

MEETING

PERFORMANCE AND CONTRACT MANAGEMENT COMMITTEE

DATE AND TIME

TUESDAY 1ST SEPTEMBER, 2015

AT 7.00 PM

VENUE

**COMMITTEE ROOMS 1 AND 2, HENDON TOWN HALL, THE BURROUGHS, LONDON
NW4 4BQ**

**TO: MEMBERS OF PERFORMANCE AND CONTRACT MANAGEMENT COMMITTEE
(Quorum 3)**

Chairman: Councillor Anthony Finn
Vice Chairman: Councillor Sury Khatri

COUNCILLORS

Geof Cooke	Kathy Levine	Shimon Ryde
Rohit Grover	John Marshall	Peter Zinkin
Anne Hutton	Arjun Mittra	
	Reema Patel	

Substitute Members

Gabriel Rozenberg	Lisa Rutter	Caroline Stock
Dr Devra Kay	Paul Edwards	Amnar Naqvi

You are requested to attend the above meeting for which an agenda is attached.

Andrew Charlwood – Head of Governance

Governance Service contact:
Anita Vukomanovic anita.vukomanovic@barnet.gov.uk 020 8359 7034

Media Relations contact:
Sue Cocker sue.cocker@barnet.gov.uk 020 8359 7039

ASSURANCE GROUP

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of the Previous Meeting	1 - 6
2.	Absence of Members	
3.	Declarations of Members Disclosable Pecuniary Interests and Non-Pecuniary Interests	
4.	Report of the Monitoring Officer (if any)	
5.	Public Questions and Comments (if any)	
6.	Members' Items (if any)	
7.	Quarter 1 Performance Monitoring 2015/16	7 - 130
8.	Members' Enquiries Service - A Review	131 - 146
9.	Committee Forward Work Programme	147 - 154
10.	Any Other Items that the Chairman Decides are Urgent	

FACILITIES FOR PEOPLE WITH DISABILITIES

Hendon Town Hall has access for wheelchair users including lifts and toilets. If you wish to let us know in advance that you will be attending the meeting, please telephone Anita Vukomanovic anita.vukomanovic@barnet.gov.uk 020 8359 7034.

People with hearing difficulties who have a text phone, may telephone our minicom number on 020 8203 8942. All of our committee rooms also have induction loops.

FIRE/EMERGENCY EVACUATION PROCEDURE

If the fire alarm sounds continuously, or if you are instructed to do so, you must leave the building by the nearest available exit. You will be directed to the nearest exit by uniformed custodians. It is vital you follow their instructions.

You should proceed calmly; do not run and do not use the lifts. Do not stop to collect personal belongings. Once you are outside, please do not wait immediately next to the building, but move some distance away and await further instructions. Do not re-enter the building until told to do so.

Decisions of the Performance and Contract Management Committee

12 May 2015

Members Present:

AGENDA ITEM 1

Councillor Anthony Finn (Chairman)
Councillor Sury Khatri (Vice-Chairman)

Councillor Geof Cooke	Councillor Arjun Mittra
Councillor Alison Cornelius	Councillor Ammar Naqvi
Councillor Kathy Levine	Councillor Reema Patel
Councillor John Marshall	Councillor Shimon Ryde

1. MINUTES OF THE PREVIOUS MEETING

RESOLVED that the minutes of the meeting held on 12 May 2015 be agreed as a correct record.

2. ABSENCE OF MEMBERS

There were none.

3. DECLARATIONS OF MEMBERS DISCLOSABLE PECUNIARY INTERESTS AND NON-PECUNIARY INTERESTS

In relation to agenda item 7, the Quarter Four and Year End 2014/15 Monitoring report:

- Councillor John Marshall declared a non-pecuniary interest by virtue of being a board member of Barnet Homes; and
- Councillor Arjun Mittra declared a disclosable pecuniary interest by virtue of being a Barnet Homes tenant and a disclosable interest as a relative (his mother) owned a pre-school nursery which received funding through Barnet Council.

4. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

There were none.

5. MEMBERS ITEM - COUNCILLOR PATEL - COUNCIL'S KEY PERFORMANCE INDICATORS

Councillor Reema Patel presented a member item concerning the council's key performance indicators.

Councillor Patel suggested a number of areas (housing, crime, waste collection, education/children/maternity services, adult social care, employee satisfaction) in which the spectrum of key performance indicators used could be broadened or amended and provided examples of the matters which could be monitored in those areas.

The Head of Programmes and Resources, Tom Pike, responded to explain that significant work had been undertaken with each commissioning committee to create a

commissioning plan that identified the council's top priorities across a five year profile. Those top priorities were underpinned by a greater number of broader measures. It was further explained that each commissioning committee received updates on relevant performance indicators.

Councillor Reema Patel MOVED the following motion which was seconded by Councillor Arjun Mittra:

"That the Performance and Contract Management Committee request each commissioning committee to review the key performance indicators relevant to its portfolio and to consider:

- a) the priority issues within the portfolio/commissioning area;*
- b) how those priority issues can best be addressed; and*
- c) which challenging and yet realistic performance indicators could be used to monitor the council's performance in relation to those priority issues."*

The motion was put to the vote. Votes were declared as follows:

For: 5
Against: 5
Abstain: 0

The Chairman exercised his casting vote against the motion. The motion was declared to be lost.

Councillor Anthony Finn MOVED the following motion which was seconded by Councillor Sury Khatri:

"That the Performance and Contract Management Committee note the member's item on key performance indicators and request the Head of Programmes and Resources to report on the matter at a future meeting."

The motion was agreed unanimously.

RESOLVED that the Performance and Contract Management Committee note the member's item on key performance indicators and request the Head of Programmes and Resources to report on the matter at a future meeting.

6. MEMBERS ITEM - COUNCILLOR COOKE - CUSTOMER COMPLAINT

Councillor Geof Cooke presented a member item concerning customer services performance and referenced a customer complaint (outlined in the committee report) to illustrate perceived deficiencies in the service provided by Capita.

Councillor Geof Cooke asked questions about:

- a) the testing and subsequent operational use of the software implicated in providing the online 'my account' service to customers;
- b) the quality of the council's response to a particular customer complaint; and
- c) the time it took for the council to respond to a customer complaint, together with the process employed to address the matter.

The Commercial and Customer Services Director, Claire Symonds, responded to explain that the service went live with a soft launch in March 2014. Following the identification of some access issues encountered by users, further gateway testing ensued. The director confirmed that the particular complaint referred to had been resolved in accordance with the customer complaints process. The director profiled the number of software issues encountered in relation to council tax enrolments using the total figure of online enrolments as a comparator figure.

RESOLVED that the Performance and Contract Management Committee note the member's item on customer services performance.

7. QUARTER FOUR AND YEAR END 2014/15 MONITORING REPORT

At the invitation of the Chairman, officers addressed the committee to present the report on the delivery and financial performance of both contracted and non-contracted services.

The committee asked detailed questions of the officers and received responses.

Following discussion about the use of financial reserves to cover contingencies, the Assistant Director of Finance, Paul Thorogood, undertook to check the Children's reserve figures quoted in table 10 on page 49 of the report and confirm his findings to the committee.

In addition to referring a detailed assessment of the 2015-16 savings for consideration by the Policy and Resources Committee, the committee was minded to recommend:

“That the Policy and Resources Committee consider a detailed assessment of the 2015/16 reserves, having a particular regard to those reserves which had already been allocated to a particular purpose.”

Noting the customer experience section of the performance report, the committee was keen to receive further detail on the processes and performance measures around member enquiries. The Commercial and Customer Services Director, Claire Symonds, undertook to provide a report (detailing both response rates and the resolution of enquiries) to a future committee meeting.

In response to a question about the delivery of affordable housing completions, the Head of Programmes and Resources undertook to confirm whether the figure quoted was a net figure. In addition the Head of Programmes and Resources agreed to provide the committee with information on the split between social, affordable and private housing..

Noting that the 90 per cent target for special needs statements completed within statutory timescales had not been met, the committee requested the Head of Programmes and Resources to ascertain the consequences of the council not complying with the statutory timescale.

With regards to Assets, Regeneration and Growth, the committee noted that the development of an alternative depot was one of a number of key challenges in quarter four 2014/15 noting the tight timescales to deliver the new depot. There was discussion regarding the risks associated with the project and potential contingency options. The Head of Programmes and Resources, Tom Pike, responded to queries raised, referring

to the report provided to Full Council on 14 April 2015 and assured the committee that there was a full and detailed project risk log in place.

Following discussion the committee resolved to recommend:

“That the Assets, Regeneration and Growth Committee note the risks of a challenging timescale to deliver the new depot and consider contingency options should the preferred options not proceed.”

In respect of the interpretation of key performance indicators, the committee requested that future reports referenced data in figures to give context to the percentages shown.

RESOLVED that the committee:

1. Note that detailed reports on performance challenges outlined in this report have already been discussed at relevant committees, specifically:

- **Funded 2 year old places was reported to the Children, Education, Libraries and Safeguarding Committee on the 20 April 2015**
- **Your Choice Barnet was discussed at the Adults and Safeguarding Committee on the 19 March and 23 April 2015**

and agree the following referrals to other committees:

COMMITTEE	REFERRAL
Policy and Resources	To request, as part of the Finance and Business Planning report to the July meeting, a detailed assessment of the 2015-16 savings and reserves.
Adults and Safeguarding	None
Assets, Regeneration and Growth	That the Assets, Regeneration and Growth Committee note the risks of a challenging timescale to deliver the new depot and consider contingency options should the preferred options not proceed.
Children, Education, Libraries and Safeguarding	None
Community Leadership	None
Environment	None
Housing	To note the on-going pressures in relation to housing for relevant service reviews and commissions.
General Functions Committee	None

2. Note the quarter 4 2014/15 revenue budget and capital position contained in paragraphs 1.11 and 1.15.

3. Note the Agency Costs for the quarter 4 2014/15 as detailed in paragraph 1.16.

4. **Note the Transformation Programme position as at the 31 March 2015 as detailed in paragraph 1.17.**
5. **Note the Treasury position outlined in paragraph 1.19.**
6. **Note the £22.219m capital slippage of the outturn for 2014/15, as outlined in Appendix C.**
7. **Note the Capita Payments outlined in Appendix I.**

8. CORPORATE RISK MANAGEMENT POLICY STATEMENT AND STRATEGY

The Chairman advised the committee that this item had been withdrawn from the agenda as it would be instead considered by the Audit Committee.

9. COMMITTEE FORWARD WORK PROGRAMME

Being the final committee meeting of the municipal year, the committee did not consider the forward work programme as it would be the responsibility of next year's committee to agree its work programme.


10. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

There were no urgent items of business.

The Vice Chairman, however, moved a vote of thanks to the Chairman, Councillor Anthony Finn, for his chairing of the committee. Councillor Finn made suitable acknowledgement and thanked both members for their work and officers for their support.

The meeting finished at 9.47 pm

This page is intentionally left blank

	<p>Performance and Contract Management Committee</p> <p>1 September 2015</p>
<p>Title</p>	<p>Quarter 1 Performance Monitoring 2015/16</p>
<p>Report of</p>	<p>Chief Operating Officer</p>
<p>Wards</p>	<p>All</p>
<p>Date added to Forward Plan</p>	<p>1 April 2015</p>
<p>Status</p>	<p>Public</p>
<p>Urgent</p>	<p>No</p>
<p>Key</p>	<p>No</p>
<p>Enclosures</p>	<p>Appendix A Customer Experience Report</p> <p>Appendix B Performance Report (including performance methodology)</p> <p>Appendix C Revenue Monitoring by Delivery Unit</p> <p>Appendix D Capital Monitoring Programme Outturn by Programme</p> <p>Appendix E Capital Programme Funding Adjustments</p> <p>Appendix F Transformation Programme</p> <p>Appendix G Prudential Indicator Compliance</p> <p>Appendix H Investments outstanding as at 30 June 2015</p> <p>Appendix I Corporate Risk Register</p> <p>Appendix J Capita Payments</p> <p>Appendix K Business Planning</p>
<p>Officer Contact Details</p>	<p>Paul Thorogood – Assistant Director of Finance, CSG Finance Service Paul.Thorogood@capita.co.uk</p> <p>Tom Pike – Head of Programmes and Resources, LBB Tom.Pike@barnet.gov.uk</p> <p>Claire Symonds – Commercial & Customer Services Director, LBB Claire.Symonds@barnet.gov.uk</p>

Summary

This report outlines the quarterly position of the Council's performance against the priorities outlined in the Corporate Plan, customer experience, the delivery performance of major contracts and internal Delivery Units, and the overall budget position. Additional information on service and contract performance can be located in Appendix B.

The report is structured to:

- Focus on customer experience and resident perception of services.
- Provide a summary of how the Council compares with other local authorities, to set context of our quarterly results.
- A summary of the successes and challenges identified in the quarter.
- Summarise how the organisation is progressing and performing against the outcomes and targets set by the Council in the Corporate Plan 2015 – 2020.
- Provide an overview of the Council's 189 service performance indicators (referred to as critical indicators), including any exceptions which require an action plan in place to improve.
- The budget position, including revenue and capital expenditure.
- A summary of the status of key projects the Council is delivering to achieve set results or deliverables.
- The Council's top level risk register.

Residents' perception

Residents' satisfaction with Barnet remains high. The spring 2015 survey shows that residents' overall satisfaction with the way the council runs things continues to be high at 71%, in-line with last autumn as well as the national average. Most residents feel the council is doing a good job (77%) and most also agree that the council provides value for money for the council tax they pay (63%).

Customer experience

The customer experience report and more general information on resident satisfaction levels have been brought together in Appendix A of this report. In Quarter 1, overall customer satisfaction remained unchanged with 77% of customers satisfied with the service they received, slightly above the target of 75%. There have been significant improvements in online experience and web-based services and the 80% target for telephone contact has been achieved. However, improvements are required with Members Enquiries, waiting times in face to face contact centres and further improvement to the website and webforms.

Delivery of the Council's Corporate Plan

This is the first time that the Council is reporting against the Corporate Plan 2015-2020, agreed by Council on the 14 April 2015. Appendix K gives as a summary of the Business Planning process as requested by Performance and Contract Management Committee. The Corporate Plan 2015 – 2020 sets the Strategic Objectives within the core principles of

fairness, responsibility and opportunity. Targets are in place to encourage improvement against the long term vision and commissioning intentions.

Of the Strategic Indicators that reported in Quarter 1, the balance of met and missed targets was 55% rated as green, 10% green amber, 12% red amber and 23% of Strategic Performance Indicators were rated as red. Specific challenges are highlighted below in section 1.6.2.

Key successes and challenges

Key successes and challenges are set out in section 1.6 of the report. More detailed performance reports are contained within section 1.7 and Appendix B.

Service performance and monitoring contracts

A summary of progress against critical service delivery indicators is outlined in section 1.8. Across the service performance indicators reported in Quarter 1, 85% are on target.

Detailed assessment of the contracts and Inter Authority Agreements monitored through the quarterly monitoring report (Re, CSG, Barnet Homes, Parking & Infrastructure and HB Public Law) are outlined in paragraph 1.10 (Delivery Performance) with an overview for each contract (including Your Choice Barnet) at Appendix B. The full individual performance reports can be accessed from www.barnet.gov.uk/performance with the most recent quarter at www.barnet.gov.uk/currentperformance.

Programmes

The Council has in place five portfolios of large programmes and projects: Central, Adults and Health, Children's and Young People, Environment and Regeneration and Growth. In total, 78 programmes and projects are currently underway. In addition, we have an Education Capital Programme in place to ensure successful delivery of new school places and improvements to schools.

Budget outturn

The forecasted year-end general fund expenditure outturn (after reserve movements) is £281.915m, which is an adverse variance of £5.449m (1.97%) against the budget of £276.465m.

Investment Performance

As at 30 June 2015, deposits outstanding were £237.700 million, achieving an average annual rate of return of 0.65 per cent against a benchmark average (London Interbank Bid Rate - LIBID) of 0.48 per cent.

Capita Payments

During April to June 2015, the total contract payments to Capita – through the CSG and Re contracts – were £18.935m.

Recommendations

1. The Committee is asked to agree the following referrals to other committees:

COMMITTEE	REFERRAL
Policy and Resources	
Adults and Safeguarding	The Committee to note the ongoing financial, performance and demand pressures within the remit of the committee.
Assets, Regeneration and Growth	
Children, Education, Libraries and Safeguarding	
Community Leadership	
Environment	The Committee to note that the recycling rate is below target and take this into account when setting a future waste strategy.
Housing	The Committee are asked to note the changes in national policy in regards to rent, welfare changes and the potential performance impact to ensure appropriate mitigation activity is commissioned.
General Functions Committee	
Health and Wellbeing Board	

2. The Committee is asked to note the quarter 1 2015/16 revenue budget and capital position contained in paragraphs 1.11 and 1.17.

3. The Committee is asked to note the Agency Costs for the quarter 1 2015/16 as detailed in paragraph 1.19.

4. The Committee is asked to note the Transformation Programme position as at the 30 June 2015 as detailed in paragraph 1.20.

5. The Committee is asked to note the Treasury position outlined in paragraph 1.21.

6. The Committee is asked to note the £7.98m capital slippage of the outturn for 2015/16, as outlined in Appendix D.

WHY THIS REPORT IS NEEDED

1.1 This report outlines the quarterly position of the Council's performance against the priorities outlined in the Corporate Plan, customer experience, the delivery performance of major contracts and internal Delivery Units, and the overall budget position. The report is structured to:

- Firstly, focus on customer experience and resident perception.
- Provide a summary of how the Council compares with other local authorities, to set context of our quarterly results.
- A summary of the successes and challenges identified in the quarter.
- Summarise how the organisation is progressing and performing against the outcomes and targets set by the Council in the Corporate Plan 2015 – 2020.
- Provide an overview of the Council's 189 service performance indicators (referred to as strategic and critical indicators), including any exceptions which require an action plan in place to improve.
- The budget position, including revenue and capital expenditure.
- A summary of the status of key projects the Council is delivering to achieve set results or deliverables.
- The Council's top level risk register.

1.2 In addition to this report, the Council publishes 13 detailed reports on the performance of each service area (Delivery Unit) on the website each quarter. The past three years of performance information is also available at online at www.barnet.gov.uk/performance with the most up-to-date version available from www.barnet.gov.uk/currentperformance.

1.3 Performance for Customers

To ensure the council continues to deliver the services our residents most need, the council carries out a twice-yearly survey of a sample of residents as well as individual service user surveys. Appendix A gives a snapshot of key Council satisfaction and perception information.

In Quarter 1, overall customer satisfaction remained unchanged with 77% of customers satisfied with the service they received, slightly above the target of 75%. In addition, based on the recent Residents' Perception Survey, 70% of residents sampled reported that they felt it is easy to contact the Council.

There are a number of notable successes within the first quarter for 2015/16.

- A new initiative to resolve customer questions at the first point of contact (called 'single agent resolution') took effect. This aims to resolve as many customer requests without needing to refer the customer to a service team. As a result, 71% of all customer contact was resolved at first point of contact.

- Progress has been made with online experience and use of online and self-service channels. There has been a 66% increase in the number of webforms submitted by customers.
- Overall customer satisfaction remains above target. Within this, we have seen significant increases in satisfaction with online services.
- The target for customer calls being answered within 5 rings was exceeded at 82%, an improvement from Quarter 4 2014/15.

In addition, the Council has put in place a new weekly and monthly monitoring regime for overdue complaints, Members Enquiries and other service requests to drive further improvement. There are further areas for improvement:

- **Online experience.** While some improvements were reported in Quarter 1, this remains an area of focus for the Council. Approximately 40% of customer feedback is related to page content on the website and service areas will take actions to improve page content to drive improved service and satisfaction.
- **Members and MPs enquiries.** While the performance of the Council in responding to member enquiries within 5 days increased to 96%, the performance in successfully closing these enquiries within 5 days reduced to 65%.
- **Face to face service wait time.** The initial wait time target met last quarter was missed in Quarter 1. CSG have now made two new permanent management appointments that should start to improve the customer experience at these centres.
- **Desk phone answering** by council staff remains low, with just 75% answered within 20 seconds in Q1, a minor improvement on Q4.
- **Completing customer cases and improving service.** Overall, the proportion of customer cases which were passed to service teams improved in Quarter 1 from 64% to 74%, though remains below the target of 80%.

More detailed information can be found in Appendix A.

1.4 Residents' Perception Survey

The Council conducts a detailed survey of residents twice each year. This information is based on a sample of 1,600 residents to ensure the results given are useable.

Overall perception: Residents remain broadly satisfied with Barnet as a place to live (88%) compared with the national average; 63% of those surveyed reported that they think the Council provides value for money – well above the London average; and 59% of residents were satisfied with the service received when they contacted the Council, well above the London average and an increase of 5 percentage points since Autumn 2014. See Table 1 below.

Table 1: Resident Perception Survey: Spring 2015

	Barnet		London	National
	Spring 2015	Autumn 2014		
Overall how satisfied or dissatisfied are you with the way your local council runs things?	71%	71%	70%	68%
Residents are satisfied with their local area as a place to live	88%	88%	N/A	82%
Provides value for money to the Council Tax they pay	63%		54%	N/A
Council staff friendly and polite	84%	80%	74%	N/A
Residents satisfied with service received when they contacted the Council	59%	53%	51%	N/A

Perceptions of service performance: The level of satisfaction with local services has been maintained since Autumn 2014 for thirteen Council services. Many services have higher levels of satisfaction than the 2013 and 2012 surveyed results. Furthermore, four services have seen significant increases in satisfaction since Spring 2015:

- Street lighting
- Collection of council tax
- Social services for children and families
- Housing benefit service.

However, two services - repair of roads and policing - have seen decreases in satisfaction. Repair of roads is significantly lower than both 2012 and 2013 satisfaction levels.

Satisfaction with Parking also remains low, with just over 1 in 4 people (27%) responding the service is good or excellent. This remains below the London average of 33%.

Top concerns: Residents' top three concerns remain the same:

- Condition of roads and pavements
- Lack of affordable housing
- Crime

Concern about crime, traffic congestion and lack of jobs has significantly decreased since the previous survey carried out in Autumn 2014. Measures on community participation and community cohesion remain high.

Full survey results are available: <https://engage.barnet.gov.uk/consultation-team/residents-perception-survey-spring-2015>

Details are available for individual Delivery Units reports at www.barnet.gov.uk/currentperformance.

To further increase transparency of the Council's performance; each Quarter's results are published on the Council's data portal <https://open.barnet.gov.uk/>.

1.5 Benchmarking

Local authorities review and compare performance with other Council's through benchmarking of common performance indicators. This gives an overview of how the Council compares to other local authorities. To compare performance, we use a comparative report provided by the Local Government Associations' (LGA) – LG Inform (<http://lginform.local.gov.uk>). This ranks Barnet across 18 service indicators. Barnet was above benchmark for 83% of service indicators (15 out of 18). See Appendix B, section 3 for full details.

Table 2: Benchmarking summary

Delivery Unit	RAG Ratings			
	Green (top quartile)	Green amber	Red amber	Red (bottom quartile)
Education Services	2	2	0	0
Children Services	1	5	0	0
Adult's Services	0	2	2	0
Housing Services	1	2	0	1
Overall	4 (22%)	11 (61%)	2 (11%)	1 (6%)

The three service indicators highlighted as below benchmark are:

- Total revenue expenditure on Housing services (General Fund Revenue Account only) per head of population (2013/14) – bottom quartile
- Social care-related quality of life (2013/14)
- Overall satisfaction of people who use services with their care and support (2013/14)

These indicators are due to be updated shortly to provide a more timely indication of Barnet's relative performance. This summary is created by the LGA.

1.6 Summary of Success and Challenges

As set out in section 1.2, the Council's performance reporting is based upon customer experience, delivery of the Corporate Plan, service performance, budget and change activities. This summary highlights the overall key successes and challenges across these different areas of performance. Each section of the report then summarises the specific identified performance challenges.

1.6.1 Successes

There are a number of successes across Barnet for quarter 1, these have been highlighted as:

- Continued positive performance when compared with other local authorities.
- As identified in section 1.3, residents are satisfied with Barnet as a place to live (88% are satisfied), 6 percentage points above the national average.
- There has been increase in the percentage of primary school children attending 'good' or better schools up to 93.1%, above target and a 1.1%pts increase from Quarter 4. The percentage of secondary school children attending 'good' or better schools also continues to achieve target.
- Take-up for the new resident-facing 'My Account' website has increased since go-live in March with 7,216 registered users by the end of June and 20,498 logins during June.
- The new enhanced way for residents to access adult social care – via the social care direct model - is already seeing more effective support at the first point of contact with a client. In a typical week they have investigated, actioned and resolved over 50% of cases and safeguarding referrals.
- In addition, Adults and Communities are reporting an increase from 71% to 80% of adults with mental health needs who live in stable accommodation.
- Valley Way Respite Service, provided by YCB, was inspected in Q4 2014/15 with the report from the Care Quality Commission published in May 2015. The rating was "Good" across all 5 elements of the inspection framework (safety, effectiveness, caring, responsiveness and leadership).

