oak and has improving the care of diabetes patients as its first goal. The CCG is aiming to have CHINs working across Barnet by the end of this financial year. The council has been working with the different CHINs by providing programme management, public health support, support with public and resident engagement and training primary care staff on how to access and signpost residents to prevention and community services offered by the council and the local voluntary sector. A prevention worker from adult social care is working with the second CHIN, to develop and test ways in which working more closely with primary care can reduce demand for adult social care and improve outcomes for residents.

The council continues to offer 'social prescribing' through the prevention and wellbeing team, practice health champions and its information and prevention commissioned services. In addition, officers are reviewing the potential for use of IT applications for social prescribing.

The Health and Wellbeing Board meeting in July 2018 concentrated on reviewing successes of the Health and Wellbeing Strategy over the last three years and agreed the focus for the next two years will be on the following priorities: Mental health and wellbeing; Healthy Weight; Care Closer to Home integration; and Improving Children’s Outcomes.

- 1.32 There are two key indicators linked to this priority in the Corporate Plan. Reducing Delayed Transfers of Care (DTC) has been a priority for Adult Social Care, with national targets set for DTC reduction in July 2017 and the improved Better Care Fund (iBCF) was linked to achieving this target. Performance on DTC improved throughout 2017/18 and both indicators met the quarterly target.

Indicator	Polarity	17/18 EOY	18/19 Target	Q1 18/19			Q1 17/18	Benchmarking
				Target	Result	DOT	Result	
Delayed transfers of care from hospital per day per 100,000 population (aged 18+) which are attributable to NHS and adult social care	Smaller is Better	9.4	6.84 ⁹	6.84	4.47 ¹⁰ (G)	N/A	N/A ¹¹	CIPFA Neighbours 6.39 London 6.36 England 10.13 (May 2018, Department of Health)
Delayed transfers of care from hospital per day per 100,000 population which are attributable to adult social care only	Smaller is Better	2.3	2.03 ¹²	2.03	0.81 (G)	N/A	N/A ¹³	CIPFA Neighbours 2.03 London 1.79 England 3.00 (May 2018, Department of Health)

- 1.33 There are no high level risks linked to this priority.

Additional priorities

- 1.34 There are two key indicators linked to the additional priority “**Improving leisure facilities and physical activity**”. One is from the Active Lives survey and will be reported in Q2. The **total number of leisure attendances** was reported to Adults and Safeguarding Committee in accordance with the Terms of Reference for the Committee. The result for the five leisure facilities operated by Greenwich Leisure Ltd was 284,972, slightly lower than the target of 290,750. This was due to fewer attendances than anticipated for some facilities such as the gym and swimming. Investments are being made into several facilities across the borough and plans are being developed to market these to increase membership and future attendance.

Indicator	Polarity	17/18 EOY	18/19 Target	Q1 18/19	Q1 17/18	Benchmarking
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⁹ The DTC targets are set by NHS England at a national level and were subject to revision when the Corporate Plan 2018/19 Addendum was published. Subsequently, the target has changed from 9.1 to 6.84.

¹⁰ Q1 2018/19 result is for May 2018. The NHS publication schedule for this data means there is a gap in reporting, with June 2018 data due to be released on the 9 August 2018.

¹¹ A new methodology was introduced for DTC indicators by the Department of Health in 2017/18, so results are not comparable.

¹² As above, the target has changed from 2.6 to 2.03.

¹³ As above, results are not comparable.

				Target	Result	DOT	Result	
Total number of leisure attendances	Bigger is Better	New for 18/19	1,163,000	290,750	284,972 (A)	New for 18/19	New for 18/19	No benchmark available

1.35 There is one high level risk linked to the additional priority “**Health and wellbeing**”, which was reported to Adults and Safeguarding Committee in accordance with the Terms of Reference for the Committee. This is a service (PH = Public Health) risk.

- **PH06 - Pandemic Influenza type disease outbreak (residual risk score 20)** - A Declaration of Pandemic Influenza by the World Health Organisation (WHO) could lead to severe resource and capacity issues for the council and partner agencies impacting on the delivery of services and the health protection of the borough’s residents. Pandemic Influenza is a national risk and is recorded on the Borough Resilience Forum Risk Registers for Barnet. Local Authority management of a Pandemic Influenza outbreak is in accordance with the council's category 1 statutory responsibilities and obligations, in line with the Civil Contingencies Act (2004). The service has mitigations in place in terms of the Pandemic Flu plan – signed off and circulated to all partners. Service leads are dialling in to the national flu conference call each week. The risk has reached its target risk score of 20 and no further local actions can be completed to reduce it further. The risk is being tolerated with the existing controls and mitigations in place. The risk score is as high as 20 because Pandemic Flu outbreaks occur in a cycle of 10 years and it is 9 years since the last pandemic. Therefore, it is considered by the WHO that a pandemic is highly likely to occur in the near to medium future.

Strategic issues/escalations

1.36 There are no strategic issues/escalations from A&S Committee.

ASSETS, REGENERATION AND GROWTH (ARG) COMMITTEE

Regenerating Brent Cross Cricklewood

- 1.37 **Brent Cross North** – Hammerson, the joint owner of the Brent Cross Shopping Centre with Aberdeen Standard Investments, issued their half year financial results to the London Stock Exchange along with their planned strategy update. Within this, they confirmed their decision to defer the start of works to expand the shopping centre. The claim against CPO1 was withdrawn.

Brent Cross Thameslink – the application for the new rail freight facility has been approved. CPO3 has been confirmed by the Secretary of State. This package of land is required for the Brent Cross Thameslink and Brent Cross South developments. The contract to carry out early works for the new sidings has been signed and works commenced at the end of July 2018. The main works will begin early in 2019 on all Thameslink packages subject to approval of the alternative funding strategy.

