

## POLICY AND RESOURCES (P&amp;R) COMMITTEE DELIVERY PLAN

## 1. INTRODUCTION

- 1.1 This report provides a **thematic overview of performance** for **Q1 2019/20** focusing on the MTFS savings and activities to deliver the **priorities** in the **Policy and Resources (P&R) Committee Annual Delivery Plan**, which can be found online at:  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9461&Ver=4>

## 2. SAVINGS

- 2.1 The total amount of **savings** identified for P&R Committee in 2019/20 is **£2.312m**. This is shown in table 1.

Table 1: Savings forecast delivery (Q1 2019/20)

Ref	Service area	Description of Savings	Savings for 19/20	Q1 19/20 Forecast	Comment
P&R4	CSG	Capita contract price reduction	640	640	Reduction in contract price is contractual and has been delivered.
P&R4a	CSG	Further Capita contract savings	400	165	Delay in the new Service Model being implemented due to delays to Colindale and the website launch has impacted the ability to reduce resources earlier. A new service model is proposed to come in on 1 September. If this is approved then the underachievement of saving would be £165k; the service is reviewing options to plug this gap including not backfilling posts.
P&R5	Central expenses	Insurance contract renegotiation	22	22	
P&R6	Commissioning Group	Senior management changes (NB only counting savings in Commissioning Group here)	750	750	Restructure implemented.
P&R7	Commissioning Group	Reconfigure Communications & Strategy team and reduce running costs	183	183	Saving is dependent on recruitment of permanent staff to new structure, currently using interims, there is also an element of income.
P&R9	Cross-cutting Commissioning	Economies of scale from joined up professional support services	297	297	Saving deleted - funded from contingency.

Ref	Service area	Description of Savings	Savings for 19/20	Q1 19/20 Forecast	Comment
P&R21	Assurance	Stop refreshments for committee meetings	0.5	0.5	
P&R22	Assurance	Stop rental costs for member surgeries & use council owned / free premises	4	4	
P&R23	Assurance	Stop funding of BT lines for elected members	16	0	Savings delayed by 1 year due to contract timing.
<b>GRAND TOTAL</b>			<b>2,312</b>	<b>2,062</b>	

### 3. PRIORITIES

3.1 This section provides an update on the Committee's priorities as follows:

- A summary of progress on Actions<sup>1</sup> to deliver the priority
- Performance of Key Performance Indicators (KPIs)<sup>2</sup>
- Risks to delivering the Actions and priority
- High (15 to 25) level risks from the Corporate Risk Register<sup>3</sup>

3.2 The Q1 performance for each of the Committee's priorities is shown in table 2. This reflects the *overall performance on Actions, KPIs and Risks*<sup>4</sup> for each priority.

**Table 2: Priorities for P&R Committee**

Section	Committee Priority	Q1 Performance
4.	Ensuring we have strong financial management	Satisfactory
5.	Continuing to improve customer services	Satisfactory
6.	Continuing to work effectively with strategic partners	Good
7.	Planning strategically to enable Barnet to grow and meet the needs of residents	Limited
8.	Being resilient as a local authority	Good
9.	Ensuring residents are treated equally, with understanding and respect, and all have access to quality services	Satisfactory

<sup>1</sup> A Summary of the Actions is provided for each priority. These are RAG rated as follows: Complete or Good progress = **GREEN** (where no Actions RAG rated RED); Satisfactory progress = **AMBER** (where no more than one Action RAG rated RED) or Limited progress = **RED** (where two or more Actions RAG rated RED).

<sup>2</sup> KPI 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 19/20 result minus Q1 18/19 result equals difference; then difference divided by Q1 18/19 result multiplied by 100 = percentage variation. Any results not for Q1 19/20 are illustrated by (s) snapshot at end of year or (r) rolling 12 months.

<sup>3</sup> The Corporate Risk Register includes strategic risks (strategic and business critical risks) and high (15 to 25) 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 19/20 Corporate Risk Register provides a snapshot in time (as at end June 2019). The risk ratings are: Low = 1 to 3 (**GREEN**); Medium/Low = 4 to 6 (**YELLOW**); Medium/High = 8 to 12 (**AMBER**); and High = 15 to 25 (**RED**).