- 100% of parents and guardians of children who applied on time for a reception place were made an offer on time.
- Barnet Homes achieved an increase in the percentage of estates which are rated as satisfactory or very good from 98% to 100%.
- Family services have significantly improved the proportion of care leavers age 19 – 21 in suitable accommodation, from 84% to 91%.
- Re have reduced the cost of disabled adaptations by 3.5% to £6,197 per unit without affecting the quality of work.
- Adults and Communities have significantly reduced the number of working age adults in residential placements from 316 to 302.

1.6.2 Challenges

Continuing challenges

There are a number of ongoing challenges in Quarter 1 requiring the implementation of improvement actions:

- The level of customer experience delivered by the Council has not been to the level expected. This is reflected in the handling of Members Enquiries not meeting the required standard. A separate report on this is provided to the Performance and Contract Monitoring Committee (1 September), setting out improvement actions. In addition, the overall waiting times experienced at Burnt Oak and Barnet House remain high.
- There are significant challenges in delivering services within the Adults and Communities budget including a substantial overspend forecast at the end of the first quarter, arising from the care purchasing budgets. The underlying demand pressures carried forward from 2014/15 have been sustained along with further pressures. A significant proportion of 2015/16 MTFs savings will not be delivered this year (£3m).
- Agency levels have increased to 585 people. Spend on agency workers is mitigated through underspending on the staffing budgets. During Quarter 1, each Delivery Unit has an agreed workforce strategy setting out the next years plan for delivering services in the most appropriate and effective mix of permanent and flexible resourcing. This should see a planned reduction in agency levels by up to 15% by the end of 2015/16.
- The sickness absence levels over the past 12 months averages 8.0 days per full-time equivalent, higher than the Council target of 6 days. This represents a key challenge in service areas where absence is high – Street Scene, Education and Skills and Adults and Communities in particular – please see Appendix B, section 4 for further detail. Sickness absence will be closely monitored by senior managers in the worst affected areas to mitigate the impact on services. An absence management plan for the whole Council will be agreed by the Council's Workforce Board in August 2015.
- Early Years places available for eligible two year olds missed the 1,759 target with 749 places being taken up – 43%, compared to a London average of 52%. Work is ongoing to increase the demand for places and

supply across the borough. A detailed report was presented to the Children, Education, Libraries and Safeguarding Committee on the 20 April and the Council continues to deliver required actions in support of this plan.

- The average length of care proceedings has further increased to 33 weeks, from 26 weeks in Quarter 4, this is as a result of delays in court proceedings and the complexity of some cases.

Emerging challenges

The following challenges are those that are emerging or have continued to decline in Quarter 1:

- The overall recycling rate is below target, although the Quarter 4 outturn is below the outturn from the same time last year, the annual progress in the proportion of waste reused, recycled or composted has continued to rise to 37.95% for 2014/15 – a 1.6 percentage point increase from 2013/14. Please see Table 3 for further details. Participation in food waste recycling is low based on recent participation surveys and waste composition analyses. A project to look at how we can promote greater food waste recycling and encouraging residents to change behaviours to support recycling is underway. In addition, a survey to understand barriers to household recycling has been completed and pilot intervention projects are now being developed to test various approaches to increasing future participation. Further pilot projects are to be developed on food waste recycling for larger flats blocks. This remains a significant challenge for the Streetscene service and lessons from the pilot activities will inform the waste and recycling strategy due for submission to the Environment Committee in autumn 2015.

Table 3: Waste reused, recycled or composted

Recycling Rate	Q1 Apr - June	Q2 July - Sept	Q3 Oct – Dec	Q4 Jan - Mar	Annual Apr - Mar
2012/13	35.10%	36.45%	31.71%	27.79%	33%
2013/14	35.99%	34.97%	38.38%	36.14%	36.35%
2014/15	41.88%	39.48%	35.79%	33.82%	37.95%

- Within Adults and Communities, there are some specific demand pressures. Demand for deprivation of liberty safeguarding assessments (DoLs) continues to rise. June saw the largest volume for a single month in Barnet. The percentage of DoLS applications completed within statutory timeframes performance for Quarter 1 is at 18.2% against the previous outturn and quarterly target of 100%. Actions to mitigate this arising

challenge include recruitment to build in-house capacity and the readiness to review the approach to meeting demand if the peak is sustained.

- The overall perception of the condition of roads and pavements remains low, with action required to ensure the £50m highways investment programme communicates the planned changes and benefits effectively to drive forward the required improvements.
- The presence of weeds on streets around the borough which is both unsightly and causing difficulty for cleansing operations and impacts on perception of Barnet as a place to live.
- Continued housing pressure across London has led to increased temporary accommodation costs pressure, see section 1.12. Although Barnet Homes have been successful in preventing 226 household becoming homeless, there remains a challenge in rising arrears levels, although within expected levels. These pressures combined with the Government announcement of the extension of the Right-to-buy policy to include Housing Association property, a 1% year-on-year reduction in rental levels (against the planned 4% rise) in conjunction with a decrease in welfare support are expected to have a significant impact on future service delivery in this area.
- There are a smaller number of emerging challenges within Adults and Communities. The percentage of carers satisfied with social services and carers' reported quality of have seen a small decrease in performance and are below their Quarter 1 target; the percentage of adults with mental health needs in paid employment is at 4.8%, down from 5.7% in Quarter 4; and the number of new telecare packages installed has fallen to 119 and is less than half the quarterly target of 270.
- The overall performance of the HR function has been below expectation, including missing the target on the number of payroll payment errors; slower than expected progress to update the HR system with up to date establishment data, completing work to configure DBS checks within the system, and provide stronger sickness absence data. CSG HR have developed a full remedial plan to resolve these challenges. They have brought new leadership into the service and delivering required actions.

1.7 Performance against Corporate Plan and key Strategic Indicators

This section of the report tracks performance against the Council's Corporate Plan 2015 – 2020. It also tracks the performance against a set of 'strategic' measures which identify the outcomes or results expected for key services and which were approved by thematic Committees during Quarter 4 of 2014/15. Table 4 below provides a breakdown of the RAG rating of the expected to report in Quarter 1, by each Delivery Unit.

Table 4: Corporate Plan and Strategic Indicator performance by Delivery Unit

Delivery Unit	No. of Strategic indicators expected to report in Quarter 1 2015/16	RAG Ratings					Positive/neutral Direction of Travel	Negative Direction of Travel	Direction of Travel Available	Not
		Green	Green amber	Red amber	Red	Monitor / No RAG				
Adults and Communities	22	5	1	1	5	10	12	8	2	
Children's Education and Skills	19	5	1	-	-	13	6	-	13	
Family Services	15	3	1	1	2	8	-	3	12	
Commissioning Group	20	5	-	3	4	8	11	3	6	
Streetscene	5	-	1	2	2	-	3	2	-	
Public Health	2	1	-	-	1	-	1	1	-	
Barnet Homes	5	4	-	-	-	1	3	2	-	
Re	18	7	1	-	-	10	5	3	10	
CSG	1	1	-	-	-	-	-	-	1	
HB Public Law	-	-	-	-	-	-	-	-	-	
Parking and Infrastructure	3	2	1	-	-	-	1	-	2	
Total	110	33	6	7	14	50	42	22	46	
Total %	100%	30%	5%	6%	13%	45%	38%	20%	42%	
Total % of RAG Rated Indicators	60	55%	10%	12%	23%					

Of the strategic indicators that are reported in Quarter 1 and returned a RAG rating, the balance of met and missed targets was 55% rated as green, 10% green amber, 12% red amber and 23% of strategic indicators were rated as red. Those indicators rated significantly off target (Red) are:

Adults and Communities

- Percentage of adults with learning disabilities in paid employment
- Percentage of adults with mental health needs in paid employment
- Percentage of older people remaining at home 91 days after discharge
- Number of new telecare packages installed
- Percentage of Service Users receiving on-going services with telecare

Commissioning Group

- Residents' long-term sickness
- Percentage of residents who are satisfied with: Repair of roads
- Percentage of residents who are satisfied with: Quality of pavements
- Performance of services

Re

- Number of new homes provided in Barnet each year (net)

Family Services

- Percentage of care leavers age 19 – 21 in education, employment or training

Street Scene

- Percentage of residents who are satisfied with street cleaning
- Percentage of household waste sent for reuse, recycling and composting

Public Health

- Cumulative percentage of the eligible population aged 40-74 who have received an NHS Health Check – the annual (9,000) target for completed Health Checks has been missed by 1,082, the number of invitations issued has exceeded target set by the NHS.

See section 2.4 of Appendix B for full detail of indicators.

1.8 Service Performance of Critical Indicators

Thematic committees have each approved a Commissioning Plan for future years. This identified a number of measures of critical operational service performance which are tracked each quarter. These critical service indicators are then owned by Delivery Units to give assurance of their day to day service operation. This information aids Performance and Contract Monitoring Committee in reviewing and challenging service performance each quarter.

This section reports against this larger suite of critical service indicators. This reporting is on an exception basis, identifying challenges which could have a

service, customer, financial or longer-term impact and require focussed action to achieve improvement. Each Delivery Unit publishes a detailed quarterly performance report on the Council's website covering their own service performance. The overall service delivery performance for quarter 1 2015/16 for each Delivery Unit's critical service indicators is outlined in Table 5 below.

Table 5: Service performance by Delivery Unit

Delivery Unit	No. of Critical indicators expected to report in Quarter 1 2015/16	RAG ratings					Monitor / No RAG	Positive/neutral Direction of Travel	Negative Direction of Travel	Direction of Travel Available	of Not
		Green	Green amber	Red amber	Red						
Adults and Communities	15	2	1	-	5	7	6	7	2		
Children's Education and Skills	9	-	-	-	1	8	1	-	8		
Family Services	15	5	-	-	1	9	3	2	10		
Commissioning Group	1	-	-	-	-	1	1	-	-		
Streetscene	7	2	3	1	1	-	3	1	3		
Public Health	14	12	1	-	1	-	12	1	1		
Barnet Homes	12	8	-	1	1	2	6	3	3		
Re	78	47	1	1	-	29	36	11	31		
CSG	18	14	1	1	2	-	11	5	2		
HB Public Law	12	12	-	-	-	-	9	3	-		
Parking and Infrastructure	7	3	1	-	-	3	4	-	3		
Total	188	105	8	4	12	59	92	33	63		
Total %	100%	56%	4%	2%	6%	31%	49%	18%	34%		
Total % of RAG Rated Indicators	129	81%	6%	3%	9%						

Contract		Green	Amber	Red	Positive/neutral Direction of Travel	Negative Direction of Travel	Direction of Travel Not Available	Positive/neutral Direction of Travel
YCB	24	17	2	1	4	-	-	24
Total	24	17	2	1	4	0	0	24
Total %	100%	71%	8%	4%	17%	0%	0%	100%
Total % of RAG Rated Indicators	20	85%	10%	5%				

*Monitor / No RAG due to: Indicator does not have a target for the return period; indicator has no target due to being monitored/baselined this financial year;

**The Direction of Travel indicates the performance compared to the last time it was reported. Various KPIs did not report a direction of travel due to reporting for the first time

Table 5 highlights the service Indicators reporting back in Quarter 1 2015/16. Of those measures to receive a RAG rating, 81% achieved or exceeded their target, with 9% rated as red.

The Council uses an escalation approach which highlights where there are performance challenges – or successes - within critical indicators for internal and external Delivery Units.

There are a number of successes across Barnet Delivery Unit Critical Measures for Quarter 1 2015/16, these have been highlighted as:

- The percentage of respondents very or fairly satisfied with repairs and maintenance work by Barnet Homes, up from 97% to 99%.
- The target to make safe all intervention level potholes reported by members of the public within 48 hours, increased from 98% in Quarter 4 2014/15 to 100% in Quarter 1.
- The proportion of care leavers age 19 – 21 in suitable accommodation has increased from 84% to 91%.
- The percentage of childcare settings in the borough achieving a ‘good’ or ‘outstanding’ Ofsted judgement is up to 78% and on target.
- Re delivering 100% of invoices within timescale, improving from 60% in Quarter 4 and surpassing the Quarter 1 target of 85%.

There were also some challenges experienced across Barnet Delivery Unit Critical Measures for Quarter 1 2015/16 which include:

- Within Adults and Communities services, the percentage of clients receiving an on-going package of care review has decreased from 70% in Quarter 4 to 66% in Quarter 1 and is below the target of 75%.
- The average number of days from contact with a potential service user to the end of assessment process has increased from 18 to 23.
- There has been a marked decrease in the percentage of statutory homeless appeals completed on time from 97% to 49%.
- The proportion of young offenders in education, training or employment has decreased from 77% to 69% and is below the target of 76%.

1.9 Actions to deliver desired outcomes

Theme committees have set commissioning plans to 2020, including ‘commissioning intentions’ which reflect the key actions which are required to achieve the outcomes and results set by the Council. Delivering these actions

(commissioning intentions) requires work from across the whole Council. Table 6, summarises progress against the Commissioning Intentions allocated to individual Delivery Units. Reporting is on an exception basis, with those actions which are not on delivering on time identified below.

Table 6: Progress against Commissioning Intentions by Delivery Unit

Delivery Unit	RAG ratings				No. of Commissioning Intentions reported
	Green	Green amber	Red amber	Red	
Adults and Communities	5	0	0	0	5
Assurance	-	-	-	-	0
Children's Education and Skills	10	0	0	0	10
Commissioning Group	52	16	3	0	71
Family Services	6	6	0	0	12
Street Scene	4	6	0	0	10
Public Health	11	2	0	0	13
Barnet Homes	5	0	0	0	5
R ^e	-	-	-	-	0
CSG	-	-	-	-	0
HB Public Law	-	-	-	-	0
Parking & Infrastructure	1	0	0	0	1
Total	94 (74%)	30 (24%)	3 (2%)	0 (0%)	127

Progress against the actions set by theme Committees – known as commissioning intentions - is broadly good with 75% currently on schedule. There are 25% commissioning intentions where progress has been delayed, these areas are outlined below.

Commissioning Group

- Delays to the housing strategy and understanding the impact of the Summer Budget 2015 on the draft Housing Commissioning Plan will lead to further work being required. However, performance of the delivery of new homes remains robust.
- Initial phase of the 0-25 disabilities service will go live from October 2015. The full service requires additional workforce development which will be implemented from October 2015.

- The integrated locality team is still in pilot phase. Multi-disciplinary case management and risk stratification in operation. Plans being developed to roll out the pilot implementation team to 15 more GP practices. Integrated care model being evaluated by Public Health.
- The Commissioning Group is currently developing the Children and Adolescent Mental Health Service (CAMHS) Transformation plan which will outline the future of the CAMHS in Barnet. Work is being undertaken with CAMHS core group (including all providers). The transformation plan to be delivered to the Department of Health will be completed by September 2015, followed by a report to committee in November 2015.
- A business waste recycling service needs to be fully developed.
- The Group is currently in the process of developing a number of pilot schemes looking at behaviour changes. Officers are working to deliver a draft Enforcement Strategy that looks across anti-social behaviour, regulatory services and environment enforcement.
- May 2015 has seen a comparatively slower pace in the Regeneration Programme as key decisions and activities have been completed for current phases, and work being undertaken to prepare for, and facilitate, up and coming phases. Decisions are pending on some schemes before they can progress such as funding grant to facilitate Grahame Park Phase B, decisions by developers regarding their next steps for Granville Road, and the Public Inquiry decision for West Hendon.
- Due to unforeseen staffing issues, the role driving the social enterprise for the small business support is currently vacant. Re are prioritising filling this gap to avoid slippage.

Family Services

- To support independence and choice, the Council supports families through the option of personal budget and the option for direct payments. This is now available for all families apart from those only accessing short breaks. By the end of the financial year all families should have personal budgets and options for direct payments.
- The integrated provision of health-related services in early years setting and health visiting service is planned and work is ongoing with Clinical Commissioning Group colleagues to achieve delivery.
- Focussing on young carers:
 - The young carers policy has been finalised and is now being fully implemented.
 - The young carers needs analysis has been completed and is now being used to influence the specification as well as to engage with suppliers.

- A young carers strategy is in draft and is being consulted on by various people including young carers and the young carers reference group.
- Ofsted readiness is being progressed and further work has been identified and is planned for completion. The Service Improvement Plan has been refreshed with all service areas are being monitored through the Delivering Better Services Board.
- A Serious Youth Violence 'problem profile' has been created. It is being refined to strengthen it and further work is to be undertaken with Community Safety to ensure all work is incorporated.
- Wherever possible the Delivery Unit is constraining inflationary pressures on procured goods and services. More detailed work will be developed.

Street Scene

- Modelling of the future waste flow data to deliver the 2020 recycling target has not been achieved this quarter due to the development of the waste strategy.
- The commercial waste services business plan is being prepared, which will include a review of back-office arrangements. The delivery of the zero based budgeting project has been delayed due to the difficulties in setting up the correct establishment on the Council's HR system.
- The strategic outline case for looking at alternative delivery models has been delayed to allow focus on the waste strategy.
- Parks and Open Spaces is progressing well. However there are further actions required:
 - Procure and implement capital investment projects. Capital investment criteria have been agreed.
 - An events profile and relevant usage data has been compiled. Barnet Homes Service Level Agreement review delayed due to Agreement with Commissioner to select and proceed on pilot criteria for 2015/16 which will be rolled out across Barnet Homes assets in 2016/17.
 - Cost / service standard data for bowling greens to deliver community management of bowling greens has been prioritised to follow later than events review. To be delivered later in 2015/16.

Public Health

- People with a long term condition are encouraged and supported to self-manage their condition and the 'making every contact count' work is under review following the national government's requirement for a 7.4% in-year saving.

1.10 Programmes

The Council has in place five portfolios of large programmes and projects: Central, Adults and Health, Children's and Young People, Environment and Regeneration and Growth. In total, 78 programmes and projects are currently underway. In addition, we have an Education Capital Programme in place to ensure successful delivery of new school places and improvements to schools.

Adults and Health Portfolio

This is a large and complex programme in early stages to deliver the outcomes set in the Commissioning Plan, and to achieve required savings. A number of projects are making progress – new model for Mental Health, the Independence of Young People with Learning Disabilities 0-25 project, and progress with the Sports and Physical Activity project. Two projects are red-rated: The wheelchair housing project due to delays in delivery and the Investing in IT project is also red rated due to delays with the delivery date.

Central Portfolio

This includes a small number of large cross-cutting and complex projects. Progress has been made on the Unified Reward project aiming to be in a position to implement from 1 April 2016 onwards. The Customer Access Strategy is red rated due to a delay in the programme, with expectation of a revised delivery date for the strategy to be presented to Committee in winter 2015. Smarter Working remains a challenging project with work underway to complete moves within NLBP and Barnet House and embed new ways of working.

Children's and Young People Portfolio.

Good progress has been made across a number of projects in the Children's and Young People portfolio. The Education & Skills project is progressing. The social work recruitment project is progressing with a recruitment campaign is due to commence in September 2015. Progress continues on the on the libraries project. The project to identify and develop a new children's home was red rated in Quarter 1 as the costs of the project are likely to be higher than the original budget.

Environment Portfolio

There are a number of projects in the early set up phases. The Parks & Open Spaces strategy is in development with a positive response to the initial engagement. The Waste Strategy is under development for Committee in the autumn. The Mortuary shared service transferred but with final signing of the IAA due.

Growth and Development Portfolio

Barnet Homes Management Agreement provisional Heads of Terms were approved by Housing Committee in June. The Housing Strategy a revised date for the Strategy to be taken to Committee in the Autumn. The update on Regeneration programme is Amber overall. The Granville Road project remains red. The Brent Cross programme is rated as Amber to uncertainties relating to Brent Cross North including the timelines.

Schools Capital programmes

The Development Agreement has been signed for the London Academy, although the project continues to be amber rated as contaminated spoil has been found on site. There are some concerns with regards to the delivery of Oak Lodge and Monkfrith within the current funding envelopes. The Northway/Fairway project has some potential small costs following closure of the project.

1.11 Quarter 1 Revenue Monitoring

Table 7 below provides the forecast outturn position for the financial year 2015/16. This analysis compares the forecast outturn to the revised budget position.

The Council's net budget set by Council is £276.465m and there has been no movement to total service expenditure to date. However there have been a number of movements between individual Council services. The budget position incorporates the changes agreed by the Policy and Resources Committee in July 2015. The movements predominantly relate to:

- The allocation of pay award inflation which was previously held in Corporate contingency.
- The allocation of non-pay inflation which was previously held in Corporate contingency.
- The allocation of growth funding to Adults and Communities in respect of a combination of pressures for Learning Disability transition clients, ordinary residents, demographic increases and clients with depleted funds.
- A series of inter service movements to reflect the new Commissioning structure of the Council.

The forecasted general fund expenditure outturn (after reserve movements) is £281.915m, which is an adverse variance of £5.449m (1.97%) against the budget of £276.465m.

Directors are accountable for any budget variations within their services and the associated responsibility to ensure expenditure and income are managed within agreed budgets. To make sure that this is successfully achieved, it is

essential that Directors develop action plans and review these throughout the financial year to identify all significant emerging variances to ensure that overall expenditure is kept within their total available budget.

Directors are in the process of developing recovery plans where the variation to budget exceeds £0.100m to ensure that adverse variances are bought back in-line with the budget set. The recovery plans include the following services:

- Adults and Communities
- Children's Family Service
- Commercial Services
- Housing Needs Resources
- Regional Enterprise
- Customer Support Group

A breakdown of revenue monitoring by each delivery unit is set out in Appendix C and summarised in the Table 7 below.

Table 7: 2015/16 Outturn revenue analysis – Summary

Description	Variations			
	Original Budget £000	Latest Budget £000	Q1 Forecast £000	Variation £000
Adults and Communities	81,756	81,686	84,920	3,234
Assurance	4,110	4,164	4,157	(7)
Children's Education	6,152	6,087	6,068	(19)
Children's Family Service	48,628	48,000	49,219	1,219
Commissioning Group	20,598	20,623	20,722	99
Streetscene	14,014	14,645	14,699	54
Commercial - Parking and Infrastructure	(1,362)	(1,406)	(1,195)	211
Public Health	14,334	14,334	14,334	0
HB Public Law	1,752	1,752	1,752	0
Housing Needs Resources	3,954	3,949	4,849	900
Regional Enterprise	730	739	1,239	500
Customer Support Group	20,822	20,954	21,453	499
Central Expenses	60,977	60,938	59,697	(1,241)
Service Total	276,465	276,465	281,915	5,449

Housing Revenue Account

Description	Variations			
	Original Budget £000	Latest Budget £000	Q1 Forecast £000	Variation £000
Housing Revenue Account	0	0	(476)	(476)

Dedicated Schools Grant

Description	Variations			
	Original Budget £000	Latest Budget £000	Q1 Forecast £000	Variation £000
Dedicated Schools Grant	-	-	(99)	(99)

1.12 Impact on Balances

General Fund

As set out in paragraph 1.11 services are in the process of formulating in year recovery plans to minimise the reported adverse variance of £5.449m. If this isn't achievable, then the Council's General Fund balances would need to be used to fund the variation at the end of the financial year as set out in Table 8 below:

Table 8: General Fund Balances

	£'000
General Fund Balances brought forward 1 April 2015	(14,871)
Budgeted Use of Balance	-
Outturn Variation	5,449
Forecast General Fund Balances 31 March 2016	(9,422)

The recommended limit for the Council's General Fund balance is £15m and therefore the Council would be £5.578m below this recommended limit. This reduction in General Fund balances would need to be managed through the Council's medium term financial strategy to ensure the balance was replenished in 2016/17 as the reduced balance would not be feasible given the risks the Council faces over the short to long term.

Housing Revenue Account

The in-year Housing Revenue Account (HRA) reserve is increased by £0.476m to £15.418m, which will be factored into the 30 year business plan which is due to be presented to the Housing Committee later on this year.

Table 9: Housing Revenue Account Balances

	£'000
Housing Revenue Account Balances brought forward 1 April 2015	(14,942)
In-year surplus	(476)
Forecast Housing Revenue Account Balances 31 March 2016	(15,418)

Dedicated Schools Grant

The in-year Dedicated Schools Grant (DSG) reserve is increased by £0.099m to £4.955m which will be used to manage future years risk and pressures.

Table 10: Dedicated Schools Grant Balances

	£'000
DSG Balances brought forward 1 April 2015	(4,856)
Budgeted Use of Balance	-
Outturn Variation	(99)
Forecast DSG Balances 31 March 2016	(4,955)

1.13 Commentary for significant Budget Variances**Adults and Communities**

The over spend for Adults and Communities of £3.234m represents 3.96% of the delivery unit budget (£81.686m). The key drivers for this variance are as follows:

- £0.192m for Safeguarding as a result of the Supreme Court Judgement in 2014/15 increasing the number of deprivation of liberty safeguarding (DOLS) cases. The service demand is unpredictable and the Council have a legal duty to support clients who come forward to the service.

In 2015/16 the service is expecting to deliver 1,136 assessments compared to the 630 in 2014/15. Additional funding has already been provided for £0.709m (£0.555m from corporate contingency and £0.154m from a Central Government grant) and therefore without this increased funding the adverse variance would have been in the region of £0.901m.

- £3.300m for client care packages for integrated services (older persons, physical disabilities, learning disabilities and mental health).