An initial review has been undertaken for the potential station on the West London Orbital Line to link into the Brent Cross West station and a number of options for platform configurations have been identified for further testing.

Brent Cross South – the claim against CPO2 was dismissed at the hearing on 5 July 2018 and CPO2 is now free from legal challenge. Planning approval was given for Plot 12 – the first new residential plot in Phase 2 South. The council is in pre-application discussions with the development partner in relation to the detailed designs for Plots 11 and 13.

- 1.38 There are no key indicators linked to this priority in the Corporate Plan; and no high level risks.

Increasing the housing supply

- 1.39 Work has progressed on the extra care schemes being delivered by Barnet Homes. **Stag House** - permission has been granted by the Court in June 2018 to obtain vacant possession of the commercial unit; but despite the appeal against the judgment being dismissed a request for an oral hearing has been made and is pending; and negotiations have concluded with the four residential leaseholders to surrender their leases to the council by way of private treaty acquisition. **Cheshir House** – the Royal Institute of British Architects (RIBA) stage 2, concept design, is now complete. **Ansell Court** - works on site have continued and the remedial piling works have been completed.

Planning consent has been given for 4282 new homes in **Colindale** and a further 680 homes are in the pipeline. 1744 homes were under construction in Q1 and 1593 homes were completed. A planning application from Redrow for a further 2576 homes by 2026 on the Peel site will be considered by Planning Committee in October 2018. Notting Hill Genesis are evaluating proposals to increase the density of the Concourse on the **Grahame Park Estate**, which will take the total new homes to 2000.

The **Stonegrove** scheme was completed in May 2018; and schemes at **Mill Hill East** and **West Hendon** are on track. Viability of the **Upper and Lower Fosters** scheme is under review due to key policy and design issues such as affordable housing targets, ratio of parking and housing density; and approval is being sought for capital investment. A CPO Public Inquiry is underway at **Granville Road**. Completion of Phase 2b at **Dollis Valley**

has been delayed until February 2019 (from December 2018); however, the affordable housing will be completed ahead of plan with 48 homes by January 2019.

1.40 There are five key indicators linked to this priority in the Corporate Plan and **affordable housing completions** (linked to another priority for Housing Committee) has been included for information. The **new homes completed** and **affordable housing completions** are 'Monitor only' indicators for the quarter; both have worsened since last year. **Statutory compliance with civic estate** is also a 'Monitor only' indicator for the quarter and shows a delay in planned inspections. One indicator has not met the quarterly target.

- **New homes completed** - the London Plan annual target for Barnet is 2349 and Barnet has projected that 3100 new homes will be completed in 2018/19. Surveys are undertaken in July/August of each year to confirm the number of completions in the preceding year, whereby progress on all outstanding planning consents is undertaken. The Q1 completions (65) is based on Building Control records and does not take into account the records of Approved Inspectors (private building control companies) or allow for a time-lapse in properties being completed and paperwork being recorded. New homes will only be counted as completed where a phase or the total development is completed, which means a number of completed new homes may not be counted until the wider scheme is at completion stage. The number of housing completions is also dependent on the number of schemes granted planning permission. In 2017/18, 3109 new homes recommended by officers for approval were refused by Planning Committee or the Mayor or London.
- **Affordable housing completions** - 10 affordable houses were completed in Q1 compared with 68 last year. The target of 294 is expected to be achieved by year-end.
- **Statutory compliance with civic estate** - shows that 238 out of 388 planned inspections were undertaken in Q1. The number of inspections was lower than planned due to a delay in mobilising the new contractor.
- **Income from the estate (RAG rated AMBER)** - £0.85m against a target of £0.93m. Some lease renewals and rent reviews planned to take place in Q1 were not completed due to longer than expected negotiations with tenants or lengthy legal clearance processes. Any lag in lease completions are expected to reduce close to zero by the end of the financial year.

Indicator	Polarity	17/18 EOY	18/19 Target	Q1 18/19			Q1 17/18	Benchmarking
				Target	Result	DOT	Result	
New homes completed	Bigger is Better	1,183 ¹⁴	3100	Monitor	65	↓ W -73%	241	No benchmark available
Affordable housing completions	Bigger is Better	303 ¹⁵	294	Monitor	10	↓ W -85%	68	No benchmark available

¹⁴ This is a provisional result (1,183) as at March 2018. Further information on completions will be added to the GLA database over the summer; and the final result will be published in the GLA Annual Monitoring Report in May 2019. The Q1 completions (65) is based on Building Control records and does not take into account records of Approved Inspectors (private building control companies) or allow for a time-lapse in properties being completed and paperwork being recorded.

¹⁵ This is a provisional result (303) as at March 2018. The final result will be published in the GLA Annual Monitoring Report in May 2019.

Indicator	Polarity	17/18 EOY	18/19 Target	Q1 18/19			Q1 17/18	Benchmarking
				Target	Result	DOT	Result	
Homes started on site through development pipeline programme	Bigger is Better	97	Monitor	Monitor	12	↑ I	0	No benchmark available
Statutory compliance with civic estate	Bigger is Better	N/A	100% (2052)	Monitor (388)	238	N/A	N/A ¹⁶	No benchmark available
Income from the estate (cumulative)	Bigger is Better	£4.05m	£3.70m ¹⁷	£0.93m	£0.85m (A)	↓ W -22%	£1.10m	No benchmark available
Running costs of estate (designated civic buildings only)	Smaller is Better	£5.03m	£4.54m	£1.14m	£1.03m (G)	↓ W +42%	£0.72m	No benchmark available

1.41 There are no high level risks linked to this priority.

Helping people into work

1.42 Universal Credit Full Service was rolled out in Barnet on 16 May 2018. Whilst Universal Credit has been available to single people since 2015 this further roll out will see more families and couples claiming Universal Credit. The Welfare Reform Task Force offers support to Universal Credit claimants with finding work, managing their claim online and monthly budgeting. They can also help residents to claim for discretionary funds such as Advance Payments, Discretionary Housing Payments, Crisis Fund and Discretionary Council Tax Relief. In Q1, the team supported 150 Universal Credit claimants with managing the transition to the new benefit. The council's employment projects have supported 160 people into work.