<sup>4</sup> The Overall Performance reflects Actions, KPIs and Risks as follows: Complete or Good progress = **GREEN** (where no Actions or KPIs RAG rated RED and no more than one high level risk); Satisfactory progress = **AMBER** (where no more than one Action or KPIs RAG rated RED and/or no more than two high level risks) or Limited progress = **RED** (where two or more Actions or KPIs RAG rated RED and/or more than two high level risks).

4. Ensuring we have strong financial management	Q1 Overall Performance
	Satisfactory

#### 4.1 Summary of Actions **Satisfactory progress**

- 4.1.1 The Q1 budget position showed an overspend of £6.022m (see Strategic Performance Report for more detail). There are plans in place to manage the financial position to achieve the target. Monthly monitoring is undertaken and corrective actions identified where required.
- 4.1.2 In Q1, 44% of savings had been delivered. There are some areas where the savings target is not achievable in the current year. In such instances, alternative savings proposals are being explored.
- 4.1.3 There were six high priority audit actions that were due to be implemented in Q1 that related to financial risk. Of these, only three of six (50%) were fully implemented within the quarter. The three remaining actions relate to Pensions Admin, Treasury Management - Bankline Access and Schools Payroll. Overall, 16 of 22 high (74%) priority audit actions were implemented in Q1.
- 4.1.4 A number of Corporate Anti-Fraud Team (CAFT) investigations were closed in Q1: 21 corporate fraud cases were closed; 62 concessionary travel fraud cases were closed; one financial investigation was closed; and 111 tenancy fraud cases were closed. These were reported to Audit Committee on 16 July 2019. The report can be found on the website at: <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=144&MId=9846&Ver=4>

#### 4.2 KPIs

- 4.2.1 There are five KPIs for this priority, which monitor strong financial management. Four KPIs are Monitor only for Q1. One KPI did not meet the Q1 target.
- **Implemented high and medium audit recommendations relating to fundamental financial systems (RAG rated RED) – 50% against a target of 90%.** Three of six high audit recommendations relating to finance were implemented in Q1. The outstanding audit recommendations relate to Pension Administration, Bankline Access and Schools Payroll. Revised target dates within Q2 have been agreed and implementation will be confirmed by Internal Audit in August and September 2019.

Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19 Result	Benchmarking
				Target	Result	DOT		
Outturn is within £1m of the budget	Smaller is Better	New for 19/20	<£1m	Monitor	£6.022m	New for 19/20	New for 19/20	No benchmark available
In-year incoming resources balanced to outgoing resources	Smaller is Better	New for 19/20	-£4.2m	Monitor	-£5.357m	New for 19/20	New for 19/20	No benchmark available
Budget savings being delivered	Bigger is Better	New for 19/20	Monitor	Monitor	40%	New for 19/20	New for 19/20	No benchmark available

Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19	Benchmarking
				Target	Result	DOT	Result	
High and medium audit recommendations issued relating to fundamental financial systems <sup>5</sup>	Smaller is Better	New for 19/20	Monitor	Monitor	3 <sup>6</sup>	New for 19/20	New for 19/20	No benchmark available
Implemented high and medium audit recommendations relating to fundamental financial systems	Bigger is better	New for 19/20	90%	90%	50% <sup>7</sup> (R)	New for 19/20	New for 19/20	No benchmark available

### 4.3 Risks

4.3.1 There are three risks to delivery of the actions for this priority. These have been assessed at a high (15 to 25) level and have controls/mitigations in place to manage the risks.

- **FIN001 - Impact of political uncertainty on Finances (risk score 20).** This was a new risk for Q1. The uncertainty of the national and regional political landscape, legislative changes and local government funding changes that affect council services could lead to further reduction of the multi-year budget. The Council Management Team has identified actions to help mitigate the existing overspend such as actively managing budgets in line with financial regulations. Action plans for savings are currently being developed and are expected by July 2019.
- **FIN002 - Implementation of 2019/20 savings (risk score 20).** If the MTFS savings identified for 2019/20 are not fully implemented this could lead to non-achievement of MTFS targets and an overspend on the revenue budget. Monthly budget monitoring processes are in place to supervise the budget, Budget monitoring with Finance partners and reporting progress on implementation and risks to CMT and Policy and Resources Committee throughout 2019/20. Following the insourcing of Strategic Finance on 1 April 2019 and refresh of the strategic risk register, this risk was moved from the strategic risk register to the Finance risk register.
- **FIN003 - Financial controls (risk score 15).** Ineffective internal controls, governance arrangements, or policies and procedures could lead to an increased risk of the council being unable to prevent an incident of organised or high value fraud, bribery or corruption. Following a review of internal controls in 2018 by Grant Thornton, an action plan was developed. Testing of the action plan has been ongoing with monitoring occurring in June 2019. Following the insourcing of Strategic Finance on 1 April 2019 and refresh of the strategic risk register, this risk was moved from the strategic risk register to the Finance risk register.