As reported in 2014/15 the overspends continue to relate to:

- Additional pressures resulting from new Ordinary Residence clients where the care package responsibility has transferred to the Council.
- An increase in residential and nursing EMI (elderly and mentally infirm) due to increasing client numbers reflecting Barnet's aging population. In 2015/16 there has been an increase of 89 clients in residential and nursing provision.
- An increase in the number of clients who were self funders and having depleted funds have become the financial responsibility of the Council as they are no longer full payers.
- An increase in learning disability clients of 13 clients in the first quarter of the financial year transitioning from Children Services.

Children's Family Services

The overspend for Children's Family Services of £1.219m represents 2.54% of the delivery unit budget (£48.000m).

Social care is projected to overspend by a total of £1.816m. There are a number of contributing factors including the use of agency staff, permanent staff that are paid above the midpoint scale at which the budgets have been set, and also "estimated" new inflows in Placements.

The placements budget is the main contributing factor to the forecast overspend with £1.047m relating to:

- **Adoption:** Projected to overspend by £160k due to adoption support overspending on allowances by £103k. £35k overspend on the staffing team, as agency staff are covering posts.
- **Fostering/ROs/SOs:** Projected to overspend by £416k. This is based on the current number of clients including £220k for potential new inflows. There is also the recruitment of two agency staff - one to cover a vacancy and the other to meet service demand.
- **External Placements:** Projected to overspend by £827k overspend through a combination of residential care, IFAs, secure accommodation and preparing for independence. This includes a projection of 50 new clients entering into the service by the end of the financial year.

The Family and Youth Support service is forecasting to overspend by £100k which predominantly relates to employee related expenditure where a higher

percentage of staff are employed at the top spinal point where the budget was set at the mid-point along with a higher number of staff in receipt of various allowances.

Housing Needs Resources

Overspends for the Housing Needs Resources of £0.900m represents 22.79% of the delivery unit budget (£3.949m). The variance is due to a combination of increasing temporary accommodation demand, and private rental sector prices leading to budget pressures. This is despite of a number of mitigations implemented by Barnet Homes in 2014/15 and additional funding provided to the service.

R_e

The over spend for R_e of £0.500m represents 67.66% of the delivery unit budget (£0.739m). The overspend is largely due to an increase in activity relating to highways which has resulted in an increase in expenditure.

Customer Support Group (CSG)

The Customer Support Group is forecasting an overspend of £0.499m which represents a 2.38% variance against the budget of £20.954m.

The overspend relates to the management fee increase as a result of the Civica contract for Revenues and Benefits not being part of the original transferring baseline. Income from schools on traded services is underachieving due to a number of schools opting out and converting to academy status, however this is off-set by overachievement of procurement savings.

1.14 Savings

In 2015/16 the Council was originally due to achieve £17.269m of savings. At the end of quarter one £3.429m (19.8%) had been achieved and it is currently forecast that a further £8.488m will be achieved by the end of the financial year. The total achievable savings of £11.917m therefore represents 69.0% of this year's target and the remaining 31.0% (£5.352m) will not be achieved.

Table 11 below summarises the forecasting for the 2015/16 saving programme:

Table 11: Savings

Directorate	2015/16 Savings £'000	Savings Achieved Q1 £'000	Savings Achievable £'000	Savings Unachievable £'000	2015/16 Savings Unachievable %
Adults Directorate	(8,424)	(1,488)	(5,382)	(3,042)	36.1%
Assurance	(175)	(75)	(125)	(50)	28.6%
BTL					
Central Expenses	(249)	(249)	(249)		0.0%
Commissioning Group	(276)	(276)	(276)		0.0%
Council Wide					
Children's Education	(1,195)			(1,195)	100.0%
CSG	(2,100)	(350)	(2,100)		0.0%
Children's Families	(2,199)		(1,876)	(323)	14.7%
HNR	(300)	(300)	(300)		0.0%
Legal Services	(200)	(33)	(200)		0.0%
Parking & infrastructure	(170)	(80)	(90)	(80)	47.1%
Re	(300)		(300)		0.0%
Street Scene	(1,681)	(577)	(1,556)	(125)	7.4%
Grand Total	(17,269)	(3,429)	(11,917)	(5,352)	31.0%

The Policy and Resources Committee meeting considered the unachievable savings at their July meetings and it was agreed that corporate contingency would fund the following unachievable savings for 2015/16:

- £0.500m in respect of Children's Education for special educational needs transport.
- £1.500m in respect of Adults & Communities for wheelchair housing.

The Committee decision has therefore reduced the unachievable saving to £3.352m for 2015/16. The savings that are currently identified as not being achievable this year have been reflected in the forecast outturn position in Table 10 and will have been mitigated as much as possible by the service. Directors are working on plans to alleviate the risk of these variances to ensure that the savings are delivered in full in 2016/17.

The material variances relate to:

- £1.512m for Adults procurement activities
- £0.695m for Children's Education alternative delivery model
- £0.323m for Children's Education workforce savings
- £0.110m for Streetscene increasing their charges to the HRA for shared use or amenities

1.15 Provisions

Provisions are made where an event has taken place that gives the Council a legal or commercial obligation that require settlement by a transfer of economic benefits or service potential and a reliable estimate can be made of the account of the obligation. For instance, the Council may be involved in a court case that could eventually result in the making of a settlement or the payment of compensation.

As at the 30th June 2015 the Council held provisions of £13.442m which is a movement of £0.002m since the end of the financial year as presented in Table 12 below. The level of provision held by the Council will continue to be monitored on a monthly basis and adjustments made when the settlements have taken place as necessary.

Table 12: Provisions

Description	Provisions brought forward	In year related Expenditure	Provision carried forward
	£'000	£'000	£'000
Adults	1,151	-	1,151
Resources (grant unit)	82	(2)	80
Corporate (insurance provision)	8,850	-	8,850
Regional Enterprise(RE)	210	-	210
Commercial	256	-	256
Childrens	255	-	255
Central(Business Rates Appeals)	2,640	-	2,640
Total	13,444	(2)	13,442

1.16 Reserves

The Council has set aside specific amounts as reserves for future policy purposes or to cover contingencies. As at the 30th June 2015 the Council held reserves of £114.256m which is a £1.899m reduction since the start of the financial year. The reserve balances are managed by the Policy and Resources Committee.

Table 13: Reserves

Description	Reserve b/fwd 01 April 2015	In year related Expenditure	New Reserves Raised	Reserve c/fwd 30 June 2015
	£'000	£'000	£'000	£'000
Central - Capital	1,457	-	-	1,457
Central - Financing	2,592	-	-	2,592
Central - Community Infrastructure Levy	5,316	-	423	5,739
Central - Infrastructure	29,456	-	-	29,456
Central - Risk	12,035	-	-	12,035
Central - Service Development	7,944	-	-	7,944
Central - Transformation	15,079	(1,074)	-	14,005
Service - Other	22,372	(1,248)	-	21,124
Sub Total General Fund Earmarked Reserves	96,251	(2,323)	423	94,351
Service - DSG	5,106	-	-	5,106
Service - Housing Benefits	6,600	-	-	6,600
Service - NLSR	794	-	-	794
Service - PFI	3,715	-	-	3,715
Services - Lighting	113	-	-	113
Service - Section 256 - NHS Social Care Funding	431	-	-	431
Service - Public Health	1,209	-	-	1,209
Special Parking Account (SPA)	1,936	-	-	1,936
Total Ring Fenced	19,905	-	-	19,905
Total All Earmarked Reserves	116,155	(2,323)	423	114,256

1.17 2015/16 Outturn Capital Monitoring

The forecasted outturn expenditure as at 30th June 2015 on the Council's capital programme is £222.720m, £175.508m of this relates to the general fund programme and £47.212m for the HRA capital programme. This is a variance of £8.447m against the latest approved budget of £214.274m. The table below summarises the expenditure by each service.

Table 14: 2014/15 Capital Programme Outturn Position

	2014/15 Latest Approved Budget	BF Variance at Outturn	Addition/ Deletion at Outturn	2015/16 Latest approved Budget (including 2014/15 slippage)	Additions/ (Deletions) - Quarter 2	(Slippage) / Accelerated Spend - Quarter 2	2014/15 Budget (including Quarter 2)	Forecast to year-end	Variance from Revised Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Communities	3,721	1,614	21	5,356	(700)	-	4,656	4,657	936
Children's education	49,099	3,319	440	52,858	2,443	(152)	55,149	55,149	6,050
Children's family services	5,162	685	-	5,847	(2,000)	-	3,847	3,847	(1,315)
Commissioning Group	26,467	902	-	27,369	2,912	(2,992)	27,289	27,289	822
Commercial - Parking and Infrastructure	1,697	90	-	1,787	-	-	1,787	1,787	90
Street Scene	1,765	558	323	2,646	20	(60)	2,606	2,606	841
Housing Needs Resources	148	154	-	302	-	-	302	302	154
Regional Enterprise	76,707	14,896	(5,043)	86,560	758	(7,446)	79,872	79,872	3,165
General Fund Programme	164,766	22,218	(4,259)	182,725	3,433	(10,650)	175,508	175,508	10,743
HRA	49,508	2,247	-	51,755	-	(4,543)	47,212	47,212	(2,296)
Total Capital Programme	214,274	24,465	(4,259)	234,480	3,433	(15,193)	222,720	222,720	8,447

The capital monitoring summary and scheme details by service directorate is set out in Appendix D.

Table 15 below analyses the 2015/16 capital programme for the financial year. A detailed analysis of changes including additions, deletions and budget movements is provided in Appendix E.

Table 15: 2014/15 Capital Funding Outturn Changes

	Grants	S106 / Other	Capital Receipts	Revenue	Borrowing	Total
	£000	£000	£000	£000	£000	£000
Adults and Communities	(1,157)	-	-	207	250	(700)
Children's Family Services	-	-	-	-	(2,000)	(2,000)
Children's Education and Skills	2,397	-	-	-	(105)	2,291
Commissioning Group	1,162	-	(2,992)	-	1,750	(80)
Commercial	-	-	-	-	-	-
Street Scene	-	-	-	20	(60)	(40)
Re delivery unit	201	(1,323)	6,600	(11,400)	(765)	(6,688)
The Barnet Group	-	-	-	-	-	-
General Fund Programme	2,602	(1,323)	3,608	(11,173)	(930)	(7,217)
HRA	-	-	-	(4,543)	-	(4,543)
Total Capital Programme	2,602	(1,323)	3,608	(15,716)	(930)	(11,760)

1.18.1 There is a 3.7% increase in the forecasted capital programme compared with the approved budget. This relates to a movement of £7.982m which is largely due to slippage from 2014/15.

The predominant variances for 2015/16 are as follows:

- The total Children's Education and Skills programme is forecasting an increase of £6.050m. This is composed of slippage brought forward from 2014/15 of £3.759m made up of Urgent Primary places £0.386m, Modernising Primary & Secondary schools £0.898m, Permanent secondary expansion £0.957m and East Barnet rebuild £0.364m and additions of £2.291m primarily on the London Academy £2.777m, Temporary expansions of £0.785m reduced by slippage of £1.430m on Monkfrith school. The Council has recently seen cost increases on its school construction programme which is a result of rising building cost inflation. This is not a localised issue, however, construction costs have risen substantially, particularly in London. This increase is assumed to be the consequence of significant demand in the area while markets remain saturated. The Council is currently putting measures in place to improve its control over the current situation. In addition, a number of schemes have identified abnormal costs which have added further pressure to existing budgets.
- Children's family service forecast has decreased by £1,315m. This is due to slippage of £2.000m on the libraries, reduced by slippage brought forward from 2014/15 of £0.685m made up primarily of 2 year old placement offer £0.101m, Information Management £0.135m and Implementation of the library strategy £0.393m.
- The Re delivery unit programme is forecasting an increase of £3.165m. This is largely due to £9.853m of slippage brought forward from 2014/15 (Brent Cross land acquisition £7.969m and TFL £1,794m) reduced by further slippage of £7.153m in 2015/16 on regeneration £4.978m and other projects including Empty Properties £1.052m and the Housing Association Development programme £1.416m.
- HRA forecast has decreased by £2.296m as a result of £4.453m slippage reduced by £2.247m of slippage brought forward from 2014/15. This is mainly on regeneration and M&E/Gas where the budgets have been re-profiled to more accurately reflect the four year programme.

1.18.2 The 'variance from revised budget' column in the report is a net figure based on slippage (budget required for future financial years), accelerated spend (budget required from future years) and under spends. As an example, a budget may be set for a school build but construction may not start until half

way through the year and is due to continue into future financial years. As construction accounts for the majority of the budget, it needs to be re-profiled (slipped) into the financial year it is required for. Slippage does not indicate an over spend, just a movement of budget into future financial years.

1.19 Agency Costs

The table below details agency staff costs for the first quarter of 2015/16 (April to June 2015) as compared to the same period in 2014/15. Agency expenditure has increased by £0.990m compared to quarter 1 of 2014/15.

The current level of agency usage is consistent with the Council's strategic approach to ensure business critical functions continue to operate and perform while going through significant change. This strategic approach reflects the Council's desire to reduce redundancies from the workforce. Each Delivery Unit has an agreed workforce plan to attract and retain talent, develop skills and move from agency to permanent roles when specific actions or projects compete.

Table 16: Agency Costs for 2015/16

Directorate	Quarter 1 2014/15	Quarter 1 2015/16
	Agency Spend	Agency Spend
	£000	£000
Adults and Communities	908	1,179
Assurance	9	50
Barnet Group	-	-
Children's Education	310	445
Children's Families Service	764	1,189
Commercial	0	-
Commissioning Group	577	578
CSG	17	-
HRA	-14	-
Parking & Infrastructure	-	-
Public Health	-	-
Re	46	-
Schools Direct Management	-	-
Street Scene	506	672
Total	3,123	4,113

1.20 Transformation Programme

Policy and Resources Committee (2 December 2014) agreed a drawdown of £16.1m to support projects and programme to achieve base budget savings of £45m, supporting delivering of the Council's Medium Term Financial Strategy. A summary of spend and projected expenditure is provided as Appendix F.

1.21 Treasury Outturn

1.21.1 In compliance with the requirements of the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice this report provides Members with a summary report of the treasury management activity during the period to 30 June 2015. The Prudential Indicators have not been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield. Further details of compliance with prudential indicators are contained in Appendix G.

The Local Government Act 2003 requires the Council to set an Affordable Borrowing Limit, irrespective of its indebted status. This is a limit which should not be breached. During the period to 30 June there were no breaches of the Authorised Limit and the Operational Boundary.

The Council's timeframes and credit criteria for placing cash deposits and the parameters for undertaking any further borrowing are set out in the Treasury Management Strategy (TMS). The TMS Strategy 2015/16 was approved by Council on 3 March 2015. The Treasury Management Strategy demands regular compliance reporting to this Committee to include an analysis of deposits made during the review period. This also reflects good practice and will serve to reassure this Committee that all current deposits for investment are in line with agreed principles as contained within the corporate Treasury Management Strategy.

This report therefore asks the Committee to note the continued cautious approach to the current investment strategy: to note also, that as a result of considerable stabilisation and in some cases improvement in credit metrics, the revised treasury strategy for 2014/15 has extended the maximum duration to 10 years with further diversification, albeit with maximum recommended duration of deposits for different banks depending on risk assessment.

1.21.2 Investment Performance

Investment deposits are managed internally. As at 30 June 2015, deposits outstanding were £237.700 million (excluding Icelandic deposits), achieving an average annual rate of return of 0.65 per cent (adjusted for Icelandic deposits) against a benchmark average (London Interbank Bid Rate - LIBID) of 0.48per cent. A list of deposits outstanding as at 30 June 2015 is attached as Appendix H.

The benchmark, the average 7-day LIBID rate, is provided by the authority's treasury advisors Arlingclose. The LIBID rate is the rate that a Euromarket

bank is willing to pay to attract a deposit from another Euromarket bank in London.

The Council holds a balance of circa £2.9 million in a third party bank account established by the winding up board of the former bank Glitnir. These funds cannot yet be accessed due to Icelandic Government currency export restrictions but they can be traded, though the market is illiquid. On 9th July 2015 Policy and Resources Committee agreed to delegate powers that would enable officers to process any sale, in consultation with the Committee Chairman, if an acceptable offer is made to the Council. There are no acceptable offers currently being considered.

1.21.3 Debt Management

The total value of long term loans held by the Council as at 30 June 2015 was £304.08m. There has been no external borrowing in the financial year to date. The average total cost of borrowing for the quarter ending 30 June 2015 was 3.89 per cent.

2 REASONS FOR RECOMMENDATIONS

- 2.1 These recommendations are to allow the Council to meet the budget agreed by Council on 3 March 2015.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 None.

4 POST DECISION IMPLEMENTATION

- 4.1 None.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

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

- 5.1.2 The past three years of performance information is available at: www.barnet.gov.uk/performance

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

5.1.4 Relevant Council strategies and policies include the following:

- Corporate Plan 2015-20
- Medium Term Financial Strategy
- Treasury Management Strategy
- Debt Management Strategy
- Insurance Strategy
- Risk Management Strategy
- Capital, Assets and Property Strategy.

5.1.5 The priorities of the Council are aligned to the delivery of the Health and Wellbeing Strategy.

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

5.2.1 Robust budget and performance monitoring plays an essential part in enabling an organisation to deliver its objectives efficiently and effectively.

5.3 **Social Value**

5.3.1 The Public Services (Social Value) Act 2013 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.

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, in Part 15 Annex A, Responsibility for Functions, states in Annex A the functions of the Performance and Contract Management Committee including:

- a) Overall responsibility for quarterly budget monitoring, including monitoring trading position and financial strategy of Council Delivery Units.
- b) Monitoring of Performance against targets by Delivery Units and Support Groups including Customer Support Group; Re; the Barnet Group (Including Barnet Homes and Your Choice Barnet); HB Public Law; NSL (Parking Contractor); Adults and Communities; Family Services; Education and Skills; Streetscene; Public Health; Commissioning Group; and Assurance.
- c) Receive and Scrutinise contract variations and change requests in respect of external delivery units.
- d) To make recommendations to Policy and Resources and Theme Committees on relevant policy and commissioning implications arising from the scrutiny of performance of Delivery Units and External Providers.
- e) Specific responsibility for the following function within the Council:
 - a. Risk Management
 - b. Treasury Management Performance
- f) Approve the Annual Report of the Barnet Group Ltd.
- g) To consider reserved matter of the Joint Venture Company (JVCO)

5.4.4 The Council's Constitution, Part 21, Financial Regulations section 4. paragraphs 4.4.9 - 11 state:

- Allocations from the central contingency relating to planned developments will be approved by the Chief Finance Officer (section 151 officer), in consultation with the Chairman of the Performance and Contract Management Committee, following the receipt from a Chief Officer of a fully costed proposal to incur expenditure that is in line with planned development (including full year effect).

Where there is a significant increase in the full year effect, the contingency allocation must be approved by the Performance and Contract Management Committee.

- Allocations from the central contingency for unplanned expenditure, including proposals to utilise underspends previously generated within the service and returned to central contingency, will be approved by the Chief Finance Officer in consultation with the Chairman of Performance and Contract Management.

Where there are competing bids for use of underspends, additional income or windfalls previously returned to central contingency, priority will be given to the service(s) that generated that return.

- Allocations for unplanned expenditure over £250,000 must be approved by Performance and Contract Management Committee.

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

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

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

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

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 Consultation and Engagement

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

Phase	Date	Summary
Phase 1: Setting out the challenge	<i>Summer 2013</i>	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	<i>October 2013 - June 2014</i>	<ul style="list-style-type: none"> • Engagement through Citizen's Panel Workshops which focused on stakeholder priorities and how they would want the Council to approach the Priorities and Spending Review • An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.
Phase 3: Engagement through Committees	Summer 2014	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • A series of 6 workshops with a cross section of residents recruited from the Citizens Panel and Youth Board, plus two workshops with users¹ of Council services. • An online survey (17 December 2014 – 11 February 2015)

5.8 Insight

5.8.1 The use of insight data is used to ensure correct decision making appropriate decisions. This monitoring report makes use of broader performance and finance information to ensure appropriate decisions are made.

¹ One "service user" workshop was for a cross section of residents who are users of non-universal services from across the Council. The second workshop was for adults with learning disabilities.

6 BACKGROUND PAPERS

- 6.1 Most recent Delivery Unit performance reporting available from www.barnet.gov.uk/currentperformance
- 6.2 Individual Delivery Unit performance reporting from 2012-13 to present available from www.barnet.gov.uk/performance
- 6.3 Full results of the Resident Perception Survey: Spring 2015 are available from <https://engage.barnet.gov.uk/consultation-team/residents-perception-survey-spring-2015>
- 6.4 Further transparency reporting, including a breakdown of Customer Service data, is available from the Council's data portal <https://open.barnet.gov.uk/>
- 6.5 Performance and Contract Management Committee, 12 May 2015 (Decision Item 7) – approved Final Outturn and quarter 4 Monitoring Report 2014/15 <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=693&MId=7873&Ver=4>
- 6.6 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>
- 6.7 Council, 14 April 2015 (Decision item 13.3) – approved Corporate Plan 2015-20. <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=7820&Ver=4>

Appendix A: Customer Report: Quarter 1 2015/16

1. Customer Experience

Executive summary

In Quarter 1, customer satisfaction ratings of across our main access channels remained unchanged with 77% of customers satisfied, slightly above the target of 75%. In addition, based on the recent Residents' Perception Survey, 70% of residents sampled reported that they felt it is easy to contact the Council. The new CSG survey of customers' satisfaction following case closure improved significantly from 43% to 57%, but still below target.

The Council has a customer experience dashboard (Figure 1 below). In Quarter 1, eight of fourteen targets were achieved and eleven targets had a positive direction of travel.

Successes

There are a number of notable successes within the first quarter for 2015/16:

- A new initiative to resolve customer requests at the first point of contact (called 'Single Agent Resolution') is beginning to take effect. CSG Customer Services have **removed hand-offs from 9 types of customer request** to enable single agent resolution, and will seek to achieve a further 54 conversions by the end of the year.
- Progress has been made with the online experience and use of online self-service. 90% of webforms have been responded to within 5 working days and there has been a **66% increase in the number of webforms submitted by customers**.
- Overall customer access satisfaction remains above target, driven by high telephony ratings. We have also seen **increases in satisfaction with the website and webforms**. Website satisfaction has increased to 42% satisfied, from 37% in the previous quarter. Webforms satisfaction increased to 51%, from 47% last quarter. This remains an area of focus in coming months, to promote channel shift.
- The target for **customer calls being answered within 20 seconds was exceeded by the main contact centre at 82%**, an improvement from Quarter 4 2014/15.
- The overall volume of stage 1 complaints reduced since Q4 and for the first time the council has **hit its target for responding to complaints on time in 80% cases**, driven largely by good performance of Barnet Homes and Street Scene who received two thirds of all complaints.

In addition, the Council has put in place a new weekly monitoring regime for overdue complaints, members enquiries and other service requests to drive further improvement.

Areas for improvement

- **Online experience.** While some improvements were reported in Quarter 1, it is a council priority to improve the website experience so that customers use it to self-serve. 40% of negative ratings in June related to page content, whilst 35% related to technical functionality. Service areas will take actions to improve page content to drive improved service and satisfaction and CSG is addressing technical issues, including the quality of the search function.
- **Completing customer cases on time and improving satisfaction.** Overall, the proportion of customer cases resolved on time improved in Quarter 1 from 64% to 74%. While this is positive, it remains below the target of 80%. CSG and Re have undertaken customer satisfaction surveying following case closure to get a deeper understanding of performance. While satisfaction increased from 43% to 57% in Quarter 1 2015/16 for CSG, there are real areas for improvement in the quality of case closure – specifically for Street Scene, with only 35% satisfaction reported.
- **Members and MPs enquiries.** While the performance of the Council in responding to member enquiries within 5 days increased to 96%, the performance in successfully closing these enquiries within 5 days reduced to 65%. Within this, specific services require dedicated actions to improve performance, such as Re, which closed only 58% of its 514 cases with 5 days.
- **Face to face service wait times.** Both sites experienced high wait times in Q1, missing initial and secondary wait targets. The average secondary wait at Barnet House has been significantly longer than the 10 minute target for the last 3 quarters. CSG have now made two new permanent management appointments that should start to improve the customer experience at these centres.
- **Desk phone answering by council staff remains low,** with just 81% calls answered, and 75% answered within 20 seconds in Quarter 1.