The council has continued to promote apprenticeships as a route to good work. In Q1, Barnet Homes and their sub-contractor Mears promoted 13 apprenticeship vacancies in housing, care, plumbing, electrician, gas and carpentry. The Children's Service, DWP and Cambridge Education have been working together to ensure that Barnet's care leavers are well placed to apply for local opportunities. Cambridge Education has arranged a motivational programme called 'Bridging the Gap' for those NEET¹⁸ young people who may need extra support.

1.43 There is one key indicator linked to this priority in the Corporate Plan. This is a 'Monitor only' indicator and has improved since last year.

Indicator	Polarity	17/18 EOY	18/19 Target	Q1 18/19			Q1 17/18	Benchmarking
				Target	Result	DOT	Result	
Unemployment (of people on out of work benefits)	Smaller is Better	4.4% (Jan – Dec 17)	Monitor	Monitor	4.3% (Apr 17 - Mar 18)	↑ I -14%	5.0% (Apr 16 - Mar 17)	London 5% National 4.3% (Apr 17 - Mar 18, Nomis)

¹⁶ 2017/18 programme covered five buildings. Q1 2017/18 result not available. 2018/19 programme covers 95 buildings.

¹⁷ Annual target revised from £3.046m to £3.70m after publication of Corporate Plan 2018/19 Addendum.

¹⁸ Not in Education, Employment or Training

1.44 There are no high level risks linked to this priority.

Strategic issues/escalations

1.45 There are no strategic issues/escalations from ARG Committee.

HOUSING COMMITTEE

Building compliance and fire safety

1.46 The replacement of the cladding system to the three blocks at Granville Road is progressing well and is ahead of schedule. A report recommending delivery of desirable fire safety works to high rise blocks was agreed by the Housing Committee in June 2018. This brings the total amount earmarked for fire safety works to £30m; however, it is anticipated that £7m will be made available from the Government for expenditure related to cladding replacement. The works will include the installation of sprinkler systems for blocks of flats with 10 or more floors and a single escape stairwell and the installation of fire detection systems. Surveying and design works to support the delivery of this programme has commenced.

The delivery of the initial phase of high priority fire safety works has been completed to blocks on the Whitefield Estate and Grahame Park. Mobilisation for works at Silk House and Shoelands Court is in progress. Work has also commenced on the development of a programme of fire safety works for low and medium-rise flats and the outcome will be reported to Housing Committee in October 2018.

To ensure that commercial tenants understand their responsibilities in relation to keeping buildings safe, a plan has been drafted that identifies measures for reviewing the leases and evaluating the implementation of necessary actions. Letters will be sent to tenants when the leases have been reviewed advising them to respond within 14 working days to confirm whether they have completed the recommended works from the last fire risk assessment or that they will carry out the works within an approved period. If there is no response to the letter, and if the lease allows it, the council will seek permission to enter the property to inspect and possibly carry out outstanding works and recharge the tenant. If tenants deny access then legal advice on potentially gaining injunctions to facilitate access will be sought. Advice is being sought from the London Fire Brigade on whether they can contact tenants in higher risk properties and issue formal notices to complete any outstanding work.

1.47 There are two key indicators linked to this priority in the Corporate Plan. Both indicators have met the quarterly target.

Indicator	Polarity	17/18 EOY	18/19 Target	Q1 18/19			Q1 17/18	Benchmarking
				Target	Result	DOT	Result	
Scheduled fire risk assessment completed (council housing) on time	Bigger is Better	96.7%	100%	100%	100% (G)	New for Q3	New for Q3	No benchmark available
Priority 0 and 1 fire safety actions completed on time	Bigger is Better	100%	90%	90%	100% (G)	New for Q3	New for Q3	No benchmark available

1.48 There are no high level risks linked to this priority.

Strategic issues/escalations

1.49 There are no strategic issues/escalations from Housing Committee.

ENVIRONMENT COMMITTEE

Modernising environmental services

1.50 Street Scene has focused on ensuring approval for 2018/19 budget pressures, including MTFs commitments of £750k and 2017/18 overspend. In June 2018, Environment Committee approved a package of savings and service changes, including 1) re-organisation of Recycling and Waste Rounds and changes to residents' collection dates; 2) stop separate household food waste collections; 3) removal of recycling bring sites; 4) Christmas and New Year collections and the winter suspension of Garden Waste Collection Service; 5) charging for replacement recycling and waste containers; and 6) time banded waste collection in town centres. The planning for these changes is now ongoing with roll-outs planned from July 2018 for Time Banding and Bring site removal and autumn 2018 for the reorganisation of Recycling and Waste Rounds. Street Scene has also committed to roll-out new recycling services for businesses across Barnet as part of its expanding offer.