<sup>5</sup> This KPI measures new high and medium audit recommendations raised in the quarter, whereas the other indicator is about recommendations that have been implemented (but may have been raised in the previous quarter or even longer ago).

<sup>6</sup> The 'Pension Fund Finance and Investment' audit resulted in two high and one medium recommendation. The high priority recommendations related to Monitoring of contributions and Admission agreements, bonds and cessation agreements. The medium priority recommendation related to Collection of strain contributions.

<sup>7</sup> The result relates to high audit recommendations only in Q1.

4.3.2 In addition to the risks in the Annual Delivery Plan, there was a *service risk* for this priority that was scored at a high (15 to 25) level in Q1.

- **G&C053 - Commercial viability of strategic suppliers (risk score 15).** The risk has been transferred from the strategic risk register following its refresh and relates to the commercial viability of a strategic suppliers. This risk is being managed using the contract management framework and policy/procedures for commercial activity. Contract monitoring takes place monthly with quarterly reporting to the Financial Performance and Contracts (FPC) Committee. The contract register is kept under review with checks on the financial status of strategic suppliers. The council is continuing to collate relevant information should it be necessary to take over any services on short notice with additional information collated following the insourcing of Finance and Strategic HR on the 1 April 2019. Client Leads continue to ensure business continuity plans are in place for critical services.

5. Continuing to improve customer services	Q1 Overall Performance Good
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## 5.1 Summary of Actions Good progress

5.1.1 Phase 2 of the customer transformation programme completed in Q1, which delivered the following:

- A new website in February 2019, which made it easier and quicker for customers to complete top tasks and access key information. This included improved and simplified content, making the site more relevant to those who use it and improved navigation and search functionality, making it easier to find information. As well as the new website, all transactional forms on the site were upgraded to improve functionality and redesigned to make them more intuitive, for example by pre-populating information. Other improvements include fully integrated Council Tax online forms to enable residents to change address, register a new address and advise they are moving out, removing the need to phone the council or for staff to re-key information into systems manually.
- The ability to send proactive notifications was introduced into 'My Account'. There is work ongoing to make full use of this functionality through system integration and good data to ensure updates are accurate, relevant and in real time. Street Scene is leading a pilot exploring this functionality.
- There will be a fully automated online booking facility enabling residents to book appointments 24/7 for registering births, arranging weddings, booking sports facilities and library venue rooms from Q2.

5.1.2 Although good progress has been made, it is clear there is more to be done and the opportunity to improve both the customer experience and reduce costs is high. A customer experience survey was completed by over 2000 residents in Q1 and the data has been analysed to understand what still causes high levels of contact and frustration for residents. This data is being used to target and prioritise interventions for the next phase of customer improvements, which will be set out in a detailed delivery plan in the autumn. The next phase will focus on high volume areas, that cause customer frustration, and priority themes for improvement were identified as a result of what residents told us in the survey. These are summarised as:

- A focus on whole customer experience improving the end to end process
- Improving transparency with better progress updates preventing the need to chase
- Ensuring front line staff have the right information to prevent being passed around
- Improving communications and setting clearer expectations
- Improve process failures to ensure we get it right first time

5.1.3 Interventions to reduce call volumes and improve the online offer included launching a new library online catalogue and correcting out-of-date records on the 'DirectMe' online directory, which provides information on services and activities for children, young people and families in Barnet.

## 5.2 KPIs

5.2.1 There are five KPIs for this priority, which monitor customer services. Three KPIs met the Q1 target – satisfaction with customer services; web and phone volumes. One KPI was not reported in Q1. One KPI did not meet the Q1 target.