Figure 1: Overall performance in Quarter 1 2015/16, compared to Quarter 4 2014/15

Area	Target	Performance previous quarter	Performance current quarter	DoT
% Complaints responded to within SLA	80%	79%	80%	↑
% Members Enquiries responded to within SLA	95%	93%	96%	↑
% Members Enquiries cases closed in 5 days	-	69%	65%	↓
% of cases delivered within SLA	80%	64%	74%	↑
% of cases delivered within SLA for customers needing additional support	80%	87%	98%	↑
Single Agent Resolution - % Lagan case types that can be fully resolved by the first customer agent	16.5%	16%	16.5%	↑
% FOIs resolved within SLA	90%	98%	97%	↓
% CSG calls answered within SLA	80%	78%	82%	↑
% Council desk phones calls answered within SLA	80%	73%	75%	↑
% CSG Emails responded to within SLA	90%	81%	87%	↑
% CSG Webforms responded to within SLA	90%	74%	90%	↑
Avg initial wait (min)	5 mins	2.79	6.20	↓
Avg secondary wait for Barnet House only (min)	10 mins	14.20	13.50	↑
Case Closure Survey (sum of 'Very good' and 'Good' ratings)	60%	43%	57%	↑
GovMetric satisfaction	75%	77%	77%	↔
Mystery Shopping	90%	-	-	

Notes

- **Closing Member Enquiry cases:** due to the enormous variety of members enquiries and degrees of complexity, the council currently has no target for the proportion that should be closed within 5 days but will explore this for future.
- **Council Desk Calls:** missing data for RE and CSG due to a staff list issue
- **Avg. secondary wait for Barnet House:** there is no secondary wait at Burnt Oak Library
- **Mystery Shopping:** none conducted this quarter

Figure 2: Performance by Delivery Unit in Q1, where CSG Customer Services handles the measured calls, emails & webforms, on behalf of other Delivery Units.

Key: green = target met, red = target not met, / = No data available, 0 = no instances recorded

Area	Target	Adults	Assurance	Barnet Homes	Commissioning	CSG	Education & Skills	Family Services	Re	Streetscene
% Complaints responded to within SLA	80%									
% Members Enquiries responded to within SLA	95%									
% Members Enquiries cases closed in 5 days	-	71%	33%	-	83%	76%	62%	79%	58%	68%
% of cases delivered within SLA	80%		0	/	0					
% of cases delivered within SLA for customers needing additional support	80%		0	/	0		0			
% FOIs resolved within SLA	90%									
% CSG calls answered within SLA	80%		/	/						
% Council desk phones calls answered within SLA	80%			/						
% CSG Emails responded to within SLA	90%	/	/	/		/				
% CSG Webforms responded to within SLA	90%		0	/		/				
Govmetric satisfaction	75%		0		0					
Mystery Shopping	90%									

* **CSG Complaints:** 90% target for CSG Customer Services

* **Corporate Structure:** Assisted Travel is now counted under Commissioning, the same DU that owns Parking. It was previously counted for CSG.

1. Delivering services within promised timescales

Overall, 74% of 35,285 recorded cases (CSG and Street Scene) were delivered to the promised timescales. This is a significant improvement on the previous quarter, despite a large increase in the number of cases recorded, but is still some way below the 80% target.

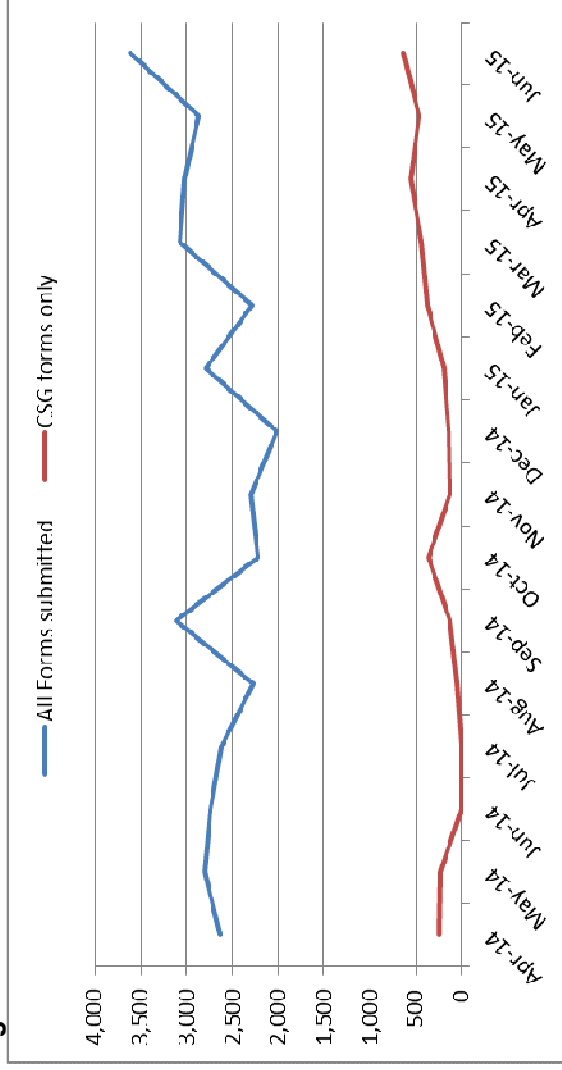
Just 57% of customers who completed a survey following case closure said they were satisfied with their experience. Within this, Assisted Travel achieved the highest ratings (80% satisfied) and Street Scene the lowest (35% satisfied).

The Council and CSG have put in place additional support for customers who need it – Customer Additional Support cases ('CAS cases'). This applies where the customer service team identify a customer who requires support using a set of agreed criteria, so that customer services agents actively monitor and if necessary chase up timely delivery on their behalf. The numbers of customers identified are low, just 257 this quarter. This process makes a significant difference for this small cohort, with 98% of their cases delivered on time. The target is to ensure performance for customers who need additional support is as good as the average performance for all customers.

2. Progress on moving customer demand online

Quarter 1 is the first opportunity to assess the success of the new website and MyAccount facility in encouraging 'self-serve'. The new site went live on 1 March, and there has been a significant increase in the number of webforms submitted since, which is very encouraging (see figure 3). There was also a decrease in the volume of calls received by our main contact centre run by CSG compared with the previous quarter. However there was an increase in calls received by the RE contact centre in Q1, who handle just over a tenth of all customer calls.

Figure 3: Trend of customers' use of self-serve webforms via the website



The new My Account facility, which allows customers to see their personal account information for four different services (council tax, benefits, parking and libraries) had 4,459 registered users in Q1, bringing the total number of account holders to 7,008. However only a portion of these customers have used the account to enrol their service account, as the chart below shows. Council tax had the highest number of enrolments, with libraries having the least. A public communications campaign to promote MyAccount commencing in September will boost awareness and take up.

Figure 4 – My Account usage

Registrations		Enrolments			
Month	Number of My Account registrations completed	Number of enrolments for Council Tax	Number of enrolments for Benefits	Number of enrolments for Parking	Number of enrolments for Libraries
Jan-15	-	-	-	-	-
Feb-15	-	-	-	-	-
Mar-15	2,549	678	112	32	73
Q4 2014/15	2,549	678	112	32	73
Apr-15	1,842	513	113	25	61
May-15	1,317	297	81	196	43
Jun-15	1,300	220	104	206	34
Q1 2015/16	4,459	1,030	298	427	138

3. Delivering a good online experience

5,963 customers completed a web satisfaction survey in quarter 1. Customer satisfaction for the website has always been low (see figure 5 below), but in Quarter 1 this improved to 42% satisfied, from 37% in the previous quarter. We also saw a slight increase in customer satisfaction ratings for webforms (47% to 51%). CSG's responsiveness to submitted webforms improved in Quarter 1 with the 90% target to respond in 5 days achieved for the first time, despite a 66% increase in the number of forms submitted by customers.

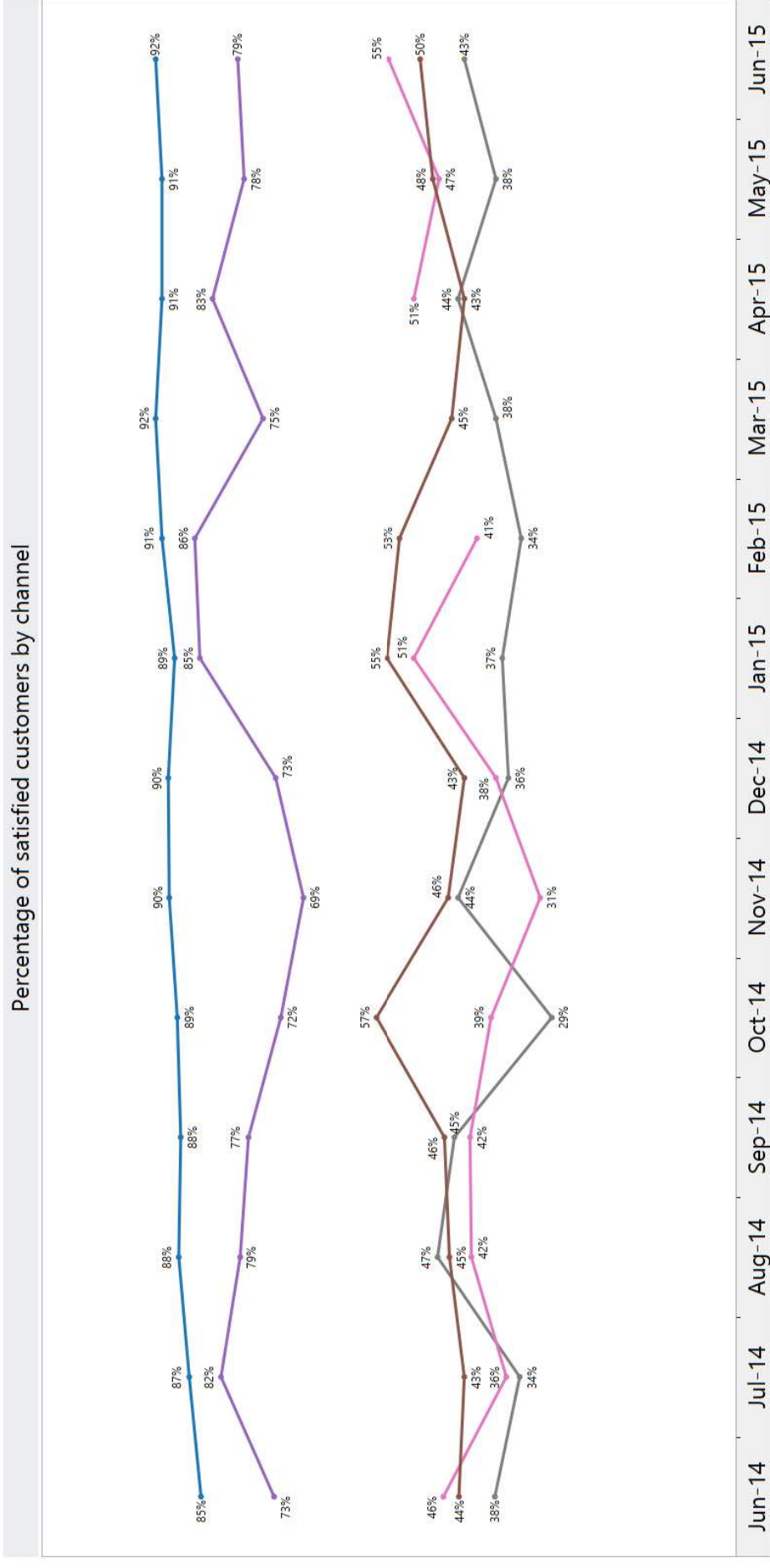
However, the website forms a cornerstone of the council's customer access strategy, and therefore efforts to improve satisfaction need to be accelerated. 50% of surveys rated the website as poor. An analysis of ratings in June showed that 35% of the poor comments related to IT functionality, whilst 40% were linked to page content.

Once the search function – a current significant source of customer frustration – is improved in August, we expect to see a much more significant improvement in satisfaction.

All webpages are owned by a Delivery Unit, and some of the lowest ratings were received by RE (27%), CSG (33%) and Barnet Homes (37%). Clearly not all customer ratings relate to the quality of the website; some reflect dissatisfaction with policy or difficulties the service has in meeting demand.

All service areas receive the data and comments from customers that enable them to identify and target content improvements, and responses to comments by customers are published monthly on the council's website at www.barnet.gov.uk/customer-web-feedback

Figure 5: GovMetric satisfaction ratings by channel since June 2014



4. Delivering a good email service

The CSG contact centre came short of achieving the 90% target for responding to emails in 5 working days, but it improved significantly on the previous quarter. The overall satisfaction with the email channel remains low: 36% of 416 respondents rated the email channel as poor.

Despite receiving 400 more emails in Quarter 1 than in the previous quarter, the teams handling Parking and Assisted Travel emails together achieved 95% replies within 5 working days, helped by introducing a recorded message advising customers of the process for challenging PCNs. The Street Based Services customer services team also significantly improved performance - 73% to 89%. The worst performing customer services team was school admissions, where responsiveness rates dropped from 93% in Quarter 4 2014/15, to 71% in Quarter 1 2015/16.

5. Delivering a good telephony service

CSG met its target of 80% for calls answered in 20 seconds, whereas RE achieved 63%, and Barnet Homes achieved 44%.

In Quarter 1 2015/16, 91% of 14,757 respondents rated the telephony service as good, making it the highest performing channel. Telephony ratings across councils using the same GovMetric survey tool are extremely high - when compared to other councils, Barnet is performing within the third quartile ('medium-low').

Council staff are still leaving a fifth of their 'desk' calls unanswered - 81% were answered, 75% were answered within 20 seconds. Assurance staff who predominantly receive internal calls were the only group to answer above 80% calls in quarter 1. Individual services have recognised that this is an area where performance needs to improve. Adults & Communities has taken proactive action to remind staff of to answer calls promptly.

6. Delivering a good face to face service

The face to face service provided at Barnet House and Burnt Oak is primarily used by housing benefits and housing customers. The overall council face to face satisfaction rating is high at 80% in Q1 and relatively stable. However, initial and secondary wait times increased dramatically in quarter 1, to 10.45mins for the average initial wait; and a 21.9 minute average secondary wait time at Barnet House (there is no secondary wait at Burnt Oak).

A recovery plan is currently being developed that will focus on improving the customer journey for both sites.

7. Complaints

Benchmarking data from 9 London boroughs in Q4 put Barnet slightly above the average number of complaints per 10,000 population (17.42 compared to 16.43 average). It is good to see that in Q1, Barnet's stage 1 (S1) complaints decreased by 5%, largely driven by falls for Barnet Homes and CSG.

For the first time, the council met the 80% target for responding to complaints within the complaints policy timescales in Q1, driven by the good performance of Barnet Homes (90%) and Street Scene (83%). Five of the council's seven customer-facing DUs performed below 80% in Q1 (see figure 2 above). Failure to respond on time can often generate further customer contact, complaints and dissatisfaction.

Street Scene Stage 1 complaints increased by 77% in quarter 1. There was a sharp rise in the number of 'Domestic Waste/Recycling' and 'Assisted Collection' complaints. 78% of the total stage 1 complaints received for Street Scene were partially or fully upheld. During Q1 the service carried out route optimisation work, particularly on green waste recycling rounds. Changes such as this inevitably incur complaints from residents though the service acknowledges that some aspects of this, particularly around communication, could have been better. There were also staffing pressures during Q1, and while a plan is in place to address these pressures it will take some time to take effect.

The council aims to resolve all complaints at stage 1, and reduce the number of complaints escalated to stages 2 and 3. Most of the 61 stage 2 complaints recorded in Q1 were for Barnet Homes and CSG, suggesting more work is needed to improve their stage 1 complaint responses. Just over half (35) of all S2 complaints were upheld or partially upheld. Of the 7 stage 3 complaints recorded, all were fully or partially upheld.

Figure 6: Complaints by DU in Q1 2015-16, order from highest to lowest volume

Outcome by Stage	Barnet Homes	Street Scene	CSG	Re	Adults	Family Services	Education & Skills	Commissioning, incl. Parking	Assurance
Stage 1									
Upheld	114	11	35	4	6	1	0	0	0
Partially upheld	34	27	24	1	6	9	3	0	0
Not upheld	82	31	34	16	3	11	8	0	1
Unknown	7	74	20	3	10	1	4	0	0
Stage 2									
Upheld	9	1	6	3	0	0	0	0	0
Partially upheld	8	1	4	2	0	0	1	0	0
Not upheld	5	1	8	3	1	0	1	1	0
Unknown	0	2	3	0	0	0	0	1	0
Stage 3									
Upheld	0	0	1	1	0	0	0	0	0
Partially upheld	1	1	3	0	0	0	0	0	0
Not upheld	0	0	0	0	0	0	0	0	0
Unknown	0	0	0	0	0	0	0	0	0
Ombudsman Received	5	1	6	10	3	1	2	3	0

Total	265	150	144	43	29	23	19	5	1
-------	-----	-----	-----	----	----	----	----	---	---

2. Resident & customer survey results

To ensure the council maintain to deliver the services our residents most need, the council carries out a twice-yearly survey of a sample of residents. Some DUs also conduct their own service user surveys. The table below show the results against any available comparisons.

Measure Title	Q1 2015/16 Result	Previous Result / Autumn 2014	London	National
Percentage of residents who are satisfied with the way the Council runs things	71%	71%	70%	68%
Percentage of residents who report that it is easy to access Council services	70%	68%	N/A	N/A
Percentage of residents who are satisfied with Barnet as a place to live	88%	88%	N/A	82%
Business satisfaction	-	N/A	N/A	N/A
Percentage of residents who are satisfied with parks and open spaces	70%	72%	68%	
Percentage of residents who are satisfied with refuse and recycling services	76%	75%	69%	
Percentage of residents who are satisfied with: Repair of roads	27%	27%	41%	
Percentage of residents who are satisfied with: Quality of pavements	30%	32%	N/A	
Percentage of residents who are satisfied with street cleaning	53%	54%	55%	
Percentage of residents who are satisfied with parking services	27%	28%	33%	
Percentage of respondents very or fairly satisfied with repairs and maintenance	99%	97%		
% satisfied (Street Lighting)	71%	72%		
% concerned about roads and pavements (in top 3)	-			
% concerned about litter/ dirt in streets (in top 3)	18%	19%		
Percentage of people who use services who feel safe	67%	N/A	N/A	N/A
Percentage of respondents very or fairly satisfied with the service provided by their social housing provider (Barnet Homes)	TBC	N/A	N/A	N/A
Percentage of Social Care Direct customers who are satisfied or very satisfied with the service they have received post resolution	99%	81%		

Appendix B: Performance Report: Quarter 1 2015/16

1. Corporate performance overview

1.1 Corporate performance dashboard

Delivery Unit	Strategic Indicator performance Overall performance rating achieved against all Strategic Indicators reported this quarter	Critical/ Contract indicator performance rating achieved against all Critical or Contract Indicators reported this quarter	Projected revenue variance £'000 Expected revenue expenditure variation from revised budget	Capital actual variance £'000 Capital spend variation from budgeted amount as at quarter end
Adults and Communities	42% (12)	25% (8)	3,234	936
Assurance	N/A	N/A	(7)	N/A
Children's Education and Skills	83% (6)	0% (1)	(19)	6,050
Family Service	43% (7)	83% (6)	1,219	(1,315)
Commissioning Group	42% (12)	N/A	99	822
Street Scene	0% (5)	29% (7)	54	902
Parking and Infrastructure	67% (3)	75% (4)	211	90
Public Health	50% (2)	86% (14)	0	N/A
Barnet Homes	100% (4)	80% (10)	900	154
R ^e	88% (8)	96% (49)	500	2,700
CSG	100% (1)	78% (18)	2,789	N/A
HB Public Law	N/A	100% (12)	0	N/A
Central Expenses	N/A	N/A	(1,241)	N/A
Totals	55% (60)	81% (129)	5,449	(10,650)

The table above provides an overview of the performance and finance of Delivery Units. Methodology for calculating the balanced scorecard is explained in section 5. () = The total number of indicators

2. Whole council summary tables

2.1 Key finance indicators

		2015/16 Position as at 31/06/15	2014/15 Position as at 31/03/15
1	Revenue Expenditure (a) Balances and Reserves: (i) General Fund Balance (ii) HRA Balances (iii) School Balances (b) Performance against Budget: Variations: (i) Overspends (ii) Underspends	£'m £'m £'m	14.87 12.04 13.27
		14.87 14.94 13.43	14.87 12.04 13.27
		£'m £'m	8.57 7.49
2	Capital Expenditure (i) Total Variance	£'m	24.5
		13.6	
3	Debt Management (i) Total Debt Outstanding over 30 days (i) Total Debt Outstanding over 12 months (iii) Council Tax - % paid	£'m £'m %	7.1 2.6 96.39
		12.8 2.2 30.15	
4	Creditor Payment Performance (i) % of Creditors paid within 30 days	%	98.4
		95.31	

2.2 Revenue budget – corporate overview – see
Appendix C of the monitoring report

2.3 Capital budget – corporate overview - see
Appendix D of the monitoring report

2.4 Corporate Plan performance - Corporate overview by Theme Area

The table below illustrates how strategic Corporate Plan measures are performing against each Commissioning Theme Area. The table highlights where we are achieving by using a RAG rating system.

Theme Area	Total no. of Strategic Corporate Plan indicators	No. of Corporate Plan indicators expected to report in Quarter 1 2015/16	RAG Ratings					Positive/neutral Direction of Travel	Negative Direction of Travel	Direction of Travel Not Available
			Green	Green amber	Red amber	Red	Monitor / No RAG			
Adults and Safeguarding	15	13	2	0	1	7	5	6	7	2
Assets, Regeneration and Growth	10	9	0	0	0	2	8	3	1	6
Children, Education, Libraries and Safeguarding	19	13	3	2	0	1	13	2	1	16
Community Leadership	5	5	4	0	1	0	0	3	1	1
Environment	22	20	8	3	2	4	5	9	5	8
Health and Wellbeing	8	4	1	0	0	1	6	0	2	6
Housing	11	11	5	0	0	0	6	4	2	5
Outstanding customer service	6	5	1	0	2	1	2	4	0	2
Total	96	80	24	5	6	16	45	31	19	46
Total %		100%	25%	5%	6%	17%	47%	31%	20%	48%
Total % of RAG Rated Indicators	51	100%	47%	10%	12%	31%				

2.4.1 Strategic performance Indicators

The tables below outline the performance against the Corporate Plan measures of success, by each responsible Delivery Unit.