1.51 There are three key indicators linked to this priority in the Corporate Plan. Two are annual indicators and will be reported later in the year. One indicator has not met the quarterly target:

- Household waste sent for reuse, recycling and composting (RAG rated RED)** – 32.6% against a target of 40.2% for Q4; and 36.9% against an annual target of 42% for EOY 2017/18. The year-end result was a shortfall of 5.1% and a drop of 0.49% compared to 2016/17 (37.4%). This reduction was consistent with many London Boroughs. London's recycling rate decline has been attributed to a multitude of reasons, most notably a transient population and high proportion of flats which also affect Barnet. In addition, there has been less recyclable material collected such as newspaper and recyclable packaging has become smaller and lighter. This has directly impacted on the tonnage of recycling collected, which has decreased by 2.2kg per household (from 91.8kg per household in 2016/17 to 89.6kg per household in 2017/18). Future work will focus on maximising performance of kerbside and estate dry recycling services; addressing the high levels of residual waste produced by households through communications and promotion of national campaigns; and joint working on waste prevention initiatives with North London Waste Authority.

Indicator	Polarity	17/18 EOY	17/18 Target	Q4 17/18			Q4 16/17	Benchmarking
				Target	Result	DOT	Result	
Household waste sent for reuse, recycling and composting	Bigger is Better	36.9%	42%	40.2%	32.6% (R)	↓ W -0.3%	32.7%	Rank 9 (out of 32 London Boroughs) (2017/18, Wasteflow)

1.52 There are no high level risks linked to this priority.

Delivering highways improvements

1.53 £7.2m was approved for Year 4 (2018/19) of the Network Recovery Plan (NRP), which covers carriageway resurfacing, micro asphalt surfacing and footway schemes. In Q1, 12 carriageways, eight micro asphalt surfacing and six footway schemes were completed. In

addition, the proactive patching programme on carriageways completed an average of over 100 square metres of patching daily using two machines.

The Direct Labour Organisation (DLO) was deployed to assist the contractor (Conway Aecom) with Category 1 works in six post code areas, which helped to improve performance in May 2018 and reduce subsequent reports in those areas. This support enabled Conway Aecom to programme their Category 2 and 3 works and reduce the level of backlog that has been an ongoing issue and cause for concern within the partnership. There continue to be ongoing issues with IT, especially the transfer of information, instructions and photographs between the council's (Exor) and Conway Aecom's (Icon) systems and the Hub (call centre). An action plan has been prepared to address this following a mini workshop and is being updated at regular meetings, including the two weekly contract meetings.

19 new Local Implementation Plan (LIP) schemes have been allocated resources. These include Traffic Management and Accident Reduction schemes; Minor Traffic Management schemes; Bus Stop accessibility improvements; School Travel Plan schemes; and Cycle schemes. Of the 19, nine will be implemented in 2018/19. The design for four of these schemes has commenced and consultation will take place in the autumn.

1.54 There are eight key indicators linked to this priority in the Corporate Plan. Three are annual indicators and will be reported later in the year. The **satisfaction with NRP repairs** are 'Monitor only' indicators for the quarter and have been provided for information. One indicator has met the quarterly target. Two indicators have not met the quarterly target.

- **Highways Category 1 defects rectification timescales completed on time (RAG rated RED)** – 60% against a target of 100%. A high volume of potholes was reported at the start of Q1 (April 2018) due to poor weather conditions. The DLO was deployed to assist the contractor, which helped to improve performance in May 2018. However, ongoing IT issues have continued to impact on performance and some of these issues remain unresolved.
- **Highways Category 2 defects rectification completed on time (RAG rated RED)** – 79.3% against a target of 100%. See comment above. In addition, a number of rectifications were not completed due to access issues and traffic management needed.

Indicator	Polarity	17/18 EOY	18/19 Target	Q1 18/19			Q1 17/18	Benchmarking
				Target	Result	DOT	Result	
Emergency defects rectification timescales completed on time	Bigger is Better	98.9%	100%	100%	100% (G)	→ S	100%	No benchmark available
Highways Category 1 defects rectification timescales completed on time (48 hours)	Bigger is Better	87.5%	100%	100%	60% (R)	↓ W -39%	99.2%	No benchmark available

Indicator	Polarity	17/18 EOY	18/19 Target	Q1 18/19			Q1 17/18	Benchmarking
				Target	Result	DOT	Result	
Highways Category 2 defects rectification completed on time	Bigger is Better	73%	100%	100%	79.3% (R)	N/A	N/A ¹⁹	No benchmark available
Satisfaction with NRP repairs – footways	Bigger is Better	New for 18/19	93%	Monitor	90% ²⁰	New for 18/19	New for 18/19	No benchmark available
Satisfaction with NRP repairs – carriageways	Bigger is Better	New for 18/19	90%	Monitor	80% ²¹	New for 18/19	New for 18/19	No benchmark available

1.55 There is one high level risk linked to this priority. This is a service (PI = Parking and Infrastructure) risk.

- **PI011 - Winter Service (residual risk score 15).** As a result of relocating the gritting depot from Barnet to Harrow there is a risk that the increased travel time will affect service delivery. Although the risk is limited to winter months, actions to manage the risk have continued such as viewing potential sites in Barnet and reviewing some of the gritting routes to see if these could be optimised (reduced) in size.

Strategic issues/escalations

1.56 There are no strategic issues/escalations from Environment Committee.

¹⁹ Data not reported for May or June 2018; therefore, no DOT provided.

²⁰ The Q1 2018/19 result refers to the survey undertaken in February 2018. The result provides baseline data for the 2018/19 target 93%. 101 surveys were completed for footways.

²¹ The Q1 2018/19 result refers to the survey undertaken in February 2018. The result provides baseline data for the 2018/19 target 90%. 118 surveys were completed for carriageways.

COMMUNITY LEADERSHIP AND LIBRARIES (CLL) COMMITTEE

Safer communities

1.57 Together with Barnet Police and Barnet Neighbourhood Watch, the council has been promoting OWL (Online Watch Link) – a web application through which residents can get up-to-date crime prevention advice and reassurance from Neighbourhood Watch and Neighbourhood Policing Teams. The launch and promotion of the OWL app has resulted in a substantial increase in the number of Neighbourhood Watches (from 964 in February 2018 to 2514 in July 2018).