- **Satisfaction with the council's website – 31% against a target of 55%.** This KPI was below target in Q1 whilst other web performance measures showed an improvement. There was a continued upward trend of web usage and online transactions being completed, the web content quality score (rating on readability, completeness, user experience and security) increased to 95% (compared to 85% nationally) and there was no downtime on the website in Q1. A detailed analysis of web satisfaction data was conducted to understand this disparity. Statistically the usage has decreased and only represents a 0.3% sample of customers visiting the site. Although the feedback left can be useful to ensure continual improvement, it is difficult to gain meaningful assessment of the overall performance of the website from this measure.

Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19	Benchmarking
				Target	Result	DOT	Result	
Overall satisfaction with customer services (excl. web satisfaction)	Bigger is Better	90%	89%	89%	91% (G)	↑ I +1%	90%	No benchmark available
Satisfaction with the council's website	Bigger is Better	32%	55%	55%	31% (R)	↓ W -5%	32%	No benchmark available
Increase in web volumes <sup>8</sup>	Bigger is Better	New for 19/20	10%	10%	+14% <sup>9</sup> (G)	New for 19/20	New for 19/20	No benchmark available
Reduction in phone volumes <sup>10</sup>	Smaller is Better	New for 19/20	30%	7.5%	-9% <sup>11</sup> (G)	New for 19/20	New for 19/20	No benchmark available

<sup>8</sup> Percentage increase in web volumes compared to same time last year.

<sup>9</sup> Rolling 12 months to June 2019.

<sup>10</sup> Percentage reduction in phone volumes compared to same time last year.

<sup>11</sup> Rolling 12 months to June 2019



Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19	Benchmarking
				Target	Result	DOT	Result	
Cost of Customer Service provision (via benefits tracker)	Bigger is Better	New for 19/20	Reduce baseline by £400k (c.20%)	Monitor	£163k	New for 19/20	New for 19/20	No benchmark available

### 5.3 Risks

5.3.1 There are three risks to delivery of the actions for this priority. These have been assessed at a medium/low (4 to 6) and medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- **G&C021 - Unexpected Customer Service demand (risk score 9).** Unexpected increases in demand could lead to a budget pressure. A deep dive of services under the CSG contract, including Members Enquiries and complaints was undertaken in May 2019. The results from the deep dive will be used inform proactive interventions.
- **G&C023 - Website User Experience (risk score 6).** This risk relates to the potential failure of the website (for technical or accessibility reasons) to support the channel shift ambitions. Customer service data is regularly reviewed to feed into improvements to the website.
- **G&C019 - MTFs Customer Service Savings 19/20 (risk score 9).** The £400k savings may not be delivered in 19/20 due to a lack of demand reduction and/or channel shift to online improvements. Demand reduction initiatives are in place for high volume services; the Customer Transformation programme is delivering a range of online improvements; and safeguards are in place to protect service areas that are used by the most vulnerable residents and those that cannot get online.

6.	Continuing to work effectively with strategic partners	Q1 Overall Performance
		Good

### 6.1 Summary of Actions Good progress

- 6.1.1 The CMT Partnership Board continued to meet in this quarter, with a well-attended session looking at mental health support across the borough. This was chaired by the CCG.
- 6.1.2 The Communities Together Network (CTN), comprising partners from the voluntary community and faith sectors met at the new Unitas Youth Centre in Burnt Oak. This meeting included a discussion about emergency planning.
- 6.1.3 The council's community cohesion campaign 'Together We Are Barnet' was launched in June 2019. This has been supported by the Partnership Board and highlights positive cohesion and diversity in the borough, as well as the work community groups are doing to foster good relations among residents.

### 6.2 KPIs

- 6.2.1 There is one KPI for this priority, which monitors attendance at strategic partnership meetings. This has been estimated at 70% for Q1. The Partnership Board was attended by representatives of all the member organisations (so 100%), while CTN was less well

attended. The potential attendance at CTN is difficult to calculate, as the meetings are open to anyone in the VCS sector.

Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19	Benchmarking
				Target	Result	DOT	Result	
Overall attendance at strategic partnership meetings	Bigger is Better	New for 19/20	80%	80%	70% <sup>12</sup>	New for 19/20	New for 19/20	No benchmark available

### 6.3 Risks

6.3.1 There is one risk to delivery of the actions for this priority. This has been assessed at a medium/high (8 to 12) level and has controls/mitigations in place to manage the risks.