1. Adults and Communities

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>Calculation of how far the outcome is from the target</i>	Direction of Travel <i>Assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
AC/S3	Percentage of adults with learning disabilities who live in stable accommodation	Apr-June 2015	58.1%	60.0%	$\frac{422}{709}$	59.2%	0.08%	Improving	N/A
AC/S4	Percentage of adults with learning disabilities in paid employment	Apr-June 2015	9.4%	10.6%	$\frac{66}{709}$	9.3%	12.2%	Worsening	N/A
AC/S5	Percentage of adults with mental health needs in paid employment	Apr-June 2015	5.7%	7.0%	$\frac{37}{767}$	4.8%	31.1%	Worsening	N/A
AC/S6	Percentage of adults with mental health needs who live in stable accommodation	Apr-June 2015	70.9%	75.0%	$\frac{617}{767}$	80.4%	7.3%	Improving	N/A
AC/S7	Percentage of people who use services, who reported that they had as much social contact as they would like	Feb 2015	41.1%	Top 25% of comparable borough	N/A	44.9%	N/A	Improving	N/A

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>Calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
AC/S8	Percentage of new clients, older people accessing enablement	Apr-June 2015		Year End Target 50%	$\frac{134}{1,160}$	12.0%	N/A		
AC/S9	Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	Apr-June 2015	475.1	100.0	$\frac{47}{51,576}$	91.1	8.9%	Improving	
AC/S10	Percentage of people who feel in control of their own lives	Feb 2015	73.3%	Top 25% of comparable boroughs	N/A	69.0%	N/A	Worsening	
AC/S11	Percentage of older people remaining at home 91 days after discharge	Apr-June 2015	71.9%	81.5%	$\frac{316}{428}$	73.8%	9.4%	Improving	
AC/S15	Percentage of people who use services who feel safe	Feb 2015	65.2%		N/A	67.0%	N/A	Improving	
AC/S16	Proportion of people with a Direct Payment	Apr-June 2015	29.4%	40.0%	$\frac{1,048}{2,674}$	39.2%	2.0%	Improving	
AC/S17	Number of new telecare packages installed	Apr-June 2015	216	270	N/A	119	55.9%	Worsening	
AC/S18	Percentage of Service users receiving on-going services with telecare	Apr-June 2015	13.0%	17.0%	$\frac{475}{3,979}$	11.9%	29.8%	Worsening	

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
AC/S19	Proportion of people who leave enablement with no care package		70.0%	63.0%	$\frac{212}{303}$	70.0%	11.1%	Worsening	
AC/S21	Carer assessments resulting in information, advice and services (end of year projection)	Apr-June 2015	31%	Top 25% of comparable boroughs	N/A	27%	N/A	Worsening	
AC/S22	Number of safeguarding adults alerts	Apr-June 2015	565	Monitor	N/A	223	N/A	Improving	
AC/S23	Number of people meeting their outcomes at support plan review	Apr-June 2015	86.0%	90.0%	$\frac{68}{69}$	98.6%	9.5%	Improving	
AC/S24	Overall Number of contact events into social care Direct	Apr-June 2015	40,357	Monitor	N/A	13,674	N/A	Worsening	
AC/S25	Percentage of social care Direct customers who are satisfied or very satisfied with the Service they have received post resolution	June 2015	81.0%	85.0%	N/A	99.0%	16.5%	Improving	

2. Family Service

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous outturn <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	DoT Variance <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
FS/S6	Percentage of children in LBB foster care	As at 30 June 2015	N/A	39.0%	$\frac{121}{308}$	39.3%	0.7%	N/A	Benchmarking data not available - this target is specific to Barnet
FS/S7	Percentage of free entitlement early years places taken up by parents/ carers that are eligible for a place.	Apr-June 2015	N/A	50.0%	$\frac{749}{1759}$	43.0%	14.8%	N/A	DfE: Average London: 52%
FS/S8	Percentage of the target groups that are registered with the children centre within the area it serves	Apr-June 2015	N/A	65%	$\frac{2,895}{3,265}$	89%	36.4%	N/A	N/A
FS/S9	Average length of care proceedings (weeks)	Apr-June 2015	26	26	N/A	33	27.2%	Worsening	Family Court Statistics Jan to Mar 2015 Average Weeks: 29
FS/S11	Percentage of children in external residential placements	As at 30 June 2015	12.1%	11.4%	$\frac{38}{308}$	12.3%	8.2%	Worsening	Benchmarking data not available - this target is specific to Barnet
FS/S12	Number of new Common Assessment Frameworks opened in quarter	Apr-June 2015	N/A	100	N/A	200	100.0%	N/A	Benchmarking data not available - this target is specific to Barnet

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous outturn <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	DoT Variance <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
FS/S15	Proportion of care leavers age 19 – 21 in education, employment or training.	As at 30 June 2015	49%	55.0%	55 151	45.5%	17.4%	Worsening	LAIT: Statistical Neighbours: 51% London: 54% England: 45%

3. Education and Skills

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target Achievement <i>level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
CES/S1	Percentage of primary schools rated as 'good' or better	Apr-June 2015	90.9%	92.0%	N/A	91.8%	0.2%	Improving	Outer London (87.1%), England (84.4%)
CES/S2	The percentage of pupils in primary schools judged as good or better by Ofsted	Apr-June 2015	92.0%	92.0%	N/A	93.1%	1.2%	Improving	Outer London (86.7%), England (83.5%)

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
CES/S3	Percentage of secondary schools rated as 'good' or better	Apr-June 2015	87.5%	87.5%	N/A	87.5%	0.0%	Same	Outer London (83.2%), England (74.1%)
CES/S4	The percentage of pupils in secondary schools judged as 'good' or better by Ofsted	Apr-June 2015	89.6%	89.6%	N/A	89.6%	0.0%	Same	Outer London (85.4%), England (77%)
CES/S5	Percentage of nursery schools rated as 'good' or better	Apr-June 2015	100.0%	100.0%	N/A	100.0%	0.0%	Same	no benchmarking available
CES/S6	Percentage of special schools and PRUs rated as 'good' or better	Apr-June 2015	100.0%	100.0%	N/A	100.0%	0.0%	Same	no benchmarking available

4. Street Scene

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
SS/S1	Percentage of residents who are satisfied with parks and open spaces	05/03/2015 - 13/05/2015	70.0%	72.0%	N/A	70%	2.8%	Same	Residents' Perception Survey Spring 2015 - Increase of 2% compared to London and in line with outer London but a 2% decrease compared to Autumn 2014
SS/S2	Percentage of households which have used parks, playgrounds or open spaces in the last 12 months	05/03/2015 - 13/05/2015	83.5%	86%	$\frac{1,654}{2,000}$	82.7%	3.8%	Worsening	Residents' Perception Survey Spring 2015
SS/S3	Percentage of household waste sent for reuse, recycling and composting	Jan-March 2015	36.14%	38.5%	$\frac{11,166.99}{33,018.64}$	33.8%	12.3%	Worsening	Ranked 15th out of 28 reporting London Boroughs (Waste DataFlow extracted as at 15/07/2015).
SS/S4	Percentage of residents who are satisfied with refuse and recycling services	05/03/2015 - 13/05/2015	75%	80%	N/A	76%	5.0%	Improving	Residents' Perception Survey Spring 2015 - An increase of 7.5% compared to London.

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
SS/S6	Percentage of residents who are satisfied with street cleaning	05/03/2015 - 13/05/2015	53%	58%	N/A	53%	8.6%	Same	Residents' Perception Survey Spring 2015 - Decrease of 2% compared to London, 1% below outer London and 1% decrease compared to Autumn 2014.

5. Public Health

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
PH2001 (PH/S1)	Reduction in numbers of mothers that smoke at time of delivery	Jan - March 2015	4.2% ¹	5.0%	$\frac{44}{1,197}$	3.7%	26.5%	Worsening	16 th lowest in England CCGs
PH2003 (PH/S2)	Increase the number of eligible people who receive an NHS Health Check	Jan - March 2015	2,243	3,500	N/A	1,402	59.9%	Worsening	No benchmarking data available for this quarter

¹ Due to a six month reporting delay of SSTOD data by Health and Social Care Information Centre, data for "current reporting quarter" was unavailable for previous performance reports. The reporting delay has now been reduced to 3 months so data is more timely and quarter 3 and 4 data is now available. This accounts for any discrepancy with previous figures.

6. Barnet Homes

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
BH/S1	Number of households in emergency temporary accommodation (ETA)	As at 30 June 2015	455	500	N/A	389	22.2%	Improving	Q4 14/15 DCLG: We continue to see quarter on quarter improvement, we are now ranked 20th (Q3: 22nd) in London (including City of London). London saw a 9% increase in households, whilst outer London saw a 10% increase compared to a 1% decrease for Barnet.
BH/S2	Number of Homelessness Preventions	Apr-June 2015	192	175	N/A	226	29.1%	Improving	Data will be available next quarter, The last result was for 2013/14 DCLG where we were in the second quartile
BH/S4	Current tenant arrears as a percentage of the annual rent debit	As at 30 June 2015	3.53%	3.85%	$\frac{2288847}{59489829}$	3.85%	0.1%	Worsening	Q4 14/15 Housemark - we remain in the third quartile (London)
BH/S5	Temporary Accommodation (TA) current arrears as percentage of debit	As at 30 June 2015	6.33%	6.43%	$\frac{1057368}{18777009}$	5.63%	12.4%	Improving	No comparative data

7. R^e

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
Re/S4 (KPI EH01A)	Compliance with Environmental Health Service Standards (Priority 2 incidents and service requests) (Total number of cases meeting the target/Total number of cases with a target)	Apr-June 2015	97.0%	95.0%	$\frac{1,508}{1,574}$	95.8%	0.8%	Worsening	2013/14 an Qtr 1 14/15 results supplied from LBB survey:- Ealing 2013/14 75.7% Q1 81.5%
Re/S5 (KPI EH01B)	Compliance with Environmental Health Service Standards (Priority 1 incidents and service requests) (Total number of cases meeting the target/Total number of cases with a target)	Apr-June 2015	83.3%	100.0%	$\frac{9}{9}$	100.0%	0.0%	Improving	2013/14 an Qtr 1 14/15 results supplied from LBB survey:- Ealing 2013/14 75.7% Qtr1 81.5%
Re/S6 (KPI EH02I)	Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) - Licenced HMOs meeting legal standards	Apr-June 2015	61.9%	60.0%	$\frac{91}{147}$	61.9%	3.2%	Same	Efforts to obtain benchmarking data continues
Re/S7 (KPI 1.2 NM)	Annual Programme relating to Carriageway Resurfacing schemes	Apr-June 2015	100.0%	100.0%	$\frac{21}{21}$	100.0%	0.0%	Same	Barnet specific indicator

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target Achievement <i>level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
Re/S8 (KPI 1.3 NM)	Annual Programme relating to Footway Relay schemes	Apr-June 2015	100.0%	100.0%	$\frac{11}{11}$	100.0%	0.0%	Same	Barnet specific indicator
Re/S9 (KPI001)	Meet building regulation application within statutory timescales	Apr-June 2015	98.7%	94.0%	$\frac{178}{185}$	96.2%	2.3%	Worsening	Commercially sensitive data (Not possible to obtain data)
Re/S10 (KPI001 (A&A))	Compliance with planning application statutory timescales (for major, minor, other applications)	Apr-June 2015	76.5%	75.0%	$\frac{1,269}{1,433}$	88.6%	18.1%	Improving	Qtr 4 results for neighbouring boroughs according to data from Department of Communities and Local Govt. (CLG): Newham 97% and ahead of neighbouring Boroughs Brent (70%), Enfield (83%) and Haringey (76%).
Re/S15 (KPI 2.1, 2.2, 2.3NM)	Highways defects made safe (composite indicator – KPI2.1-2.3 NM)	Apr-June 2015	N/A	100.0%	$\frac{1,363}{1,367}$	99.7%	0.3%	N/A	Barnet specific indicator

8. Parking and Infrastructure

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
PI/S1	Parking transaction in town centres and on street	Apr-June 2015	-	412,582	N/A	477,430	15.7%	N/A	
PI/S2	Parking transactions in car parks	Apr-June 2015	-	69,509	N/A	119,170	71.4%	N/A	
PI/S3	Percentage of residents who are satisfied with parking services	Apr-June 2015	26%	28%	N/A	27%	3.6%	Improving	

9. Commissioning Group

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>Calculation of how far the outcome is from the target</i>	Direction of Travel <i>Assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
CG/S1	Unemployment	Jan-Dec 2014	6.5%	Monitor	N/A	6.5%	N/A	Same	Nomisweb (Jan-Dec 2014): London 7.0%
CG/S2	Sickness benefit, as measured by the Employment Support Allowance (ESA) claimant count (0-65 weeks) or equivalent benefit	Apr-June 2015	4.6%	Monitor	N/A	4.6%	N/A	Same	Nomisweb (Nov 2014): London 5.5%
CG/S3	Decrease in the level of crime across the Mayor's Office for Policing And Crime set of crimes	Apr-June 2015	N/A	20%	N/A	23%	15.0%	N/A	
CG/S4	Public confidence in police and council in dealing with anti-social behaviour and crime issues that matter in their area	Spring 2015	72%	68%	N/A	68%	0.0%	Worsening	

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
CG/S5	Percentage of residents who report feeling they belong to their neighbourhood	Spring 2015	74%	74%	N/A	78%	5.4%	Improving	National 2012/13 (Community Life) 77%
CG/S6	Percentage of residents who list affordable housing as a concern	Apr-June 2015	29%	Monitor	N/A	33%	N/A	Worsening	
CG/S8	Residents' long-term sickness	Jan-Dec 2014	5,600	5,530	N/A	5,600	1.3%	Same	Nomis web (Jan-Dec 2014): Barnet 8.7%, London 15.7%
CG/S9	Percentage of residents that volunteer at least once a month	Spring 2015	25%	27%	N/A	26%	3.7%	Improving	National 2010/11 24%
CG/S10	Percentage of residents who agree that people pull together to help improve their area	Spring 2015	49%	50%	N/A	52%	4.0%	Improving	National 2012/13 (Community Life) 62%
CG/S11	Percentage of residents who are satisfied with the repair of roads	Spring 2015	27%	34%	N/A	27%	20.6%	Same	No comparable information available

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
CG/S12	Percentage of residents who are satisfied with the quality of pavements	Spring 2015	32%	34%	N/A	30%	11.8%	Worsening	No comparable information available
CG/S14	Percentage of residents who are satisfied with the way the Council runs things	Spring 2015	71%	72%	N/A	71%	1.4%	Same	National Data from LGA Survey Oct 2014 - 68%
CG/S15	Performance of services	As at 30 June 2015	83%	100%	15/18	83%	16.7%	Improving	N/A
CG/S16	Percentage of residents who are satisfied with Barnet as a place to live	Spring 2015	88%	89%	N/A	88%	1.1%	Same	National Data from LGA Survey Oct 2014 - 82%
CG/S19	Resident Satisfaction - It is easy to access Council services	Spring 2015	68%	70%	N/A	70%	0.0%	Improving	No benchmarking available

2.5 Delivery Performance- Critical Performance Indicators

Please see performance page for detailed reports www.barnet.gov.uk/performance

Adults and Communities – 25% of targets met (2 out of 8)

Successes include:

- Go-live of enhanced social care direct model is already seeing more effective screening at the front door of adult social care – in a typical week have investigated, actioned and closed over 50% of cases and safeguarding referrals .
- Significant reduction in the number of working age adults in residential placements from 316 to 302.
- Launch of new information, advice and advocacy contract now delivered by Barnet CAB.

Assurance (no performance indicators)

Successes include:

- Successful planning, implementation and delivery of the May 2015 UK Parliamentary Elections. The borough had a turnout of 68.2% (against a national average of 66.1%) and a Postal Vote turnout of 81.2% (believed to be a record PV turnout for Barnet).
- The Governance Service, with support from other areas of the Council, delivered a successful Annual Council meeting on 13 May 2015. A new Mayor was appointed and appointments to committees and other bodies were made.
- On the 1st July 2015 Barnet became a Single Fraud Investigation Service (SFIS) site in relation to benefit fraud investigations. SFIS is the creation of a national single integrated fraud investigation service within the Department of Work and Pensions (DWP). It has statutory powers to conduct single investigations and sanctions covering the totality of welfare benefit fraud.
- In May 2015 the council was inspected by the Office of Surveillance Commissioners (OSC). The council received a good inspection report with no recommendations for improvement or change.
- This quarter, two complex investigations were carried out by the Corporate Anti-Fraud Team (CAFT) leading to successful prosecutions.

Barnet Homes – 80% of targets met (8 out of 10)

Successes include:

- Housing Committee meeting held in June 2015 agreed Head of Terms and gave authority to develop a new 10 year Management Agreement for Barnet Homes to be in place by April 16.

- Emergency Temporary Accommodation reduction of 292 from 681 in July 2013 to 389 in June 2015. This presents a 43% reduction as a result of the mitigation work Barnet Homes has undertaken.
- Barnet Homes has delivered a £300K General Fund efficiency saving for 2015/16 as part of the agreed Medium Term Financial Savings target agreed in 2013.

CSG – 79% of targets met (15 out of 19)

Successes include:

- As a result of robust planning and ensuring the full engagement of other services, the first draft of the Council's financial statements for the 2014/15 was completed in May 2015, which was a week earlier than last year. Following an internal review the accounts were signed off and pass to the external auditors and the Public Inspection commenced.
- The auditors began their audit at the beginning June and their findings are due to be presented to the Audit Committee at their meeting in July 2015.
- An additional £1.49m Council Tax has been collected for the Council. This remains very close to that achieved in Quarter 1 of 2014/15.
- A system to store and manage all property related information (Integrated Property Assets Management) is now operational, with latest compliance data populated and reports provide Officers at the Assets & Capital Board with updated compliance information for the Council's Commercial and Civic buildings, thereby reducing the risk of any non-compliance across the estate.

Commissioning Group (no performance indicators in quarter 1)

Successes include:

- Barnet Council has frozen Council Tax for the fifth year running and this commitment will be held in place for a further two years. Despite a reduction of government funding of 34%, the council aims to ensure that quality of services are not been compromised.
- An update to the Commissioning restructure has been completed; moving commissioning capacity from Delivery Units into the Commissioning Group. This move ensures there is sufficient commissioning capability and expertise across the individual areas.
- The council has completed the Residents' Perception Survey, with a number of positive findings, such as the proportion of people in support of the statement "The Council provide value for money for the Council Tax I pay" which has significantly increased and is significantly above the London average, when compared to other London boroughs and Councils.

Family Services – 71% of targets met (5 out of 7)

Successes include:

- A team of young film makers aged 12 to 15 from the Canada Villa Youth Centre won top prize for an anti-smoking film at the Cut Film Awards.
- Newstead Children's Centre achieved a 'Good' Ofsted rating.

- A good response received from prospective foster carers during fostering fortnight.

HB Public Law – 100% of targets met (12 indicators)

Successes include:

- Successful integration of the Hounslow Legal Team and delivering business as usual for Hounslow from day 1 without any other disruptions in service.
- Benefit fraud case which proceeded from the Magistrates Court to the Crown Court, sentence is not reduced as requested.
- A Housing Benefit fraud case was investigated and successfully dealt with by our in-house Barnet CAFT and HBPL advocate including sentencing and hearing at the Crown Court.

Parking and Infrastructure – 50% of targets met (2 out of 4)

Successes include:

- The phase 1 improvements to the Parking IT system have been implemented successfully. This provides benefits in real time updating of the data records and therefore when a PCN and/or Permit is issued it is instantly live in the system. The GIS tracking facility has also been introduced and is providing useful monitoring data.
- Parking transactions (on and off street) are positive and are above profile with regard to the annual target.

Public Health – 86% of target met (12 out of 14)

Successes include:

- The Public Health Service has achieved the successful re procurement of School Nursing and Substance Misuse contracts for Barnet and Harrow Councils.
- ‘Smoking Bullet’ by Barnet Youth & Family Support Services won the prestigious Judges Choice award for its powerful anti-smoking message aimed at other young people across the country.
- The health check interventions project is about to commence offering GPs a route for referral for patients who would benefit from accessing physical activity interventions and/or healthy cooking and nutrition advice.

R^e – 96% of targets met (47 out of 49)

Successes include:

- The Construction Industry Council (CIC) accepted the Building Control Service's application to become an Approved Inspector (AI). This will allow the business unrestricted access to compete for the provision of all types of building regulations business anywhere in England and therefore is a significant business opportunity.

- Continued plans to safeguard private rented sector tenants and protect public health in the borough, has led to successful prosecution of an HMO landlord who failed to ensure that his property was licenced. As a result of the publicity generated by the case, the Council has launched an 'amnesty' until the 31 July 2015 to encourage HMO landlords to comply with the housing regulations.
- Residents requesting Pest Control services are now able to make payment over the phone through the Re Customers Service Hub compared to the previous service which operated on a cash payment only basis. Initial feedback from customers is positive and will continue to be monitored
- The Food Safety Team was successful in bringing action against two businesses found to be in breach of health and safety and other trading regulations.
- Following the successful installation of new technology at Hendon Cemetery and Crematorium, family and friends living abroad or who are unable to travel to the funeral service in person are now able to receive live web streaming. The new technology is also able to record and store the service which can be viewed on DVD.

Street Scene – 28% of targets met (2 out of 7)

- Street Scene achieved the Silver Award at the prestigious annual event run by the Royal Society for the Prevention of Accidents (RoSPA) during a ceremony at ExCeL London in June. The RoSPA Awards recognise commitment to continuous improvement in accident and ill health prevention at work. Judges consider entrants' overarching occupational health and safety management systems, including practices such as leadership and workforce involvement.
- Edgware Road – Tree Section, was the winner of the Mayors Street Tree Programme 2008-15 Award which is given for projects that improve the area and are valued by local residents and businesses. The trees were planted to a very high specification to create high visual impact and using an experimental approach such as sugar loading.
- The new cleansing service offer has seen a reduction in customer complaints and Members requests. The service will continue to be monitored as seasonal changes can have an impact.

Your Choice Barnet – 85% of targets met

Successes include:

- Valley Way Respite Service was inspected in Q4 2014/15 with the report from the Care Quality Commission published in May 2015. The rating was "Good" across all 5 elements of the inspection framework (safety, effectiveness, caring, responsiveness and leadership).
- The utilisation rate for Valley Way Respite Service is 93% overall, an improvement on the 81% overall usage in the past year.
- Staff sickness has reduced from 10.5 days in Q4/2014-15 per employee down to 8.9 days.

2.6 Delivery Unit Performance Challenges – Overview

This section identifies performance indicators which have not met target.

Please see performance page for detailed reports www.barnet.gov.uk/performance

Strategic Interventions

Delivery Unit	Indicator Title	Relevant Previous Outturn	Target	Final Outturn	Direction of Travel
Adults and Communities	AC/S3: Percentage of adults with learning disabilities who live in stable accommodation	58.1%	60.0%	59.5%	Improving
	AC/S4: Percentage of adults with learning disabilities in paid employment	9.4%	10.6%	9.3%	Worsening
	AC/S5: Percentage of adults with mental health needs in paid employment	5.7%	7.0%	4.8%	Worsening
	AC/S11: Percentage of older people remaining at home 91 days after discharge	71.9%	81.5%	73.8%	Improving
	AC/S16 Proportion of people with a Direct Payment	29.4%	40.0%	39.2%	Improving
	AC/S17 Number of new telecare packages installed	216	270	119	Worsening
	AC/S18: Percentage of Service users receiving on-going services with telecare	13.0%	17.0%	11.9%	Worsening
	FS/S7: Percentage of free entitlement early years places taken up by parents/ carers that are eligible for a place.		50%	43%	?
	FS/S9: Average length of care proceedings (weeks)	26	26	33	Worsening
	FS/S11: Percentage of children in external residential placements	12.1%	11.4%	12.3%	Worsening
	Family Services				

Delivery Unit	Indicator Title	Relevant Previous Outturn	Target	Final Outturn	Direction of Travel
	FS/S15: Proportion of care leavers age 19 – 21 in education, employment or training.		55.0%	45.5%	Worsening
Education and Skills	CES/S1: Percentage of primary schools rated as 'good' or better	90.0%	92.0%	91.8%	Improving
	SS/S1: Percentage of residents who are satisfied with parks and open spaces	72.0%	72.0%	70.0%	Worsening
	SS/S2: Percentage of households which have used parks, playgrounds or open spaces in the last 12 months	83.5%	86.0%	82.70%	Improving
Street Scene	SS/S3: Percentage of household waste sent for reuse, recycling and composting	35.8%	38.5%	33.8%	Worsening
	SS/S4: Percentage of residents who are satisfied with refuse and recycling services	75.0%	80.0%	76.0%	Improving
	SS/S6: Percentage of residents who are satisfied with Street Cleaning	54.0%	58.0%	53.0%	Worsening
Parking and Infrastructure	PI/S3 Percentage of residents who are satisfied with parking services	26%	28%	27%	Improving
Public Health	PH2003: Increase the number of eligible people who receive an NHS Health Check	2,243	3,500	1,402	Worsening
Re	Re/S15: Highways defects made safe (composite indicator - KPI 2.1-2.3NM)		100%	100%	?
Commissioning Group	CG/S8: Residents' long term sickness	5,600	5,530	5,600	Same
	CG/S9: Percentage of residents that	25%	27%	26%	Improving

Delivery Unit	Indicator Title	Relevant Previous Outturn	Target	Final Outturn	Direction of Travel
	volunteer at least once a month				
	CG/S11: Percentage of residents who are satisfied with the repair of roads	27%	34%	27%	Same
	CG/S12: Percentage of residents who are satisfied with the quality of pavements	32%	34%	30%	Worsening
Commissioning Group	CG/S14: Percentage of residents who are satisfied with the way the Council runs things	71%	72%	71%	Same
	CG/S15: Performance of service	83%	100%	83%	Same
	CG/S16: Percentage of residents who are satisfied with Barnet as a place	88%	89%	88%	Same

Critical Service Performance

Delivery Unit	Indicator Title	Relevant Previous Outturn	Target	Final Outturn	Direction of Travel
Adults and Communities	AC/C2: Proportion of people using social care who receive self-directed support	98.4%	100.0%	99.4%	Improving
	AC/C7: Percentage of DoLS applications completed within statutory timeframes	100.0%	100.0%	18.2%	Worsening
	AC/C10: Percentage of clients receiving an on-going package of care reviewed (end of year projection)	69.8%	75.0%	66.3%	Worsening
	AC/C11: Average Number of days from contact to end of assessment	17.6	18.0	22.6	Worsening
	AC/C12: Delayed transfers of care (delayed days) from hospital per 100,000 population (aged 18+)	570.5	507.1	610.0	N/A

Delivery Unit	Indicator Title	Relevant Previous Outturn	Target	Final Outturn	Direction of Travel
	AC/C13: Number of delayed transfers of care from hospital, and those which are attributable to adult social care per 100,000 population	2.0	2.0	2.8%	Worsening
Family Services	FS/C16: Young offenders in education, training or employment	77.0%	76.0%	69.2%	Worsening
Education and Skills	CES/C10: Percentage of SEN statements and Learning Disability Assessments converted to EHC Plans in accordance with the council's Transition Plan	2.6%	100.0%	15.0%	Improving
	SS/C1: Waste tonnage – residual per household (HH)	482.1	620.0	634.9	Worsening
	SS/C2: Waste tonnage – recycling per household (HH)	310.3	403.0	388.4	Improving
Street Scene	SS/C3: Percentage satisfied with (parks, playgrounds and open spaces) - Users	74%	76%	72%	Worsening
	SS/C4: Percentage concerned about litter/dirt in streets	19%	17%	18%	Improving
	SS/C8: Percentage webforms responded to within SLA	90%	75%	69%	Worsening
Barnet Homes	BH/C7: Percentage of statutory homeless appeals completed on time	96.9%	100.0%	48.6%	Worsening

Delivery Unit	Indicator Title	Relevant Previous Outturn	Target	Final Outturn	Direction of Travel
Parking & Infrastructure	BH/C12: Percentage of dwellings with a valide gas safety certificate	100.0%	100.0%	99.99%	Worsening
	PI/C6: Percentage satisfied (Street Lighting)	68%	72%	71%	Improving
Public Health	PH003: Increased number of drug users successfully completing drug treatment and not returning within 6 months - non-opiate users	27.8%	40.2%	27%	Improving
	PH007: Number of large employers signing up to the healthy workplace charter	0	2	1	Same
CSG	CSG/C4 (KPI CSO10a): GovMetric Customer Services	72%	75%	73.3%	Improving
	CSG/C13 (KPI HR16): CRB Verification Adults	100%	100%	99.8%	Worsening
	CSG/C14 (KPI HR17a): Payroll Accuracy - Payroll Error Rates	0%	0.15%	3.4%	Worsening
	CSG/C16 (KPI HR18): Absence projects and interventions	Fail	Pass	Fail	Same
	Re/C45 (KPI 2.3 NM): Number of Highways Category 2 Defects Rectification completed on time	88%	100%	99.5%	Improving
	Re/C74 (TSLKPI02): Appropriate response to statutory deadlines in relation to the Licensing and Gambling Act. Service requests (e.g. applications) dealt with to pre-set standards / Total number of service requests	100%	100%	99.7%	Worsening

Delivery Unit	Indicator Title	Relevant Previous Outturn	Target	Final Outturn	Direction of Travel
HB Law		None	None		
Commissioning Group		None	None		

2.7 Council project portfolio

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

Portfolio	Green Status	Amber Status	Red Status	Not yet started	Comments
Adults and Health Portfolio	5	11	2	2	Work has focussed on development of a large-scale programme to deliver changes to achieve the outcomes set in the Commissioning Plan, and to achieve required savings in a challenging context. Projects within the portfolio are making progress in key areas – the progress of the new model for Mental Health, the setup of the Independence of Young People with Learning Disabilities 0-25 project, and progress with the Sports and Physical Activity project. Two projects are red-rated. The Wheelchair Housing project is red rated due to delays in delivery, a substitute project will be initiated. The Investing in IT project is also red rated due to delays with the delivery date. Phase 1 of the Care Act went live on 1st April, however on 17 July the Department of Health announced that the second wave of reform of Care Act was deferred to 2020 so projects relating to Care Act Phase 2 will be stood down.
Central Portfolio	4	1	2	0	Progress has been made on the Unified Reward project, a clear action plan is in place, to restart negotiations in October and be in a position to implement from 1 April 2016 onwards. The Customer Access Strategy is red rated due to a delay in the programme, with expectation of a revised delivery date for the strategy to be presented to Committee in winter 2015. Smarter Working is red rated as the timescales to complete moves within NLBP and Barnet House were challenging within Quarter 1. The project requires changes in how the organisation works, and with some challenges in relation to staff parking and travel arrangements. The community participation project is green rated with good progress.