The Barnet Zero Tolerance to Hate Crime Project brings together the council, Police, Barnet Mencap and other community and voluntary sector partners to increase the profile and reach of Barnet's Hate Crime reporting centres. The reporting centres support people who have been victims of hate crime to report it. In Q1, the project has delivered seven training sessions to staff in the reporting centres, as well as additional training sessions to frontline staff across partnership agencies. In addition, the project held four Hate Crime Awareness Raising workshops with residents and service users.

Areas in Barnet subjected to persistent crime and anti-social behaviour have continued to be targeted through a multi-agency response. In Q1, enhanced focus has been given to persistent environmental crime hotspot locations; combining preventative work (including use of signage to deter anti-social behaviour, and consultation and engagement with residents and business) with enforcement action. Recent enforcement action has included the seizure of multiple vehicles for their involvement in fly tipping in the borough.

The Barnet Safer Communities Strategy has been refreshed and now includes a priority that: 'Barnet Safer Communities Partnership provides a co-ordinated multi-agency response to Violence, vulnerability and the criminal exploitation of children and vulnerable adults.'

1.58 There are three key indicators linked to this priority in the Corporate Plan. These are 'Monitor only' indicators and all have worsened since last year.

- **Overall crime rate in Barnet** – 70.4 compared to 66.9 last year. Whilst crime has increased in Barnet, this is in line with other London Boroughs. Barnet remains the 8th lowest London Borough for overall crime and has the 2nd lowest rate of violent crime in the capital. The increase in violent crime in some other London Boroughs such as knife crime has not been reflected in Barnet.
- **Racist and religious hate crime** – 723 compared to 717 last year. The level of hate crime reported is at a stable level and within the range reported within the past 12 months.
- **Proven re-offending rate** – 26.2% compared with 19.6% last year. It is difficult to ascertain the reasons why reoffending has increased in Barnet and nationally. Reducing reoffending is part of ongoing work with partners such as the Met Police, National Probation Service and the Community Rehabilitation Company.

Indicator	Polarity	17/18 EOY	18/19 Target	Q1 18/19			Q1 17/18	Benchmarking
				Target	Result	DOT	Result	

Indicator	Polarity	17/18 EOY	18/19 Target	Q1 18/19			Q1 17/18	Benchmarking
				Target	Result	DOT	Result	
Overall crime rate in Barnet (total notifiable offences)	Smaller is Better	71.8 ²²	Sustain reductions	Sustain reductions	70.4 ²³	↓ W +5.2%	66.9	London 93.1 (May 2017-May 2018, Met Police)
Number of racist and religious hate crime	Smaller is Better	815	Monitor	Monitor	723 ²⁴	↓ W +0.8%	717	No benchmark available
Proven re-offending rate	Smaller is Better	29.1%	Monitor	Monitor	26.2% ²⁵	↓ W +34%	19.6%	London 27.7% National 28.7% (Apr-Jun 2016, Ministry of Justice)

1.59 There is one high level risk linked to this priority. This is a strategic (STR) risk.

- **STR024 - Tri-borough reorganisation of the Met Police (residual risk score 15).** The Safer Communities Partnership Board monitors quarterly performance on police demand pressures and response times and holds regular meetings with the Met Police borough commander. Additional actions to manage the risk include closer working with Harrow and Brent councils at the Chief Executive and senior management level, and intensive monitoring during the implementation period. The decision has been made that the police will have two bases for response, including retaining the Barnet base in Colindale.

Tackling issues with domestic violence, mental health and substance misuse

1.60 As part of the Violence Against Women and Girls (VAWG) Strategy, the council has been investing in frontline services that support victims, including Domestic Violence (DV) Refuges, advocacy services, case management panel for high risk DV cases (DV MARAC) and in behaviour change programmes for perpetrators. The referral pathways from across the partnership into the perpetrator programme have been strengthened, resulting in a substantial increase in the rate of referrals.

Through the Identification and Referral to Improve Safety (IRIS) project, the council has been working closely with Primary Health care practitioners to increase awareness of the signs of domestic abuse and the referral pathways available to support victims.

1.61 There is one key indicator linked to this priority in the Corporate Plan. This is a 'Monitor only' indicator and has worsened since last year.

- **Sanction detection rate of domestic abuse – 23%** compared with 30% last year. The reduction in sanction rate for domestic violence has been seen London wide; although the rate in Barnet is lower than the London rate. This reduction has been occurring over the past two years. The Police are continuing efforts to ensure opportunities are taken to capture evidence to support prosecution in cases of domestic abuse, including through the use of body cameras on police officers.

²² 71.8 per 1000, 12 months to 31 March 2018.

²³ Rolling 12 months to May 2018.

²⁴ Rolling 12 months to June 2018.

²⁵ Rolling 12 months to June 2018 (data refers to July 2015 – June 2016)

Indicator	Polarity	17/18 EOY	18/19 Target	Q1 18/19			Q1 17/18	Benchmarking
				Target	Result	DOT	Result	
Sanction detection rate of domestic abuse - violence with injury offences	Bigger is Better	23.4%	Monitor	Monitor	23% ²⁶	↓ W -24%	30%	London 29% (May 2017-May 2018, Met Police)

1.62 There are no high level risks linked to this priority.

Strategic issues/escalations

1.63 There are no strategic issues/escalations from CLL Committee.

²⁶ Rolling 12 months to May 2018.