- **G&C023 - Ineffective partnership approach (risk score 9).** If Strategic Partners do not engage with the Council this could lead to an ineffective working partnership with the council and may impact on the delivery of joint aims and priorities. This risk is being managed by maintaining good relations with partner organisations through various communications channels. Meetings offer engaging content and there are ample opportunities for partners to get involved and have their voices heard.

7. Planning strategically to enable Barnet to grow and meet the needs of residents	Q1 Overall Performance
	Limited

### 7.1 Summary of Actions Limited progress

7.1.1 The Local Plan has been delayed in light of the Secretary of State's statement about published housing targets in February 2019. The increased target of 4,126 homes per annum is far higher than the figure in the published Draft London Plan. The discrepancy between these targets must be correctly addressed in the council's Draft Local Plan.

7.1.2 Barnet is seeking further discussion with the Government and preparing its case regarding the extent to which the borough could deliver against the new target. A revised timeline for publication of the Draft Local Plan will be required, but a date cannot be fixed until the report of the Planning Inspector on the Draft London Plan is issued. The Draft Local Plan is scheduled to go to Committee in December 2019.

7.1.2 The draft Burroughs and Middlesex University Strategic Planning Document (SPD) is on the agenda for P&R Committee in October 2019. The draft Edgware SPD is expected to be discussed by P&R Committee in February 2020.

### 7.2 KPIs

7.2.1 There is one KPI for this priority, which monitors delivery of planning policy documents such as the Local Plan and Supplementary Planning Documents. Generally, there will be two to three outputs per annum, except with the Local Plan stages.

Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19	Benchmarking
				Target	Result	DOT	Result	

<sup>12</sup> The result is an estimate based on attendance at the Partnership Board and CTN meetings.



Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19	Benchmarking
				Target	Result	DOT	Result	
Deliver Planning Policy Documents	Bigger is Better	New for 19/20	100%	100%	N/A <sup>13</sup>	New for 19/20	New for 19/20	No benchmark available

### 7.3 Risks

7.3.1 There are three risks to delivery of the actions for this priority. These have been assessed at a medium/low (4 to 6) and medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- **G&C024 – Delay of Local Plan (risk score 8).** Significant objections or lack of support for draft policies or proposed site allocations could delay the Local Plan timetable resulting in delayed adoption of new policies to guide development and scrutiny by the MHCLG. During Q1, the Local Plan was delayed from April 2019 until December 2019, which could impact on the ability for the plan to provide timely policy for planning applications. The risk is being managed through documentation of appropriate evidence and several stages of public consultation and Member engagement.
- **G&C025 - Delays to policy documents (risk score 4).** Unnecessary delay to the consideration of proposed projects and policy documents may result in missed opportunities to influence planning implications or delays to decision about sites/projects. To manage this risk a minimum number of Committee meetings are scheduled over the year and supplementary meetings can be convened if required.
- **G&C026 - Local plan housing target (risk score 12).** Changes to national or regional policy or targets could limit the council's ability to secure policy alignment or deliver progress with policy in a timely manner resulting in the Local Plan not being compliant. This risk is being monitored by sub-regional groups such as the West London Alliance, London Councils and the Association of London Borough Planning Officers. The Local Plan has been delayed until autumn 2019, adding a further six months for consultation and adoption.

8. Being resilient as a local authority	Q1 Overall Performance
	Good

### 8.1 Summary of Actions Good progress

8.1.1 The council is now fully compliant with the Resilience Standards for London with a self-assessment undertaken and the first Annual Report due at the end of year. The council recently participated in the 2019 Safer City exercise and a Lessons Learned review was completed, which will feed into planning for 2020.

8.1.2 Reviews of Business Continuity plans and contact details were undertaken and training provided to staff.

### 8.2 KPIs

8.2.1 There are no KPIs for this priority.

<sup>13</sup> N/A as no Planning Policy documents had to be processed in Q1.