Portfolio	Green Status	Amber Status	Red Status	Not yet started	Comments
	Children and Young People Portfolio	3	8	1	
Environment Portfolio	16	4	0	5	There are a number of projects in the early set up phases. The Borough Cleansing project has been successfully implemented. The Parks & Open Spaces strategy is in development. There has been a positive response to the initial engagement and there is an overall high level of satisfaction which has given a clear indication of the future Parks & Open Spaces Strategy. The Mortuary shared service is amber rated, an interim agreement was put in place so that the service transferred on 1st April as planned however the signing of the IAA has been delayed due to delays in legal clearance. The Oakleigh Road South site for the depot relocation project was approved by Full Council on 14/4/15 and progress is continuing on the project.
Growth and Development Portfolio	12	8	1	1	Barnet Homes Management Agreement provisional Heads of Terms were approved by Housing Committee in June. The Housing Strategy was due to be presented to Housing Committee but has been withdrawn due to announcements made in the budget with a revised date for the Strategy to be taken to Committee. The Working People, Working Places project to encourage and support people into employment in Burnt Oak launched in July.

Portfolio	Green Status	Amber Status	Red Status	Not yet started	Comments
					The update on Regeneration programme is Amber overall. The Granville Road project remains red with the developer appealing decisions of the Planning Committee. The Brent Cross programme is rated as Amber to uncertainties relating to Brent Cross North including the timelines.
Education Capital Programme	16	10	1	4	Progress is being made across a number of projects and the overall programme is on target to achieve pupil places when required. Positive progress has been made at the London Academy in recent weeks, including the signing of the Development Agreement, although the project continues to be amber rated as contaminated spoil has been found on site. There are some concerns with regards to the delivery of Oak Lodge and Monkfrith within the current funding envelopes. The Northway/Fairway project was red rated due to potential small costs due post completion. A number of green rated projects are progressing through the defects period.

3. Benchmarking- Value for Money Services

The Local Government Association (LGA) launched the update to the LG Inform benchmarking tool for Barnet council and the public to explore comparative data. <http://lginform.local.gov.uk/>
The below table illustrates how Barnet compares to England as at the 13 April 2015.

Please note: the services area in the report do not directly reflect Barnet's structure. The quartile rating applied is applied against unitary and county councils in England.

LG Inform- Improving services through information



Lowest 25% of performers | Highest 25% of performers

LBB update of current performance: Based on extract of LG Inform public report on the

Education Services	
Total revenue expenditure on education service per head of population (2013/14)	£689.97
Achievement of 5 or more A*-C grades at GCSE or equivalent, including English and Maths (2013/14)	67.5%
Permanent exclusions from primary schools as a % of pupils (2012/13)	0.00
Proportion of population aged 16-64 qualified to at least level 2 of higher (2014)	74.2%
Children's Services	
Total revenue expenditure of Children's services per head of population (0-17) (2013/14)	£576.51
Percentage of child protection cases which were reviewed within required timescales (2013/14)	98.7%
Percentage of children becoming the subject of a child protection plan for a second or subsequent time (2013/14)	11.8%
Children looked after rate, per 10,000 children aged under 18 (2013/14)	36
Care leavers in suitable accommodation (2013/14)	87.3%
Care leavers in education, employment or training (2013/14)	49.0%
Adult's Services	
Total revenue expenditure on Adult's services per head of population (2013/14)	£449.87
Social care-related quality of life (2013/14)	18.7
Overall satisfaction of people who use services with their care and support (2013/14)	61.8%
Delayed transfers of care from hospital per 100,000 population (2013/14)	6.9
Housing Services	
Total revenue expenditure on Housing services (GFRA only) per head of population (2013/14)	£77.01
Time taken to process housing benefit/ council tax benefit new claims and change events (2012/13 Q4)	10
Vacant dwellings- all, as a percentage of all dwellings in the area (2013/14)	0.1%
Total households on the housing waiting list as at 1 st April (2013/14)	1,045

The measures where Barnet is highlighted as below the unitary and county council's in England benchmark are listed below:

- Total revenue expenditure on Housing services (GFRA only) per head of population (2013/14)
- Social care-related quality of life (2013/14)
- Overall satisfaction of people who use services with their care and support (2013/14)

4. Human Resource/People performance - corporate overview

Key corporate HR targets and indicators

Category	Performance Indicator	Period covered <i>Timeframe data has been measured</i>	Target <i>Achievement level expected</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking
Attendance	Average number of sickness absence days per employee (Rolling year)	Jul 14 – Jun 15	6	8.0	34%	Improving	9 days (CIPFA, All Members & other Unitary Authorities 2012)
	Average number of absence days per employee this quarter (target is seasonally adjusted)	April – Jun 2015	1.64	1.6	3%	Improving	2.25 days (CIPFA, All Members & other Unitary Authorities 2012)
Performance reviews	Percentage of performance reviews completed and agreed for eligible staff only	June 2015	90%	Result being validated, will be reported in Quarter 2			72% (CIPFA, All Members & other Unitary Authorities 2012)
Cost	Variance of total payroll to budget	Jul 14 – Jun 15	+/- 5%	-6 %	1%pts	Improving	N/A : measure applicable to LBB only
Employee relations	High Risk - Employee Relations cases as % of total cases	As at 30 June 2015	N/A	11.4%	N/A	N/A	N/A : measure applicable to LBB only

Breakdown of Sickness Absence

London Borough of Barnet

Year	Month	Days Lost	FTE	Avg Days Lost/FTE
2014	JUL	1335	1748.63	0.76
2014	AUG	1041	1736.91	0.60
2014	SEP	1343	1737.77	0.77
2014	OCT	1340	1722.67	0.78
2014	NOV	1198	1717.97	0.70
2014	DEC	1381	1707.69	0.81
2015	JAN	1286	1705.06	0.75
2015	FEB	1120	1697.31	0.66
2015	MAR	1035	1665.21	0.62
2015	APR	834	1675.73	0.50
2015	MAY	877	1665.49	0.53
2015	JUN	862	1642.66	0.52

Absence by Management Unit

Rolling Year (July 2014 – June 2015)

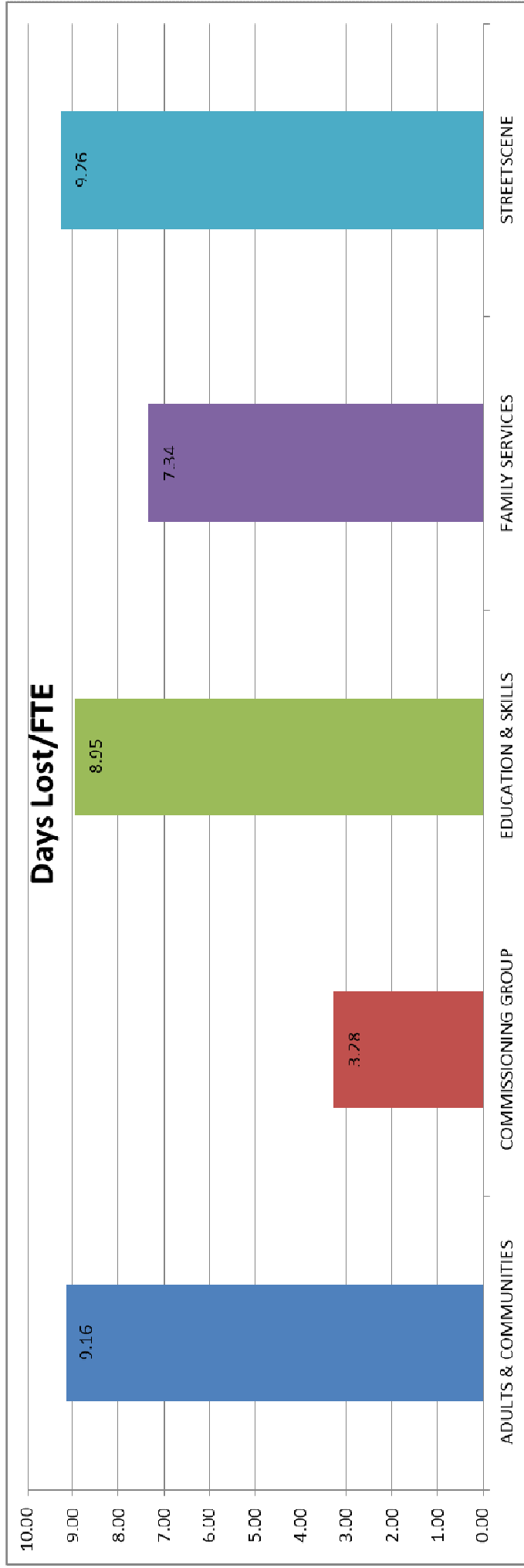
Management Unit Description	Hours Lost	Days Lost	FTE	Avg Days Lost/FTE
ADULTS & COMMUNITIES	15703	2181	238.07	9.16
COMMISSIONING GROUP	3366	467	142.71	3.28
EDUCATION & SKILLS	19153	2660	297.20	8.95
FAMILY SERVICES	31253	4341	591.54	7.34
STREETSCENE	28828	4004	432.41	9.26

Rolling Year Jul 14 - Jun 15)

Average FTE for rolling Year	1702
Total Days Lost	13653
Average Days Lost/FTE	8.02

QTR (Apr - Jun 15)

Average FTE for QTR	1661
Total Days Lost	2573
Average Days Lost/FTE	1.55



ESTABLISHED POSITIONS AS FTE <i>Total number of Barnet Council posts; these posts may be unoccupied, due to be deleted or held to be filled at a later date</i>		EMPLOYEES COVERING ESTABLISHED POSITIONS AS FTE <i>Total number of employees, permanent, temporary and fixed working for Barnet and occupying an established post</i>		MSP RESOURCE AS HEADCOUNT <i>Total number of agency staff, interims or consultants provided by our Managed Service Provider (non Council employees)</i>	NON MSP RESOURCE AS Headcount <i>Total number of agency staff, interims or consultants provided through external agencies other than Barnet's Managed Service Provider (non Council employees)</i>	AVAILABLE CASUAL RESOURCE AS FTE <i>Number of workers who undertake work on an ad hoc basis (Council employees)</i>	
Total Established Positions (FTE)	Occupied (FTE)	Permanent	Fixed Term, Temporary, Seasonal	TOTAL	Resource paid in the quarter	Consultants paid in the quarter	TOTAL
3,352	1,643	1,414	135	585	0	3	3
Total		Total		TOTAL			Total
				1,549			90

As at 30 June 2015

Without CSG and Re

5. Methodology

5.1 Thresholds for traffic light ratings on Barnet's balanced scorecard

The table below illustrates how individual Delivery Units and the overall council's RAG rating is applied.

	Green	Green Amber	Red Amber	Red
Revenue & capital budget mgt - variance % (above and below)	Good performance	Good, with some concerns	Some concerns	Serious concerns
	0%	< 0.5%	0.5 - 1%	More than 1%
Corporate Plan & HR performance scores	More than 2	0.5 to 2	-1 to 0.	Less than -1

5.2 Method for producing the Corporate performance dashboard

Each individual performance indicator is traffic lighted according to the same four point traffic light scale: Green, Green Amber, Red Amber and Red. The overall proportion of indicators meeting their target is used to produce the overall health rating score for each directorate.

	Points for each indicator
Green	Greater than 75%
Green Amber	65-75%
Red Amber	50-65%
Red	Less than 50%

For example, if there were four indicators in a particular directorate and each achieved one of the four traffic lights, the net result would be a score of 0 and this would produce a Red Amber overall health rating, based on the table above.

5.3 Method for producing individual performance indicator traffic light ratings

Any target that is met achieves a Green traffic light. Targets that have not been met, but where 80% or more of the targeted improvement has been achieved, will be given a Green Amber traffic light.

Traffic Light	% of targeted improvement achieved	Description
Green	100% or more	Meeting or exceeding target
Green Amber	>80% <100%	Near target with some concerns
Red Amber	>65% <80%	Problematic
Red	<65%	Serious concerns

If the targeted improvement is below 80% but above 65% the indicator will get a Red Amber rating.

For example, if the baseline is 80 people and the target is 100 people, the targeted improvement is 20. 80% of 20 is 16, so the outturn would need to be at least 96 people to achieve Green Amber and at least 93 people to achieve a Red Amber.

Whilst initial traffic lights will be based on this objective criterion, they may subsequently be changed through discussion between Directorates and the Performance team, based on the individual circumstances and prospects for each target. Where this has occurred it will be clearly stated in the report with the reasons given.

The criteria for red and amber traffic lights for HR/People measures differ for each indicator; the amber criterion for each is shown alongside the indicator in the individual data tables.

In addition to the above criteria, any performance indicator that is less than 10% off target and has a positive direction of travel will automatically qualify to be amber rated. Both of the following criteria need to be met if a service is to have a red-rated performance indicator amended to either a green-amber or a red-amber:

For an indicator to be rated as Green amber:

1. No more than 5% off target, and;
2. A positive direction of travel

For an indicator to be rated as Red amber:

1. Between >5% and no more than 10% off target, and;
2. Positive direction of travel or negative direction of travel not in excess of 2.5% (if the service has a clear story and improvement activity in place)

Please note, for indicators with known margin of error – such as the Resident Perception Survey – any Red rated indicator within the margin of error will be updated to Red Amber.

5.4 Method for commissioning intention ratings

Commissioning Priorities RAG ratings are qualitative assessments of progress against the agreed outcomes and objectives between the Lead Commissioners and Delivery Units.

RAG	Red	Red - Amber	Green - Amber	Green
Commissioning Intentions	Risk of not delivering or high impact	Delivery delayed, medium impact	Delivery delayed, low impact	Delivery on schedule

This page is intentionally left blank

Appendix C: Directorate Revenue Breakdown

Adults and Communities

Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th June 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised budget
Community Wellbeing	(1,062)	390	380	(10)	Underspend in relation to supplies and services	-2.5%
Director of Adults and Communities	186	186	157	(28)	Underspend in relation to staffing	-15.3%
Social Care Management	596	(189)	(203)	(14)	Underspend in relation to staffing	7.5%
Safeguarding	732	732	924	192	The overspend is due to an increase in activity in the Deprivation of Liberty Safeguards (DOLS) service as a result of Supreme Court judgements in 14/15. The demand for this service is unpredictable and the LA has a legal duty to support clients who come forward for support. In Q1 15/16 there were 284 DOLS assessments. The full year forecast is 1,136 assessments compared to 630 for 14/15 full year. £555k additional funding was agreed for 15/16 and £154k central government funding was received. The overspend is net of these 2 funding streams and there is a risk that year to date activity may continue throughout the year.	26.3%
Customer Care	751	344	332	(13)	Underspend to part year vacant posts	-3.6%
Customer Finance	788	814	771	(43)	Over-achievement of income for receivership and Apointeeship services	-5.2%
Performance and Improvement	1,027	787	733	(53)	Underspend to part year vacant posts	-6.7%
Care quality	1,064	1,064	1,036	(28)	Underspend mainly due to contract savings	-2.6%
Prevention & Well Being	3,538	5,417	5,348	(69)	Underspend to part year vacant posts	-1.3%
Integrated Care - Older Persons and Physical Disabilities	35,615	32,770	34,995	2,225	EMI Nursing and Residential are both areas of pressure within this line where client numbers are increasing reflecting Barnet's increasing older population. In the first quarter of the year, client numbers have increased by 65 across OA and EMI with an increase of 22 in residential and nursing care. The number of Home care clients has also increased by 33. There is also pressure on this budget due to clients who were self-funders whose funds have depleted and are now the responsibility of the LA; the number of self-funders who come forward is difficult to predict but the LA has a legal duty to support clients unmet eligible needs.	6.8%
Integrated Care - Learning Disabilities & Mental Health	38,520	39,371	40,446	1,075	For LD, there has been an increase in demand since month 1 with client numbers increasing by 16 in the first quarter of the year. Residential client numbers have increased by 4 causing a significant pressure. Direct payments and Home Care clients have also increased by 6 and 3 respectively. This area has also seen an increase in service users with Learning Disabilities mainly in relation to transitions clients where, over the last 4 years, there has been pressure on the service due to clients transitioning over from Childrens to Adults. This is made up of 2 elements – (1) New clients coming through and (2) an increase in cost for existing clients where there is no change in client needs. In Q1 this year, there has been an increase in client numbers of 13. The projections include £452k or new clients coming through but this is likely to be insufficient to meet demand. There is also additional pressure resulting from 14 new Ordinary Residence clients. The projections include £573k for new OR clients in 15/16 but again this is likely to be insufficient to meet demand. MH has also seen an increase in demand for Month 1 with client numbers increasing by 6; 5 of these being in supported living.	2.7%
Total	81,755	81,686	84,920	3,234		4.0%
Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:						
a)	cost centres over £100,000					
b)	cost centres over £50,000 where the cost centre's gross budget is less than £1m					
c)	Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.					

Assurance						
Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th June 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised
Assurance Management	527	579	580	1		0.2%
Governance	2,313	2,314	2,305	(9)		-0.4%
Elections	420	421	420	(1)		
Internal Audit & CAFT	850	850	852	2		0.2%
Total	4,110	4,164	4,157	(7)		-0.2%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

- a) cost centres over £100,000
- b) cost centres over £50,000 where the cost centre's gross budget is less than £1m
- c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Children's Education & Skills

Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th June 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised
Education & Skills Management	(500)	(499)	(534)	(34)	Base budget is £195K which has been reduced by a saving of £695K to be achieved via the ADM model	6.9%
Edu Partnership & Commercial	265	258	90	(167)	Additional income - Catering	-64.8%
School Improvement	819	702	672	(31)	Additional income - Traded Services	-4.4%
Post 16 Education & Skills	610	608	614	6		1.0%
SEND & Inclusion	4,958	5,018	5,226	207	Overspend is inherent from a budget reduction in 2013/14 which was not fully realised. Overspend here is being managed by underspends in other areas.	4.1%
Total (excluding SDM)	6,152	6,087	6,068	(19)		-0.3%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

- a) cost centres over £100,000
- b) cost centres over £50,000 where the cost centre's gross budget is less than £1m
- c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Children's Family Service

Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th June 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised
Family Services Management	526	325	(313)	(639)	Monies held against placements overspends	-196.3%
Social Care Management	960	1,165	1,049	(116)	Staffing Underspends	-10.0%
CSC 0-25	2,149	2,206	2,241	35	Overspend due to agency staff cover.	1.6%
Intake and Assessment	2,336	2,172	2,246	74	Overspend is a result of the use of agency staff for permanent posts.	3.4%
Intervention and Planning	2,688	3,026	3,142	116	Overspend is a result of the use of agency staff for permanent posts.	3.8%
Permanence Tms & CorParenting	3,432	3,011	3,308	297	Overspend is a result of the use of agency staff for permanent posts.	9.9%
Placements	18,900	18,084	19,491	1,407	Projected new placements.	7.8%
Safeguarding & Quality	1,858	1,290	1,294	4		0.3%
Commissioning & Business Imp.	2,994	3,658	3,619	(39)	Underspend relates to part year vacancy and non-staff expenditure	-1.1%
Early Years	3,887	3,825	3,831	6		0.2%
Lib.Workforce & Comm.Engagemnt	5,587	6,018	5,990	(29)		-0.5%
Youth & Family Support	3,312	3,219	3,322	103	Overspend due to insufficient budgets in Family support team travel expenses and general running expenses.	3.2%
Total	48,628	48,000	49,219	1,219		2.5%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

- a) cost centres over £100,000
- b) cost centres over £50,000 where the cost centre's gross budget is less than £1m
- c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Commissioning Group

Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th June 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised
Commercial	1,224	1,229	1,229	-		0.0%
Strategic Commissioning	636	636	680	44		7.0%
Adults & Health Commissioning	972	972	1,137	166	Increase GLL contract price	17.0%
Environment Commissioning	12,469	12,469	12,079	(390)	Net surplus on NLWA budget after accounting for reduced price per tonnage of co-mingled recycling	-3.1%
Children and Young People Commissioning	189	189	191	2		0.9%
Growth & Development Commissioning	130	150	156	5		3.6%
Strategy & Communications	915	915	938	23		2.5%
Finance	1,752	1,752	1,752	-		0.0%
Transformation Programmes						0.0%
Information Management	869	869	1,076	207	due to on-going pressures of £31k unfunded licences, £168k staffing made up of maternity cover and agency staff	23.8%
Programme and Resources	734	734	734	-		0.0%
Strategic Commissioning Board	708	708	750	42		5.9%
Total	20,598	20,623	20,722	99		0.5%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

- a) cost centres over £100,000
- b) cost centres over £50,000 where the cost centre's gross budget is less than £1m
- c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th June 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised
Business Improvement	335	259	259	-		0.0%
Mortuary	141	142	142	-		0.0%
Parks, Street Cleaning & Grounds Maintenance	4,712	4,585	4,646	61	Higher than expected agency staff costs which are being partly offset by savings on supplies and services	1.3%
Recycling	70	1,098	1,098	-		0.0%
Street Cleansing	3,751	3,532	3,463	(69)	Planned reduction in weed spray cycles will lead to savings	-2.0%
Street Scene Management Team	650	652	652	-		0.0%
Transport	(179)	(267)	(267)	-		0.0%
Waste	4,534	4,644	4,706	62	Higher than expected agency staff usage and costs to ensure service delivery	1.3%
Total	14,014	14,645	14,699	54		0.4%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

a) cost centres over £100,000	0
b) cost centres over £50,000 where the cost centre's gross budget is less than £1m	0
c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.	

Commercial - Infrastructure and Parking

Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th June 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised
Births Deaths & Marriages	(161)	(160)	37	197		-123.1%
Highways Inspection and Maintenance	382	348	348	-		0.0%
Parking	(458)	(458)	(463)	(5)		1.1%
Special Parking Account	(7,420)	(7,421)	(7,421)	0	A shortfall in the contribution to the general fund is expected due to reduced PCNs being issued on street and for bus lanes.	
Street Lighting	6,295	6,285	6,304	19	A slight overspend is expected due to staffing costs.	0.3%
Total	(1,362)	(1,406)	(1,195)	211		-15.0%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

a) cost centres over £100,000	2
b) cost centres over £50,000 where the cost centre's gross budget is less than £1m	1
c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.	

Public Health

Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th June 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised
Public Health	14,334	14,334	14,334	-	The Government announced on 4th June 2015 a reduction in the Department of Health non-NHS funding of £200m. This is expected to result in an in year reduction of £1,026k on the previously notified grant allocation of £14,334m. The 2015-16 budget process created capacity of £1,078k in the grant against which wider public health outcomes could be charged, however this capacity will simply mitigate the grant reduction now expected.	0.0%
Total	14,334	14,334	14,334	-		0.0%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

a) cost centres over £100,000	0
b) cost centres over £50,000 where the cost centre's gross budget is less than £1m	0
c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.	