POLICY AND RESOURCES (P&R) COMMITTEE

Implementing The Way We Work programme

- 1.64 This programme focuses on preparing the council's workforce for the office move to Colindale, including ensuring staff have the right tools to be able to work from any location across the borough; and delivering the accommodation and travel arrangements that will enable staff to work effectively.

Work has continued on the build of the new office and staff are expected to start relocating in the New Year. The roll-out of Office 365 tools has progressed. In Q1, 73% of staff were using Office 2016 and Skype for Business; and 66% of staff were using Skype telephony instead of desk phones. Approximately 650 staff attended Skype training sessions in May and June 2018. Over the Easter weekend, more than 3000 individual and 1000 shared mailboxes were migrated onto the cloud, giving a significant increase in storage capacity. Following this change to mailbox storage, some issues were identified regarding shared mailboxes.

Following a pilot, Policy and Resources Committee approved a phased roll-out of SharePoint as an electronic document management system (EDMS) beginning with 300 staff across a number of services.

The TW3 Development Programme was launched in May 2018 with training sessions for managers. These focused on how to transition to modern working methods whilst striking the right balance between more flexible working and developing the team and team culture. A new monthly TW3 Manager's Briefing has been published to provide updates on TW3 and as a call to action for any required participation from staff.

- 1.65 There are no key indicators linked to this priority in the Corporate Plan; and no high level risks linked to this priority.

Continuing to improve customer services

- 1.66 The customer transformation programme is in its second phase and has been working with residents on the design for the new website, due to launch later in the year. There has been an upgrade to My Account to improve functionality and respond to resident feedback. A range of surveys have been carried out to better identify barriers residents face accessing online services and help define support to overcome these. Telephony contact volumes fell by 8 per cent in Q1 (287k) compared with Q4 (264k).
- 1.67 There are three key indicators linked to this priority in the Corporate Plan. Two indicators have not met the quarterly target:
- **Satisfaction with the council's website (RAG rated RED)** – 32% against a target of 55%. Satisfaction has declined slightly from Q4 (36%). A working group has been established, with officers from the web team, customer service and relevant CSG sections who are working together to identify and address the issues that are driving dissatisfaction. This is being treated as a priority. There will be a report to Financial Performance and Contracts Committee in October 2018 to discuss the findings and assess the actions taken and planned.
 - **Customer cases closed within agreed timescales (RAG rated AMBER)** – 89% against a target of 94%. Performance was affected by Street Scene where only 62% of cases

were closed within the agreed timescales. A resolution had been provided to customers but due to resource issues the administrative task of closing the cases on the system was not completed on time. Revenues and Benefits was also slightly below target at 92%. As this service accounts for 71% of all cases, this has impacted on the overall performance.

Indicator	Polarity	17/18 EOY	18/19 Target	Q1 18/19			Q1 17/18	Benchmarking
				Target	Result	DOT	Result	
Overall satisfaction with customer services (excl. web satisfaction)	Bigger is Better	91%	89%	89%	90% (G)	→ S	90%	No benchmark available
Satisfaction with the council's website	Bigger is Better	48%	55%	52%	32% (R)	↓ W -42%	55%	No benchmark available
Customer cases closed within agreed timescales	Bigger is Better	91% (Q4 17/18)	94%	94%	89% (A)	↑ I +7%	83%	No benchmark available

1.68 There are no high level risks linked to this priority.

Medium and long term strategic planning

1.69 The council needs to save £62million over the next five years. Significant work has been undertaken to resolve this gap and address the medium-term challenge of financial sustainability. A refreshed Priorities and Spending Review (PSR) was initiated in autumn 2017 to explore options for addressing the financial gap to 2024. Shortlisted options have been developed into outline business cases with indicative financial benefits and these are shaping options for the Medium Term Financial Strategy (MTFS) and new corporate plan that will set out the council's priorities for the next five years (2019-2024). The draft corporate plan was available for public consultation between July and September 2018; and the MTFS will be available for public consultation between December and January 2019. The final documents will go to Full Council in March 2019.

1.70 There are four key indicators linked to this priority in the Corporate Plan. Two are annual indicators and will be reported later in the year. The remaining two indicators are 'Monitor only' and have shown a slight improvement on last year (+0.2% and +0.1% variation).

Indicator	Polarity	17/18 EOY	18/19 Target	Q1 18/19			Q1 17/18	Benchmarking
				Target	Result	DOT	Result	
Council tax collection (Not in-year)	Bigger is Better	98.6%	98.5% (4-year target)	Monitor	98.6%	↑ I +0.2%	98.4%	Outer London 97.0% (2016/17, DCLG)
Business rate collection (Not in-year)	Bigger is Better	99.4%	99.0% (4-year target)	Monitor	99.2%	↑ I +0.1%	99.1%	Outer London 98.6% (2016/17, DCLG)

1.71 There are six high level risks linked to this priority. Three are strategic (STR) risks and three are joint (CSG = Customer and Support Group) risks.