### 8.3 Risks

8.3.1 There are three risks to delivery of the actions for this priority. These have been assessed at a medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- **AG022 - Inability to effectively respond to Major Emergency Incident (risk score 8).** Failure to implement the EP2020 recommendations and non-compliance to the Resilience Standards for London could lead to the inability to effectively respond to a major emergency. a review of Emergency Planning arrangements was undertaken in Q1, which looked at EP2020 and residence standards. Plans have been tested and interim support arrangements are in place.
- **AG023 - Inadequate Business Continuity incident response (risk score 12).** Inadequate planning, non-compliance and a lack of trained staff could lead to the council being unable to respond adequately to an incident. There is a new Corporate Business Continuity Strategy and Plan and a review of Business Continuity arrangements was undertaken in Q1, which looked at strategy, exercises, training and resources.
- **AG042 - Partner Agencies attention (risk score 8).** A major or continuing incident could demand the attention of partner agencies away from the Borough Resilience Forum. This risk is being managed through effective engagement of partners and administration support for meetings.

8.3.2 In addition to the risks in the Annual Delivery Plan, there was a *service risk* for this priority that was scored at a high (15 to 25) level in Q1.

- **AG020 - Audit actions not implemented (risk score 16).** If audit actions are not implemented this could lead to a deterioration in the council's control environment and result in the Head of Internal Audit providing a Limited Assurance Annual Opinion. Performance at the end of Q1 was 73% of high priority actions were completed by the deadline. This was below the target of 90% and it is a deterioration on the performance in Q4, when 82% of actions were confirmed as implemented. The risk score remains unchanged until there is a guarantee that the implementation of audit actions is sustainable and consistent.

9. Ensuring residents are treated equally, with understanding and respect, and all have access to quality services	Q1 Overall Performance
	Satisfactory

### 9.1 Summary of Actions Satisfactory progress

9.1.1 The 'Together we are Barnet' community cohesion campaign was launched with strategic partners in June 2019. This promoted the diversity of Barnet's communities in advertisements and an event at Brent Cross.

9.1.2 Work was undertaken with the faith sector to foster community cohesion and tackle extremism and hate crime. This included setting up a Muslim forum that brings together representatives from across the Islamic communities in the borough. Further work is planned for the rest of the year including the community-led development of a definition of Islamophobia for Barnet.

9.1.3 In May 2019, the council published its Annual Equalities Report and the Strategy team has begun to review the tools and process by which the council meets its Public Sector Equality Duty (PSED). A new Equalities Policy for the council is in development.

9.1.4 Changes to staffing in HR have meant that improvements to the collection of demographic data about Barnet's workforce have not been achieved. However, a staff survey is being planned. The Strategy team is also working with colleagues in Public Health to investigate other means of collecting this data.

## 9.2 KPIs

9.2.1 There are three KPIs for this priority, which monitor the equality objectives. One KPI met the Q1 target, one KPI was not reported in Q1 and one KPI is reported annually.

Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19	Benchmarking
				Target	Result	DOT	Result	
Staff providing social identify information	Bigger is Better	New for 19/20	TBC <sup>14</sup>	TBC	Due Q2 19/20 <sup>15</sup>	New for 19/20	New for 19/20	No benchmark available
Cumulative Equality Impact Assessments carried out for relevant policies and programmes (Annual)	Bigger is Better	New for 19/20	100%	100%	Due Q4 19/20	New for 19/20	New for 19/20	No benchmark available
Community Together Network (CTN) Bulletin circulated to voluntary and faith communities	Bigger is Better	New for 19/20	24	6	6 (G)	New for 19/20	New for 19/20	No benchmark available

## 9.3 Risks

9.3.1 There is one risk to delivery of the actions for this priority. This has been assessed at a medium/high (8 to 12) level and has controls/mitigations in place to manage the risks.

- G&C036 - Compliance with Equality Duty (risk score 12).** This risk is being managed through mandatory learning and development on the Public Sector Equality Duty. Guidance material and advice is available for staff requiring support, including on Equality Impact Assessments (EIAs). Work has continued to ensure that all staff are aware of their responsibilities to pay due regard to equalities and to carry out EIAs on all relevant policy decisions. A review of the training programme for Equality Champions has been undertaken and new training is being implemented in August 2019. The 2018/19 Annual Equalities report was presented to P&R Committee in June 2019. This demonstrated how the council complied with the Public Sector Equality Duty in the Equality Act 2010 and the approach taken to implementing the Equalities Policy and Strategic Equalities Objective in the Corporate Plan (Barnet 2024).

<sup>14</sup> This will be confirmed by end September 2019.

<sup>15</sup> The KPI was not reported in Q1, as additional time was needed to define the methodology.