HB Public Law

Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th June 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised
Legal Services	1,752	1,752	1,752	-		0.0%
Total	1,752	1,752	1,752	-		0.0%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

a) cost centres over £100,000	0
b) cost centres over £50,000 where the cost centre's gross budget is less than £1m	0
c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.	

Housing Needs Resources

Description	Original Budget as at 1st April 2015 £000	Current Budget as at 30th June 2015 £000	Forecast £000	Forecast Outturn Variation £000	Comments	% Variation of revised
Housing Needs Resources	3,954	3,949	4,849	900	Increased net cost due to demand for temporary accommodation	22.8%
Total	3,954	3,949	4,849	900		22.8%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

a) cost centres over £100,000	1
b) cost centres over £50,000 where the cost centre's gross budget is less than £1m	0
c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.	

Re

Original	Current	Forecast	Forecast	%
----------	---------	----------	----------	---

Description	Budget as at 1st April 2015	Budget as at 30th June 2015	Forecast	Forecast	Comments	Variation of revised
	£000	£000		£000		
Managed Budgets	1,145	1,145	1,137	(8)		-0.7%
Management Fee	(415)	(406)	102	508	Volumetric adjustment for LIP	-125.1%
Total	730	739	1,239	500		67.7%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

a) cost centres over £100,000	1
b) cost centres over £50,000 where the cost centre's gross budget is less than £1m	0
c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.	

CSG

Description	Original Budget as at 1st April 2015	Current Budget as at 30th June 2015	Forecast	Forecast	Comments	% Variation of revised
	£000	£000		£000		
CSG	20,822	20,954	21,453	499	The CSG £2,598m overspend, comprises of £527k from an anticipated unachievable income, due to the demand for schools services decreasing. A net £852k overspend on the Estates Services, for spend to non-civic buildings, which is unbudgeted for. And an overspend of 1.219m over on the management fee, resulting from on-going true-up costs and one off indexation charges.	2.4%
Total	20,822	20,954	21,453	499		2.4%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

a) cost centres over £100,000	
b) cost centres over £50,000 where the cost centre's gross budget is less than £1m	
c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.	

Central Expenses

Description	Original Budget as at 1st April 2015	Current Budget as at 30th June 2015	Forecast	Forecast	Comments	% Variation of revised
	£000	£000		£000		
Corporate Subscriptions	314	314	224	(90)	Underspend on Subscriptions	-28.7%
Levies	19,074	19,074	19,074	-		0.0%
Central Contingency	12,412	12,082	12,082	-		0.0%
Rate Relief	-	-	-	-		0.0%
Capital Financing	22,816	22,816	21,816	(1,000)	Reduction in minimum revenue provision	-4.4%
Early Retirement costs	5,427	5,427	5,427	-		0.0%
Local Area Agreement	105	105	105	-		0.0%
Car Leasing	2	2	-	(2)		-100.0%
Corporate Fees & Charges	399	399	308	(91)	Underspend on Audit fees	-22.8%
Miscellaneous Finance	428	719	661	(58)	LSS Grant	-8.1%
Total	60,977	60,938	59,697	(1,241)		-2.0%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

a) cost centres over £100,000	0
b) cost centres over £50,000 where the cost centre's gross budget is less than £1m	3
c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.	

Dedicated Schools' Grant

Description	Original Budget as at 1st April 2015	Current Budget as at 30th June 2015	Forecast	Forecast	Comments	% Variation of revised
	£000	£000		£000		
Childrens Social Care DSG	439	439	403	(36)		-8.1%
Early Intervn & Preven DSG	5,772	6,328	6,314	(14)		-0.2%
Education DSG	(6,275)	(6,784)	(6,817)	(33)		0.5%
Schools Funding	64	17	-	(17)		-100.0%
Total	-	-	(99)	(99)		#DIV/0!

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

a) cost centres over £100,000	12
b) cost centres over £50,000 where the cost centre's gross budget is less than £1m	7
c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.	0

Housing Revenue Account

Description	Original Budget as at 1st April 2015	Current Budget as at 30th June 2015	Forecast	Forecast	Comments	% Variation of revised
	£000	£000		£000		
LBB Retained	-	-	-	-		0.0%
HRA Regeneration	1,028	1,028	462	(566)	Increased income from Dollis Valley and Stonegrove	-55.1%
HRA Other Income and Expenditure (net)	5,283	5,283	5,373	90	Landlord incentive payments	1.7%
Interest on Balances	(80)	(80)	(80)	-		0.0%
HRA Surplus/Deficit for the year	(6,231)	(6,231)	(6,231)	-		0.0%
Total	-	-	(476)	(476)		100.0%

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

a) cost centres over £100,000	2
b) cost centres over £50,000 where the cost centre's gross budget is less than £1m	2
c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.	

Appendix D: Capital Monitoring Programme

Capital Programme Description	Sub-Description	Current 2015-16 Budget (including Slippage waiting approval)	Spend to date (as per Integra)	2015-16 Forecast to year-end	Variance from Revised Budget	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Explanation for Additions / Deletions & Requested Slippage
Adults and Communities								
Investing in IT		1,799	1,186	2,798	1,029	1029		The capital budget continues to be closely monitored, the budget pressure, currently contained is due to the delay in implementation of the system.
CCTV Installation		208	-	208	-			
Centre for Independent Living		1,151	8	(1)	(1,152)	(1,152)		The centre of Independent living project is being merged with Libraries and moved to the Corporate Directorate
Social Care Capital Grant		819	-	247	(572)	(572)		Transfer of £572k to the Investing in IT project
Transformation Care Grant		-	5	5	5	5		The balance of £4k to be spent in 2015/16 as part of the grant agreement.
Autism Innovation Grant		-	2	-	-			
Sport and Physical Activities		1,400	-	1,400	-			
Adults and Communities		5,357	1,200	4,657	(700)	(700)	-	

Children's Education								
Modernisation Primary & Secondary		2,220	576	4,574	2,354	2400	(48)	£2.400k School Modernisation Grant. £48k slippage to 2016/17 for Edgware School walkway
Modernisation Primary & Secondary		2,220	576	4,574	2,354	2400	(48)	
Temporary Expansions - Allocated		348	423	1,133	785	785		From Primary unallocated budget
Urgent Primary Places - Perm	Milbrook Park (MHE)	530	11	530	-			
	Orion Primary	1,988	14	330	(1,658)	(1,658)		Budget transferred to Blessed Dominic. Underspend of £195k
	Blessed Dominic/St James	-	45	1,963	1,963	1,963		New school - Blessed Dominic/St James. Funded by balance from Orion and Primary Contingency
	Moss Hall	90	9	90	-	-		
	Brunswick	147	3	56	(91)	(91)		Underspend on project
	Menorah Foundation	1,799	572	1,799	-			
	St Mary's and St Johns	1,085	39	1,085	-			
	Martin Primary	108	3	82	(26)	(26)		
	Oakleigh School	37	3	37	-			
	Beis Yakov	76	8	76	-			
	St Joseph's RC Junior & St Joseph's RC infants School	1,957	3	1,957	-			
	Monkfrith	3,510	33	2,080	(1,430)	70	(1,500)	
	Wren Academy	4,796	824	4,796	-			
	London Academy	6,085	855	8,863	2,777	1383	1386	
	Oak Hill Campus	250	-	250	-			
Urgent Primary Places		22,806	2,843	25,126	2,321	2426	(105)	
East Barnet & Project Faraday		564	-	564	-			
East Barnet Schools Rebuild		564	-	564	-	-	-	
Christ's College		96	8	96	-			
Copthall		390	27	432	43	43		
Compton		277	62	277	-			
Oak Lodge Special School		2,617	62	2,787	150	150		
Bishop Douglas		129	98	129	-			
St Mary's & St John's		-	8	2,000	2,000	2000		Budget vired from Secondary contingency to build new school. £2m 15/16 and £3m 16/17
Permanent Secondary Expansion Programme		3,510	264	5,702	2,193	2193	-	
Primary Programme		3,000	-	574	(2,426)	(2,426)		Primary Bulge classes £785k. London Academy 1.383m. Prim places under -116k. Blessed Dominic 305. Monkfrith 70
Primary Programme		3,000	-	574	(2,426)	(2,426)	-	
Secondary Programme		8,000	-	6,000	(2,000)	(2,000)		£2m to SMSJ, £500k to St James
Secondary Programme		8,000	-	6,000	(2,000)	(2,000)	-	
SEN		6,000	-	5,850	(150)	(150)		Oak Lodge
SEN		6,000	-	5,850	(150)	(150)	-	
Alternative Provision		4,000	-	4,000	-			
Alternative Provision		4,000	-	4,000	-	-	-	
Wave 1 - Whittings Hill		201	-	201	-			
Wave 1 - Northway/Fairway		204	-	204	-			
Primary Capital Programme		538	2	538	-			

Contingency		1,574	-	1,574	-			
Infant Free School Meals Capital Fund		241	71	241	-			
Other Schemes		2,758	73	2,758	-	-	-	

Children's Education		52,858	3,756	55,149	2,291	2443	(151)
Children's Families Service							
E Financial		10	10	10	-		
Education Systems		50	9	50	-		
Early Intervention System		47	19	47	-		
Implementation of Libraries Strategy		2,079	257	2,079	-		
2 year old offer		246	10	246	-		
Libraries - commissioning plan 2015-2020		2,000	-	-	(2,000)	(2,000)	
Social care placements - residential and fostering expansions		800	-	800	-		
Information Management		285	-	285	-		
Early Learning Review		331	-	331	-		
Children's Families Service		5,847	305	3,847	(2,000)	(2,000)	-
Children's Services		58,705	4,061	58,996	291	443	(151)
Capital Schemes Managed by Schools							
Locally controlled VA programme		-	-	-	-		
Capital Schemes Managed by Schools		-	-	-	-	-	-
Total - Capital Schemes Managed by Schools		-	-	-	-	-	-
Rg Delivery Unit							
TFL 2014-15	Local Implementation Plan 2014/15	1,747	105	1,747	-		
TFL 2015-16	Local Implementation Plan 2015/16	4,505	43	4,708	201	201	
TFL 2014-15	Bus stop Accessibility	422	-	422	-		
TFL 2014-15	Bridge Assessment	20	-	20	-		
TFL 2014-15	Air Quality Scheme	-	9	-	-		
Highways - TfL		6,694	157	6,884	201	201	-
Footway Reconstruction		119	-	119	-		
Traffic Management	2007-8 Pursley Road Allocation	48	-	48	-		
Colindale Development Area	Reconstruction of Railway Bridges	850	-	850	-		
	Controlled Parking Zones	14	-	14	-		
	Colindale Station interchange	50	-	50	-		
	Improvement & Signalisation and infrastructure	356	-	356	-		
	Public Transportation Improvement	103	-	103	-		
Pedestrian Improvements programme		262	-	262	-		
Colindale CPZ Parking Review Feasibility Study- Colindale Hospital		15	-	15	-		
Highways Investment Programme		595	-	610	15	15	
Travel Plan Implementation		190	-	235	45	45	
Carriageway		2,000	72	2,000	-		
Outstanding Transport Commitments on completed schemes		3	-	3	-		
CCTV Projects Retention		84	-	84	-		
HIGHWAYS PLANNED MAINTENANCE WORKS PROGRAMME		40	-	40	-		
Pavements		1,118	100	1,118	-		
Pavements (phase 2)		133	-	133	-		
Investments in Roads & Pavements		15,000	923	15,000	-		
Pothole Fund		1	115	1	-		
Saracens		17	-	17	-		
Drainage		448	-	448	-		
Highways - non-TfL		21,446	1,209	21,596	60	60	-
Road Traffic Act - Controlled Parking Zones		151	-	184	33	33	
Parking		30	-	30	-		
Parking		181	-	214	33	33	-
Total Environment		28,321	1,366	28,614	294	294	-
General Fund Regeneration		2,478	-	-	(2,478)	(2,478)	
Mill Hill East		142	-	142	-		
							This comment relates to the cell above. Current years programme to be funded from Advanced Acquisitions Programme Budget.

Outer London Fund - Cricklewood		153	-	153	-			
Outer London Fund - North Finchley		220	-1	220	-			
BXC - Funding for land acquisition		38,969	-	38,969	-			
Graham Park Regeneration	Infrastructure improvements	1,960	13	1,960	-			
Colindale - Lansacre Ave/Aerodrome Rd Junction		500	-	-	(500)	(500)		Scheme Currently being remodelled will not now commence in the current financial year
Colindale - Grahame Park decant programme		2,000	-	-	(2,000)	(2,000)		Scheme Currently being remodelled will not now commence in the current financial year
Colindale HQ - Pre-construction		-		465	465	465		
West Hendon Highway Improvement		300	41	300	-			
Town Centre		1,000	-	1,000	-			
Thames Link Station		2,748	(42)	2,748	-			
General Fund Regeneration		59,470	11	45,957	(4,513)	465	(4,978)	
Disabled Facilities Grant		3,353	400	3,353	-			
Disabled Facilities Projects		3,353	400	3,353	-	-	-	
Hendon Cemetery & Crematorium Enhancement		385	5	385	-			
Empty Properties		2,592	192	1,500	(1,092)	(1,092)		The empty property programme is split between years depending on the legal action initiated by property owners in relation to CPO properties. The budget must be available to demonstrate Council commitment on the resolution of CPOs.
Housing Association Development Programme - New Affordable Homes		1,416	-	-	(1,416)	(1,416)		Section 106 funding available no schemes have yet been identified unlikely to proceed this year
DECC - Fuel Provexy		63	1	63	-			
Other Projects		4,416	198	1,848	(2,468)	-	(2,468)	
Total Housing - General Fund		58,239	609	51,258	(6,991)	465	(7,446)	
Total Rq Delivery Unit		86,580	1,875	78,872	(6,997)	759	(7,448)	

Commercial								
Lines and Signs		400	-	400	-			
Parking Machines		12	-	12	-			
CCTV		1,300	-	1,300	-			
Town Centre bays		75	-	75	-			
Commercial		1,787	-	1,787	-	-	-	

Commissioning Group								
Customer access Centre		2,992	-	-	(2,992)	(2,992)		
Depot relocation		19,472	315	19,472	-			
Community Centre		1,436	15	1,436	-			
Asset Management		2,720	85	2,720	-			
Information Management		750	-	500	(250)	(250)		
Centre for Independent Living & Libraries		-	-	3,162	3,162	3,162		
Commissioning Group		27,370	415	27,288	(81)	2912	(2,892)	

Street Scene								
Improvements to six of the Borough's Park		5	5	5	-			
Old Court House - public toilets		40	-	40	-			
Parks & Open Spaces and Tree Planting	Kara Way Pocket Park	-27	-	(7)	20	20		
Parks & Open Spaces and Tree Planting	Copthall Pitch & Car Park Project	40	-	40	-			
Parks & Open Spaces and Tree Planting	Play & sports facilities in Stonegrove or Edgwarebury Park	75	-	75	-			
Parks & Open Spaces and Tree Planting	Installation of new boundary fencing at Old Court House 365c	10	-	10	-			
Parks & Open Spaces and Tree Planting	Edgwarebury Park Tennis Courts refurbishment 237a E7392.96 + 240b E72950	21	-	21	-			
Parks & Open Spaces and Tree Planting	Refurbishment of tennis courts & installation of fencing 262b	30	-	30	-			
Parks & Open Spaces and Tree Planting	New play equipment Watling Park 351a	20	-	20	-			
Parks & Open Spaces and Tree Planting	Tree planting Beverly Gardens	2	-	2	-			
Park Infrastructure		352	12	352	-			
Greenspaces		567	17	587	20	20	-	0
Waste		477	183	477	-			
Weekly Collection Support Scheme		793	9	793	-			
Bin replacement		250	-	250	-			

Vehicles		500	-	500	-		
Waste		2,019	192	2,019	0	0	0
Fuel Storage Tank		60	-	-	(60)	(60)	Rescheduled to 2016-17 pending depot relocation
Fuel Storage		60	-	-	(60)	-	(60)
Total Street Scene		2,646	209	2,606	(40)	20	(40)

Barnet Group								
Alexandra Road		33	-	33	-			
Hostel Refurbishment Programme		269	-	269	-			
Housing		302	-	302	-	-	-	0
Total Barnet Group		302	-	302	-	-	-	-
Total Capital Programme (Excluding HRA)		182,726	7,860	175,508	(7,217)	3433	(10,650)	
Housing - HRA								
Major Works (excl Granville Rd)		9,375	2,382	11,335	1,960		1960	accelerated programme
Granville Road		276	-	276	-			
Regeneration		4,515	197	1,389	(3,126)	(3,126)		budget reprofiled to reflect more evenly spaced 4 year delivery programme
Misc - Repairs		578	119	942	364		364	accelerated programme
M&E/ GAS		18,657	2,564	14,568	(4,089)	(4,089)		budget reprofiled to reflect more evenly spaced 4 year delivery programme
Voids and Lettings		1,364	659	1,712	348		348	
New Affordable Homes		7,283	665	7,283	-			
Advanced Acquisitions (Regen Estates)		4,773	-	4,773	-			
Moreton Close		4,934	97	4,934	-			
Housing - HRA		51,755	6,683	47,212	(4,543)	-	(4,543)	
Total Housing - HRA		51,755	6,683	47,212	(4,543)	-	(4,543)	
Total Capital Programme (Excluding schemes managed by schools)		234,481	14,543	222,720	(11,760)	3433	(15,193)	0.00000
Total Capital Programme (Including schemes managed by schools)		234,481	14,543	222,720	(11,760)	3433	(15,193)	

Appendix E: Capital Programme Funding Adjustments: Additions & Deletions, Slippage & Accelerated Spend Template

Directorate	Year	Capital Programme	Funding Type	Funding Detail	if		Explanation for request
					Additions/Deletions Amount (£'000)	Slippage/Accelerated Spend Amount (£'000)	
Adults and Communities	2015/16	Transformation Care Grant	Grant		5		One - off grant - Bid approved on the 29th January 2015
Re Delivery Unit	2015/16	Road Traffic Act – Controlled Parking Zones	s106		33		New additions to the programme
Re Delivery Unit	2015/16	Travel Plan Monitoring	s106		45		New additions to the programme
Street Scene	2015/16	GreenSpaces	Revenue		20		Rebuild pavilion
Re Delivery Unit	2015/16	Highways Investment Programme	s106		15		New additions to the programme
Re Delivery Unit	2015/16	Local Implementation Plan 2015-16	Grant		201		New additions to the programme
Children's Education and Skills	2015/16	Cophall	s106		43		New additions to the programme
Adults and Communities	2015/16	Social Care Capital Grant	Grant		(572)		Transfer of Grant to Investing in IT project
Adults and Communities	2015/16	Investing in IT	Grant		572		Transfer of Grant from the Social Care Capital Grant
Adults and Communities	2015/16	Investing in IT	Revenue		207		Re: Investing in IT project to be funded from revenue
Adults and Communities	2015/16	Investing in IT	Borrowing		250		Re: Investing in IT project to be funded from Corporate
Commissioning Group	2015/16	Information Management	Borrowing		(250)		Re: Investing in IT project to be funded from Corporate
Commissioning Group	2015/16	Depot relocation	Capital Reserve			(8,900)	
Commissioning Group	2015/16	Depot relocation	Capital Receipt			8,900	
Adults and Communities	2015/16	Centre for Independent Living	Grant			(1,162)	CIL Project moving to Corporate services
Commissioning Group	2015/16	Centre for Independent Living & Libraries	Grant			1,162	CIL Project moving to Corporate services

Children's Family Services	2015/16	Libraries - Commissioning Plan	Borrowing			(2,000)			CIL Project moving to Corporate services
Commissioning Group	2015/16	Centre for Independent Living & Libraries	Borrowing			2,000			CIL Project moving to Corporate services
Children's Education and Skills	2015/16	Modernisation Primary & Secondary	Grant			2,400			Schools Modernisation grant
Children's Education and Skills	2015/16	Modernisation Primary & Secondary	Grant				(46)		Edgware Primary School - Walkway slippage
Children's Education and Skills	2015/16	Temporary Expansions - Allocated	Grant			785			Virement of Primary Contingency
Children's Education and Skills	2015/16	Primary Programme	Grant			(785)			Virement of Primary Contingency
Children's Education and Skills	2015/16	Orion Primary	Borrowing			(1,658)			Virement to Blessed Dominic/St James
Children's Education and Skills	2015/16	Blessed Dominic/St James	Borrowing			1,658			Virement from Orion Primary
Children's Education and Skills	2015/16	Primary Programme	Grant			(305)			Virement of Primary Contingency
Children's Education and Skills	2015/16	Blessed Dominic/St James	Grant			305			Virement of Primary Contingency
Children's Education and Skills	2015/16	Brunswick	Borrowing			(91)			Underspend of budget
Children's Education and Skills	2015/16	Martin Primary	Borrowing			(26)			Underspend of budget
Children's Education and Skills	2015/16	Primary Programme	Borrowing			116			Virement to Primary Contingency
Children's Education and Skills	2015/16	Monkfrith	Borrowing				(1,500)		Slippage into 2017/18, 2016/17
Children's Education and Skills	2015/16	Monkfrith ICT	Grant			70			Virement of Primary Contingency
Children's Education and Skills	2015/16	Primary Programme	Grant			(70)			Virement to Primary Contingency
Children's Education and Skills	2015/16	London Academy	Borrowing				1,394		Slippage from 2016/17
Children's Education and Skills	2015/16	London Academy	Grant			1,383			Projected overspend 2015/16 vired from Primary Programme
Children's Education and Skills	2015/16	Primary Programme	Grant			(1,383)			Virement to London Academy
Children's Education and Skills	2015/16	St Mary's & St John's	Grant			2,000			New School. Virement from Secondary
Children's Education and Skills	2015/16	Secondary Programme	Grant			(2,000)			Virement to SMSJ
Children's Education and Skills	2015/16	Oak Lodge Special School	Grant			150			Virement from SEN Contingency

Children's Education and Skills	2015/16	SEN	Grant	(150)					Virement to Oak Lodge Special School
Commissioning Group	2015/16	Customer access Centre	Capital Receipt					(2,992)	Delay in Project
Children's Education and Skills	2015/16	Cophall	S106	(43)					
Children's Education and Skills	2015/16	Cophall	Grant	43					
Re delivery unit	2015/16	General Fund Regeneration	Capital Receipt					(2,300)	Slippage to 2016/17
Re delivery unit	2015/16	General Fund Regeneration	Borrowing					(178)	Slippage to 2016/17
Re delivery unit	2015/16	Colindale - Lanacre Ave/Aerodrome rd Junction	Capital Reserve					(500)	Slippage to 2016/17
Re delivery unit	2015/16	Colindale - Grahame park decant programme	Capital Reserve					(2,000)	Slippage to 2016/17
Re delivery unit	2015/16	Empty Properties	Borrowing					(1,052)	Slippage to 2016/17
Re delivery unit	2015/16	Housing Association Development Programme New Affordable Homesicat	S106					(1,416)	Slippage to 2016/17
Street Scene	2015/16	Fuel Storage Tank	Borrowing					(60)	Use rescheduled to 2016-17 pending depot relocation
HRA	2015/16	Major Works (excl Granv Rd)	Revenue					1,960	Accelerated Programme B/fwd from 2016-17
HRA	2015/16	Regeneration	Revenue					(3,126)	Slippage to 2016/17
HRA	2015/16	Misc - Repairs	Revenue					364	Accelerated Programme B/fwd from 2016-17
HRA	2015/16	M&E/ GAS	Revenue					(4,089)	Slippage to 2016/17
HRA	2015/16	Voids and Lettings	Revenue					348	Accelerated Programme B/fwd from 2016-17
Re delivery unit	2015/16	Colindale HQ - Pre-construction	Borrowing	465					Colindale HQ - Pre-construction
	2015/16	Total		3,433				(15,193)	