- **STR004 - Future financial pressures and funding uncertainty (residual risk score 20).** The Medium Term Financial Strategy (MTFS) for 2018/19 to 2020/21 has identified a significant budget gap. As a result, the Priorities and Spending Review has been re-focused and an enhanced finance and business planning process put in place. The outcomes of this work will lead to a revised and updated MTFS from November 2018. Financial recovery plans have been developed to address the end of year overspends.
- **STR003 - Delivery of transformation programmes (residual risk score 15).** The governance structure and finance and business planning process support delivery of transformation programmes, with member challenge through Committees. The resources available to transformation programmes are continually monitored, with project management methodology regularly updated to incorporate audit recommendations and lessons learned. Key projects and programmes within the transformation portfolio have the required resources allocated to them to deliver against project and programme plans and resourcing has been reviewed this quarter. Further work has been undertaken in relation to benefits identification and realisation for key projects, in line with the recommendations of the benefits audit.
- **STR023 - Commercial viability of strategic suppliers (residual risk score 15).** A contract management framework and policy/procedures for commercial activity are in place to manage this risk. Contract monitoring takes place monthly, with quarterly reporting to the Financial Performance and Contracts Committee. The contract register is kept under review with checks on financial status of strategic suppliers. Contract management arrangements are in place, including indicators to identify financial stress. Work is underway to collate information on staffing, systems etc. which is required to inform further development of provisional business continuity plans already in place. A provisional date has been set for the end of September 2018 for completion of the planned actions
- **CSG07 - Quality of CSG finance support falls below required standard (residual risk score 20 – increased from 9).** Challenges remain with the quality and consistency of finance support. Additional capacity has been commissioned to focus on internal controls and the Brent Cross project; as well as the revenue and capital budget monitoring processes to improve the accuracy of financial forecasts. The team should also benefit from additional capacity from October 2018, with the recruitment of secondees from central government. However, risks remain within the capital programme and budget monitoring processes. Improved support is also being provided to Integra users, including on purchase to pay and general ledger/budget monitoring.
- **CSG056 - Pension scheme member data inaccurate (residual risk score 16).** The conditional data analysis has been completed and work has continued on the data cleanse to ensure scheme member data is up-to-date. The quality of membership data has improved but is still not at the required standard; and there remain issues with the timeliness in provision of membership data to enable the accounts to be put together. Planning is underway between Pensions Administration, Finance and the Scheme actuary for the triennial valuation in early 2019.
- **CSG057 - Pension administration getting accurate data (residual risk score 16).** A communication plan was approved by the Local Pension Board in June 2018. 447 of circa 9,000 Annual Benefit Statements were not issued on time due to outstanding queries with employers (e.g. schools). The Pensions team and the council's lead officer for pensions continue to engage with these employers to encourage them to provide the necessary information to enable statements to be issued. An employer forum is scheduled for October 2018 and the website is being updated with procedures manuals for employers

and FAQ for scheme members. The Local Pensions Board has also agreed to take a more robust approach with employers who fail to comply with pensions regulations and the provision of employee information to the Pensions team.

Additional priorities

1.72 Policy and Resources Committee has two additional priorities in the Corporate Plan: “**A culture of transparency and accountability for personal information**” and “**Emergency planning, preparedness and response**”, which has moved across from Community Leadership and Libraries Committee (see table 10). An update on these additional priorities is provided in paragraphs 1.72 to 1.75.

Table 10: Additional priorities for 2018/19

Priorities	Key activities
A culture of transparency and accountability for personal information	<ul style="list-style-type: none"> • Meet obligations under data protection legislation to be accountable and transparent in how personal information of customers and employees is handled • Embed consideration of privacy in council processes and at the outset of projects
Emergency planning, preparedness and response	<ul style="list-style-type: none"> • Continue work through the Barnet Borough Resilience Forum (BBRF), jointly leading partners with London Fire Brigade to plan and prepare for emergencies both strategically and operationally by involving multi-agency resilience partners in targeted planning, training and exercising • Work with other responders via the BBRF to create impetus for community resilience to enhance initiatives to improve public understanding of and involvement in emergency planning across the borough • Through targeted warning and informing messages, the BBRF are encouraging local communities to become involved in emergency planning, preparedness, resilience, and response to local incidents • Share information with resilience partners to ensure a multi-agency approach to identifying and supporting vulnerable residents during emergency situations, with a clear focus on prevention and partnership working

A culture of transparency and accountability for personal information

1.73 The council has been undertaking a project for GDPR/Data Protection Act 2018 compliance. A key piece of work for data protection transparency, the council has updated its main privacy notice on the website with the more detailed privacy notices for each service in progress. Services have been working with the Information Management Team to review and amend forms to increase transparency to our residents and service users on our use of their personal data. E-learning has been rolled out across retained council staff with further internal communications planned. Additional and specific training has been provided to a number of teams and groups including adult social care, service link officers and safeguarding groups. Revision of the council's information management policy framework is in progress. Officers from both LBB and the Capita Partnership Transformation Team have been working well on compliance for CSG and Re services. Resourcing has impacted both the GDPR project and the day to day data protection work. An interim Data Protection Officer (DPO) is in post under informal secondment until the appointed DPO is available in August. Resourcing risk will remain high at this time due to volume of work.

1.74 There are no indicators and no high level risks linked to this priority.

Emergency planning, preparedness and response

- 1.75 The Emergency Planning team responded to a range of incidents in Q1, including the collapse of a steel girder and parapet wall over four shops onto pavement in Brent Street; and the controlled detonation of an unexploded bomb on Met Police land in Colindale.

An audit of Emergency Planning was completed in April 2018 and given Reasonable assurance. This was reported to Policy and Resources Committee in June 2018. Following a request by the Leader at Policy and Resources Committee, the GLA information and guidance document for Members wishing to be involved during emergencies was re-circulated.

Business Continuity (BC) evidence has been submitted to the Auditor who seemed satisfied with the general standard of BC planning and arrangements, in particular the level of BC engagement across the council and partners.

'Emergency Planning 2020' validation sessions were organised by London Resilience in April 2018 to ensure standardisation guidance and arrangements make effective use of limited Emergency Planning resources across London, particularly related to Emergency Control Centre arrangements, Local Authority Liaison Officer (LALO) training and Emergency Centre processes, and Rest Centre volunteer training.

Learning sessions were held with Emergency Response Team volunteers, including Strategic Gold Directors, Incident Controllers, LALOs and Rest Centre Managers, which covered developments in the Standardisation project, recent incidents and learning to build both resilience and continuity of response during incidents.

- 1.76 There are no indicators and no high level risks linked to this priority.

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 6 March 2018.

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 The report provides an overview of performance for Q1 2018/19, including budget forecasts, staffing, progress on activities, performance of key indicators and any high level risks. Due to the timing of this Committee, where more up-to-date information is available this has been included in the report, for example Period 5 (August 2018) budget forecasts.
- 5.1.2 The Q1 2018/19 results for all Corporate Plan indicators are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>
- 5.1.3 Robust budget, performance and risk 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.
- 5.1.4 Relevant council strategies and policies include the following:
- Corporate Plan 2015-2020
 - Corporate Plan - 2016/17, 2017/18 and 2018/19 Addendums
 - Medium Term Financial Strategy
 - Performance and Risk Management Frameworks
- 5.1.5 The priorities of the council are aligned to the delivery of the Health and Wellbeing Strategy.

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

- 5.2 The budget forecasts are included in the report. More detailed information on financial performance will be provided to Financial Performance and Contracts Committee.

5.3 Social Value

- 5.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders. The council's contract management framework oversees that contracts deliver the expected services to the expected quality for the agreed cost. Requirements for a contractor to deliver activities in line with Social

Value will be monitored through this contract management process.

5.4 Legal and Constitutional References

5.4.1 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.

5.4.2 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.

5.4.3 The council’s Constitution, Article 7 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Policy and Resources Committee:

(1) To be responsible for:

- Strategic policy, finance and corporate risk management including recommending: Capital and Revenue Budget; Medium Term Financial Strategy; and Corporate Plan to Full Council
- Finance including:
 - Treasury management Local taxation
 - Insurance
 - Corporate procurement
 - Grants
 - Writing-off debt
 - Virements
 - Effective use of resources
- Procurement Forward Plan
- Local Plans (except for matters reserved to Full Council)
- Information Technology
- Strategic Partnerships
- Customer Services and Resident Engagement
- Emergency Planning

(2) To be responsible for those matters not specifically allocated to any other committee affecting the affairs of the Council.

(3) Consider for approval budget and business plan of the Barnet Group Ltd.

(4) To determine fees and charges for services which are the responsibility of the committee.

5.4.4 The council’s Financial Regulations can be found at:

<http://barnet.moderngov.co.uk/documents/s46515/17FinancialRegulations.doc.pdf>

5.4.5 Section 2.4.3 states that amendments to the revenue budget can only be made with approval as per the scheme of virements table below:

Virements for allocation from contingency for amounts up to and including £250,000 must be approved by the Chief Finance 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 approved bottom line are approved by the Service Director
Virements between services (excluding contingency allocations) up to and including a value of £50,000 must be approved by the relevant Chief Officers
Virements between services (excluding contingency allocations) over £50,000 and up to and including £250,000 must be approved by the relevant 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.

5.5 Risk Management

- 5.5.1 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.
- 5.5.2 The revised forecast level of balances needs to be considered in light of the risk identified in 5.4.1 above.

5.6 Equalities and Diversity

- 5.6.1 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.
- 5.6.2 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.
- 5.6.3 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.

- 5.6.4 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.

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

5.7 Corporate Parenting

5.7.1 In line with the Children and Social Work Act 2017, the council has a duty to consider the Corporate Parenting Principles when exercising its functions in relation to looked after children and young people. These are:

- To act in the best interests, and promote the physical and mental health and wellbeing, of those children and young people
- To encourage those children and young people to express their views, wishes and feelings
- To take into account the views, wishes and feelings of those children and young people
- To help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners
- To promote high aspirations, and seek to secure the best outcomes, for those children and young people
- For those children and young people to be safe, and for stability in their home lives, relationships and education or work
- To prepare those children and young people for adulthood and independent living.

5.7.2 As part of the Ofsted improvement journey the following actions have been taken:

- Ongoing learning and development for Members and senior officers to ensure there is a clear understanding of their duties and responsibilities to children in care and care leavers. The last training session for Members was delivered on 31 May 2018
- Development of a Local Offer for care leavers, which will be published in January 2019
- Council tax relief for care leavers to help them transition to independence through the provision of guaranteed relief in their first two years of independent living.
- An annual report on Barnet's Corporate Parenting Pledge will be presented to the Corporate Parenting Advisory Panel in September 2018.

5.8 Consultation and Engagement

5.8.1 During the process of formulating budget and Corporate Plan proposals for 2015-2020 onwards, four phases of consultation took place:

Phase	Date	Summary
Phase 1: Setting out the challenge	Summer 2013	The council forecast that its budget would reduce by a further £72m between 2016/17 and 2019/20, setting the scene for the PSR consultation
Phase 2: PSR consultation to inform development of options	October 2013 - June 2014	Engagement through Citizen's Panel Workshops which focused on stakeholder priorities and how they would want the council to approach the Priorities and Spending Review An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.

Phase	Date	Summary
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 ²⁷ of council services. An online survey (17 December 2014 – 11 February 2015)

5.9 Insight

5.9.1 The report identifies key budget, performance and risk information in relation to the Corporate Plan 2018/19 Addendum.

6 BACKGROUND PAPERS

- 6.1 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>
- 6.2 Council, 14 April 2015 (Decision item 13.3) – approved Corporate Plan 2015-2020.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=7820&Ver=4>
- 6.3 Council, 4 April 2016 (Decision item 13.1) – approved 2016/17 addendum to Corporate Plan.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8344&Ver=4>
- 6.4 Council, 7 March 2017 – approved 2017/18 addendum to Corporate Plan.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8819&Ver=4>
- 6.5 Council, 6 March 2018 – approved 2018/19 addendum to Corporate Plan.
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=9162&Ver=4>

²⁷ 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.