This page is intentionally left blank

Appendix F: Transformation Programme

Projects	Total Budget agreed	EXPENDITURE					EXPENDITURE			FUNDING BUDGETS		
		2015/16 Actual	2015/16 Projected	2016/17 Projected	2017/18 & future years Projected	Total Spend future years	Variance	Comments	Prior years spend	Transformation Reserve	Public Health Fund	
Independence of Young People with Learning Difficulties 0-25	350,000	28,218	350,000			350,000	0	Forecasting to spend full budget in 2015/16	350,000		350,000	
Sports and Physical Activities	1,903,400	81,720	608,800	711,120		1,903,400	0	The Estimated SPA spend for 2015/16 is £305,800. The remaining £711,120 will be carried over to the 2016/17 budget.	583,480	1,179,920	1,903,400	
Prevention, Independence and Efficiencies	1,724,000	147,610	800,000	789,000	125,000	1,724,000	0	Full budget proposals to be reworked to reflect changes in programme.		1,724,000	1,724,000	
Health & Social Care Integration	100,000		1,549			100,000	0	Forecasting to spend budget in 2015/16	98,451	1,549	100,000	
Adults and Communities transformation programme	870,710		-			895,710	125,000	Over-spend of £125k, potentially funded via Prevention Independence and Efficiency line.	995,710	125,000	870,710	
CCTV	70,000		70,000			70,000	0	Forecasting to spend full budget in 2015/16		70,000	70,000	
Early Years – Children’s Centres	442,395	97,708	243,815			442,395	0		188,550	243,815	442,395	
Family Services - Back Office Efficiencies *	250,000		250,000.00			250,000	0			250,000	250,000	
Education and Skills	1,480,000	197,789		1,156,245		1,480,000	0		321,755	1,156,245	1,480,000	
Nurseries	70,000		56,007			70,000	0		13,863	56,007	70,000	
Libraries	500,000	928	473,915			500,000	0		26,085	473,915	500,000	
PM to support CELS project	224,000		50,000	174,000		224,000	0			224,000	224,000	
Family Services Transformation Programme	1,800,089	77,113	118,694			1,800,089	0		1,882,005	118,694	1,800,089	
Street Scene Transformation	3,213,102	107,955	300,000	2,060,571		3,213,102	0	Spend in 15/16 supports in work strategy (BS), parks and leisure (BS), and E16Xa - open spaces. Balance in 15/16 largely in-house and ADM related.	862,531	2,360,571	3,213,102	
Parking	485,912	30,589	151,649			485,912	0	Forecast to spend full budget in 2015/16, impacting the Parking Policy	334,263	151,649	485,912	
Review of the Mortuary Service	70,000		5,653			70,000	(0)	Full spend of the allocation still expected. Remaining invoices relate to health & safety & surveys.	64,147	5,853	70,000	
Entrepreneurial/Barnet WIA (x3)	486,978		234,234	202,744		436,978	0	Consistent with period 2		436,978	436,978	
Housing improvements and efficiency	150,000		145,921			150,000	0	Funding of project lead and the management agreement refer. Expected to be spent in full - job to update in period 4	4,079	145,921	150,000	
Unified Reward	450,000		50,000			448,173	(1,827)		84,743	365,257	450,000	
Smaller working	360,000	75,767	132,840			364,485	4,485		224,812	135,198	360,000	
Central Support (BAU)	100,000		100,000			100,000	0			100,000	100,000	
Workforce changes	1,362,000		681,000			1,362,000	0			1,362,000	1,362,000	
Community Participation	100,000		100,000			100,000	0			100,000	100,000	
Connecting with Barnet	271,000	17,377	21,142			256,214	(14,786)	Project Ending in 3 months	235,073	35,627	271,000	
Programme support	3,428,682	117,544	605,000	630,000	853,129	3,426,682	0		1,660,503	1,717,941	3,376,444	
Contingency - Programmes	1,000,000					-	(1,000,000)			1,000,000	1,000,000	
Legal support	1,500,000		1,500,000			1,500,000	0			1,500,000	1,500,000	
Total	22,712,286	980,307	7,049,819	6,416,680	978,129	21,625,161	(887,127)		7,380,533	15,197,765	140,000	
											22,712,286	

This page is intentionally left blank

Appendix G : Prudential Indicator Compliance

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

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

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

Maturity Structure of Fixed Rate Borrowing

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

Maturity Structure of Fixed Rate Borrowing	Upper Limit %	Lower Limit %	Actual Fixed Rate Borrowing as at 30/06/15	% Fixed Rate Borrowing as at 30/06/15	Compliance with Set Limits?
Under 12 months	0	50		0	N/A
12 months and within 24 months	0	50	0	0	N/A
24 months and within 5 years	0	75		0	N/A
5 years and within 10 years	0	75	0	0%	N/A
10 years and above	0	100	304,080,000	100%	Yes

This page is intentionally left blank

Appendix H - TREASURY DEPOSITS OUTSTANDING AS AT 30.6. 2015 FOR LONDON BOROUGH OF BARNET

Deal Number	Counter Party	Start Date	Maturity Date	Rate of Interest %	Principal Outstanding
					£
2000011442	LB Islington	02-Sep-13	02-Sep-15	0.70	5,000,000
2000011445	Greater London Authority	01-Apr-14	01-Apr-16	1.04	10,000,000
2000011463	Glasgow City Council	27-Nov-13	27-Nov-15	1.10	10,000,000
2000011488	Warrington Brough Council	15-Apr-14	15-Oct-15	1.00	5,000,000
2000011502	Gwent CC	01-Aug-14	03-Aug-15	1.10	3,000,000
2000011505	Lancashire CC	22-Jul-14	21-Jul-15	0.70	5,000,000
2000011506	Newcastle City Council	30-Jul-14	29-Jul-15	1.00	5,000,000
2000011514	Corby Borough Council	02-Dec-14	01-Dec-15	0.67	5,000,000
	Local Authorities				48,000,000
2000011284	Goldman Sachs	14-May-13		0.36	14,600,000
2000011251	Aviva	06-Sep-13		0.38	13,700,000
2000011482	Ignis Liquidity Fund	26-Mar-14		0.43	22,700,000
2000011377	Invesco	07-May-15		0.32	2,000,000
	Money Market Funds				53,000,000
	Money Market Funds Non specified				
2000112434	Federated Prime Rate Cash	15-May-13	31-Mar-16	0.70	10,000,000
2000010341	Bank of Scotland	09-Sep-12	CALL A/C	0.40	12,500,000
2000011519	Lloyds Bank PLC	10-Apr-14	10-Jul-15	0.57	8,000,000
2000011520	Lloyds Bank PLC	15-Apr-15	24-Jul-15	0.57	12,000,000
2000011521	Barclays	16-Apr-15	16-Jul-15	0.52	18,000,000
2000011522	Santander	16-Apr-15	16-Jul-15	0.55	25,000,000
2000011524	Nationwide Build Soc	20-May-15	28-Aug-15	0.51	6,000,000
2000011526	Nationwide Build Soc	03-Jun-15	11-Sep-15	0.53	10,200,000
2000011523	Standard Chartered	29-Apr-15	29-Oct-15	0.69	10,000,000
	UK Banks & Building Societies				101,700,000
2000011527	Bank of Nova Scotia	17-Jun-15	17-Dec-15	0.53	5,500,000
2000011527	Bank of Nova Scotia	26-Jun-15	04-Feb-16	0.60	13,500,000
2000011529	Australia and New Zealand Bank	26-Jun-15	04-Jan-16	0.60	6,000,000
	Non UK Banks & UK Building Societies				25,000,000
	TOTAL	30-Jun-15			237,700,000
			Average rate of return	0.65	

This page is intentionally left blank

APPENDIX I: Corporate Risk Register

The following risk register represents those risks in place at the time of reporting at Quarter 1, the mitigation strategies in place for each risk and the proposed treatment of each risk.

SCORE	IMPACT				
	1 Negligible	2 Minor	3 Moderate	4 Major	5 Catastrophic
5 Almost Certain	0	0	0	0	0
4 Likely	0	0	0	1	0
3 Possible	0	0	1	6	0
2 Unlikely	0	0	0	1	0
1 Rare	0	0	0	0	0

Risk	Current Assessment Impact Probability Rating	Control Actions	Target Assessment Impact Probability Rating
<p>Homelessness - ORG0039 There is a risk that homelessness and the subsequent cost of providing emergency short term accommodation will continue to rise.</p> <p>Cause: The Council has an obligation to house people that are homeless and support families who are unintentionally homeless. Despite improvements in the economy, homelessness has continued at high levels within the borough due to a shortage of homes, and increasing housing costs, particularly in the private rented sector. Welfare reform means that poorer households receive less financial support with their housing costs and landlords are increasingly seeking tenants who do not rely on housing benefit to pay their rent. The housing</p>	<p>Major 4</p> <p>Likely 4</p> <p>High 16</p>	<p>Preventative: The Housing Strategy identifies 3 key areas where Barnet Homes and the Council are focusing their efforts to reduce homelessness:</p> <ul style="list-style-type: none"> increasing prevention activities, including joint working with job centre plus increasing the supply of homes for households facing homelessness Making best use of existing resources through the Allocations Scheme and Tenancy Strategy <p>Detective: A number of mitigating actions have already been taken, including a more commercial approach to working with private landlords, innovative TA solutions and redesigned services. The Welfare</p>	<p>Moderate 3</p> <p>Unlikely 3</p> <p>Medium High 9</p>

Risk	Current Assessment Impact Probability Rating	Control Actions	Target Assessment Impact Probability Rating
<p>benefit subsidy levels for temporary accommodation have not increased since 2011 whilst costs have risen significantly. Further welfare reform and a freeze of LHA rates means more households will be at risk of homelessness, whilst potential reductions in social rents and Right to Buy proposals are likely to curtail the potential supply of affordable homes.</p> <p>Consequence: Substantial increase in homelessness including intentional homelessness where children are involved and the subsequent provision of affordable housing at a significant and increasing cost to the Council.</p>	<p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p>	<p>reform task force has helped households affected by welfare reform to avoid losing their home by accessing employment.</p> <p>The Strategic Housing Lead and Contract Manager are now working with Barnet Homes to explore further options for reducing homelessness and the associated costs, including putting additional resources into securing more homes in the private rented sector and intervening at an earlier stage where a household is threatened with homelessness. Barnet Homes are also producing a homelessness and temporary accommodation action plan which will be in place by September 2015.</p>	<p>Moderate 3</p> <p>Possible 3</p> <p>Medium High 9</p>
<p>Financial Position - ORG0025: The summer budget in July 2015 has made it clear that cuts to government funding will continue until 2020. Alongside this the Council now bears additional risks as a result of welfare reforms, whereby reduction and freezes in working age credits could see an increase in costs to Adults, Children's and Housing services. The economic position also impacts on the costs of Council services, for example in terms of pressure on temporary accommodation and increases in benefit caseloads.</p> <p>Demographic changes mean that the Council faces a growing population, an ageing population and increasing numbers of young people, which adds further to the pressure and demand on services.</p> <p>Cause: Further government cuts, uncertainty over the local economic position for business rates and demographic changes.</p> <p>Consequence: Additional pressure and by implication cost in the delivery of services, reduction in income, coupled</p>	<p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p>	<p>Preventative: The Council's financial planning cycle mitigates the risks associated with reductions in funding and increases in demand for services. Planning ahead enables the Council to mitigate the impact of increases in demand and ensure that the Councils overall financial position on reserves and contingency is sufficient.</p> <p>Budget proposals for the period 2015 through to 2020 have been agreed by Council. These proposals deal with £50m of the total budget gap of £81.1m. Work is on-going to identify further savings to close this gap and will comeback through committees in due course.</p> <p>Detective: Budget monitoring (revenue and capital) and financial management standards being adhered to. Recovery plans and alternative options reviewed in areas with overspends. Review capital programme profiling. Value for money indicators in use across the business. Monitoring delivery of Medium Term Financial Strategy</p>	<p>Moderate 3</p> <p>Possible 3</p> <p>Medium High 9</p>

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

Risk	Current Assessment Impact Probability Rating	Control Actions	Target Assessment Impact Probability Rating
		analysis at regular intervals to consider data, revisit assumptions, outcomes and controls. Partnership SCB has been introduced to enhance partnerships working in order to meet the financial challenges facing the public sector and collaborate on the development of future plans to both deliver transformation and improve outcomes.	
<p>People - ORG0036 : There is a risk that the organisation's people (competence, skills, knowledge) and culture are not aligned with its medium and long term strategic direction and will not be able to deliver the improvements in service delivery and on-going change and innovation required to achieve its long term goals.</p>	<p>Major 4</p>	<p>Preventative: To understand the current and required corporate capabilities and develop corporate and delivery unit plans to respond to gaps, recognising the need to create an internal environment that facilitates the generation of new ideas and entrepreneurship. To support change through leadership and people engagement (including through partners), to provide results for the organisation, its people and customers.</p>	<p>Moderate 3</p>
<p>Cause: The context in which the organisation operates is rapidly changing and demands continual service improvements. This requires the right organisational and developmental interventions to ensure the competence, knowledge and skills necessary to deliver the strategic objectives. Failure to ensure the right learning, knowledge sharing, career development, training and commitment to generating new ideas will cause the risk to escalate and negatively impact service delivery.</p>	<p>Possible 3</p>	<p>Detective: Through the risk management framework and robust and continuous risk analysis and monitoring of delivery unit risk profiles and action plans it will be possible to identify and ensure the right interventions and to identify 'early warning systems' where failure in this respect is impacting negatively on service delivery and strategic change.</p>	<p>Possible 3</p>
<p>Consequence: The consequence of failure in this respect and the escalation of risk will be a skills/knowledge/competence gap in the organisation that will result in poorer service performance in the medium term and/or longer term strategic failure.</p>			<p>Medium High 9</p>

Risk	Current Assessment Impact Probability Rating	Control Actions	Target Assessment Impact Probability Rating
<p>A prosperous Borough - ORG0038: Barnet's position as a prosperous suburb is under threat from wider threats to London as a world city and infrastructure improvements connecting more and new places to London.</p> <p>Cause: Existing infrastructure near capacity, other places benefiting from new infrastructure digital technology making physical proximity less important wider threats to London as a world city</p> <p>Consequence: Barnet becomes less desirable as a place to live and work</p>	<p>Major 4</p> <p>Unlikely 2</p> <p>Medium High 8</p>	<p>Infrastructure delivery plan and Mayoral infrastructure 2050 Entrepreneurial Barnet - economic strategy for making Barnet the best place to be a small business</p> <p>Regular monitoring of resident and business satisfaction surveys West London Alliance: Implementation of the West London Alliance jobs, skills and growth programme.</p>	<p>Major 4</p> <p>Unlikely 2</p> <p>Medium High 8</p>
<p>Safeguarding Incident - ORG0040: If there were a significant children's safeguarding incident then the commissioning council approach may be destabilised and undermined.</p> <p>If an incident were to occur the impact would be cross-cutting: compliance or a potential breach of statutory duty, reputational with adverse media coverage and workforce with staff morale being impacted and potential loss of staff.</p>	<p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p>	<p>Preventative:</p> <ul style="list-style-type: none"> • SCB Assurance • Safeguarding Protocol, • Accountability Protocol • Regular meeting and Information sharing • Family Service transformation programme • Children's, Education, Libraries and Safeguarding Committee in the new governance model • Local Safeguarding Children's Board (LSCB), new chair and work programme <p>Detective: Mock OFSTED inspection Safeguarding Peer Review</p>	<p>Major 4</p> <p>Unlikely 2</p> <p>Medium High 8</p>
<p>Commissioning Approach - ORG0041 If there is not a clearly defined approach to commissioning in place that ensures consistent application of Commissioning Cycle activities then objectives becomes difficult to monitor or achieve.</p>	<p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p>	<p>The Council's Commissioning Plans and priorities to 2020 are being developed and will go to Policy and Resources Committee on 2 December alongside the Council's draft Corporate Plan and Medium Term Financial Strategy.</p> <p>Following agreement of the above revised Management Agreements will be developed which focus on how the longer-term priorities of the Councils Corporate plan will be achieved with meaningful qualitative performance indicators that</p>	<p>Major 4</p> <p>Unlikely 2</p> <p>Medium High 8</p>

Risk	Current Assessment Impact Probability Rating	Control Actions	Target Assessment Impact Probability Rating
		<p>are linked to outcomes.</p> <p>The means of reviewing the achievement of outcomes will be taken forward over the next 6 month as new Commissioning Plans and Management Agreements are developed.</p>	
<p><u>Resident Engagement - ORG0029</u> Failure to engage properly with Residents.</p> <p>Cause: The lack of an engagement policy, comprehensive plan and coordinated approach to consulting with residents</p> <p>Consequence: Legal Challenge, lack of public buy in, do not deliver the services resident want, Consultations not contributing to service design, lack of transparency on outcomes, customer satisfaction declines</p>	<p>Moderate 3</p> <p>Possible 3</p> <p>Medium High 9</p>	<p>Preventative: Finance and Business Planning – feeding consultations into service design. Ensuring equalities is embedded within the Commissioning Group.</p> <p>Consultation strategy in place and transparency commitment confirmed. 3rd sector strategy/ community resilience</p> <p>Social media – alternative methods of engaging with residents to be explored through future updates to the website</p> <p>Detective: Common understanding of the citizen engagement within the Council through review of complaints data analysis and prior consultations. Performance indicators for customer satisfaction and customer care.</p>	<p>Moderate 3</p> <p>Possible 2</p> <p>Medium low 6</p>
<p><u>Increasing costs of Adults social care</u> There is a risk that the pressure on Adults budgets caused by increasing demographics and complexity will not be contained within existing budgets.</p> <p>Cause: The council has an obligation to provide social care for individuals assessed with demonstrating a need. Increasing demographic pressures and the complexity of the mental health and learning difficulty clients, along with supply side pressures is increasing the cost of Adult social care. In addition to this referrals from hospitals have increased by an average of 22% over the last 2 years with a reduction in funding received from health for Winter Pressures.</p>		<p>Preventative: Developing plans around increasing prevention activities. Ensuring effective information and advice is offered and promoting more independent living.</p> <p>Detective: Robust budget monitoring and financial standards being adhered to. Recovery plan in place to ensure current overspends are being addressed. Engagement with CCG to ensure referrals from hospitals are monitored and funded.</p>	

Risk	Current Assessment Impact Probability Rating	Control Actions	Target Assessment Impact Probability Rating
<p>Consequence: A significant overspend in Adults would reduce the council's general fund reserve.</p>			

This page is intentionally left blank

APPENDIX J: Capita Payments

	Total value (ex vat)
CSG Invoice 1	£ 7,036,666.87
CSG Invoice 2	£ 311,568.00
CSG Invoice 3	£ 3,413,613.11
Re Invoice 1	£ 7,627,017.00
Re Invoice 2	£ 534,139.72
Re TFL Highways Programme	£ 11,683.00
Grand Total	£ 18,934,687.70

Invoice Date	Invoice / Credit No	Value (ex vat)	Commentary	Type
16/03/15	6085000037	£ 356,504.14	Re Services Contract Payment - Special Projects (Initiation Request) - Oct - Dec 14	Re Invoice 2
16/04/15	6085000064	£ 22,367.23	Empty Properties Scheme Jan- March 15	Re Invoice 2
12/03/15	6085000036	£ 3,812,265.00	Re Services Contract Payment	Re Invoice 1
23/04/15	6003071208	£ 46,182.51	CSG Services Contract Payment - Postage, Print and Courier April 15	CSG Invoice 3
19/05/15	6003085245	£ 102,073.00	CSG Services Contract Payment - Special Projects (Resource) April 15	CSG Invoice 3
18/05/15	6003084797	£ 2,470,365.93	CSG Services Contract Payment - Special Projects (Initiation Request) April 15	CSG Invoice 3
18/05/15	6003085107	£ 201.12	CSG Services Contract Payment - Daisy Phone recharges April 15	CSG Invoice 3
18/05/15	6003085108	£ 35,698.23	Misc payments - Schools IT kit purchases April 15	CSG Invoice 3
20/05/15	6003086273	£ 48,974.34	CSG Services Contract Payment - Postage, Print and Courier May 15	CSG Invoice 3
28/05/15	6003091751	£ 85,735.00	CSG Services Contract Payment - Indexation	CSG Invoice 1
28/05/15	6003091753	£ 95,562.00	CSG Services Contract Payment - Indexation	CSG Invoice 1
13/03/15	6003047280	£ 6,612,754.00	CSG Services Contract Payment	CSG Invoice 1
17/06/15	6003103382	£ 710,117.98	CSG Services Contract Payment - Special Projects (Initiation Request) and Special Projects (Resource) May 15	CSG Invoice 3
23/03/15	6003053924	£ 200,000.00	CSG Invoice - Procurement Agency	CSG Invoice 2
09/06/15	6003097917	£ 111,568.00	CSG Invoice - Procurement Board June 2015	CSG Invoice 2
09/06/15	6003097928	£ 242,615.87	Amendment for additional contract (Non IS & IS items) - April-June 15	CSG Invoice 1
05/03/15	6085000025	£ 12,177.00	Re Contract Request - Highways Development Control Applications	Re Invoice 2
31/03/15	6085000045	£ 90,091.35	Re Services Contract Payment - Special Projects (Initiation Request) Jan 15	Re Invoice 2
31/03/15	6085000043	£ 50,000.00	Re Contract Request - WH and Colindale	Re Invoice 2
31/03/15	6085000047	£ 3,000.00	Re - Contract Request - Community Safety	Re Invoice 2
16/06/15	6085000103	£ 155,500.00	Re Services Contract Payment	Re Invoice 1
16/06/15	6085000102	£ 3,659,252.00	Re Services Contract Payment	Re Invoice 1
16/04/15	6085000062	£ 5,683.00	Re TFL Highways Programme	Re TFL Highways Programme
15/06/15	6085000090	£ 2,000.00	Re TFL Highways Programme	Re TFL Highways Programme
27/05/15	6085000072	£ 2,000.00	Re TFL Highways Programme	Re TFL Highways Programme
24/04/15	6085000068	£ 2,000.00	Re TFL Highways Programme	Re TFL Highways Programme
		£ 18,934,687.70		

This page is intentionally left blank

APPENDIX K – BUSINESS PLANNING

1. CONTEXT

- 1.1 At the 12 May 2015 meeting of the Performance and Contract Management Committee meeting, Members requested that Head of Programmes and Resources report back on the opportunities for Committee Members to feed into the business planning cycle of the Council and the types of indicators used.
- 1.2 In response to the scale of the challenge facing Local Government from public spending reductions and increasing demand, the London Borough of Barnet undertook a Priorities and Spending Review (PSR). The results of the PSR were presented to Policy & Resources Committee in June 2014. The PSR had been informed by public consultation and engagement with all three main political parties. The savings options presented were grouped under four themes: Efficiency: growth and income: reducing demand; and promoting independence and service redesign. Opportunity areas were taken through Theme Committees and savings proposals were referred to Policy & Resources Committee for agreement in June 2014 and final saving proposals were agreed as part of the Medium Term Financial Strategy for the 2015-20 period. Each theme Committee agreed the saving proposals relevant to their responsible areas and set out the plans to achieve these savings through Commissioning Plans.
- 1.3 Between December 2014 and March 2015, the council undertook formal consultation on Council's Corporate Plan and Commissioning Plans to 2020. The results of which were presented to Policy & Resources Committee in February 2015 and full Council in March 2015 to approve the final Corporate Plan and MTFS to 2020. The consultation aimed to get residents' views on:
- high-level strategic priorities which formed the basis of a revised Corporate Plan from 2015 – 2020
 - the five year commissioning priorities and plans
 - the profile of each Committee's indicative budgets from 2016-2020 which collectively formed the MTFS to 2020.
- 1.4 **Summary of current performance regime**
The London Borough of Barnet's performance process is made up of several different layers, this is expressed below:
- **Corporate Plan:** this was set by full Council in April 2015, setting a five year plan including a set of 96 strategic indicators – a significant increase from previous years, and with a greater focus on outcomes for residents.

All of these measures are reported to Performance and Contract Management Committee each quarter.

- **Commissioning Plans:** These were developed through thematic Committees during the autumn of 2014 and approved by each Committee in early 2015. These included 180 indicators of critical service performance. A number of measures from these Commissioning Plans were included within the Corporate Plan. Where available these measures are reported to Performance and Contract Management Committee each quarter.
- **Service level performance:** Each Delivery Unit, whether provided via an internal Delivery Unit or externally contracted provider, then has an agreement in place to deliver the outcomes and services as above. This takes the form of a contract (external providers) or Management Agreement (internal providers). It includes 'strategic' and 'critical' measures as per the sections above, but also a set of lower level performance measures. These measures are published each Quarter and reported to Performance and Contract Management Committee with challenges highlighted by exception.

Developing the Corporate Plan

- 1.5 The Corporate Plan sets the strategic direction of the Council. The Council agreed a 5 year corporate plan for the period 2015-20 to directly match the Council's Medium Term Financial Strategy period.

Commissioning Plans

- 1.6 Each theme Committee developed and consulted on a Commissioning Plan which set the strategic direction for the service areas relevant for each committee. These plans are based on the financial resources available and the planned activity in each of the service areas.
- 1.7 Within commissioning plans, theme Committees agreed a suite of outcome measures to monitor progress against achieving the stated commissioning outcomes and key activities. This ensures the key outcomes required by the Council are set through Committees.

Commissioning Theme Committee	Number of outcome measures
Children, Education, Libraries and Safeguarding	36
Environment	30
Community Leadership	21
Public Health	30
Assets, Regeneration and Growth	16
Adults and Safeguarding	31
Housing	16
TOTAL	180

- 1.8 The progress against these indicators will be reported against as part of quarterly monitoring.

Role of the each Committee

- 1.9 **Policy and Resources:** As set out in the Council's constitution – Annex A S.15 Responsibility for Functions - the Policy and Resources Committee are responsible for the approval of the Corporate Plan. The Corporate Plan is drafted making use of the individual theme Committee Commissioning Plans.
- 1.10 **Theme Committees:** Each theme Committee agree the Commissioning Plan for the services they have overall responsibility for. As part of this Commissioning Plan, a number of indicators have been outlined to monitor the success of those plans. Theme Committees will receive an annual report outlining progress against these plans.
- 1.11 **Performance and Contract Monitoring Committee (P&CM):** P&CM Committee has overall responsibility for quarterly budget, performance and contract management, including monitoring trading position and financial strategy of Council Delivery Units. The 96 indicators from the Corporate Plan and the 180 Commissioning Plan indicators are supplemented by a broader set of management information in each service area, with challenges identified and escalated where there is a particular issue to respond to.
- 1.12 For 2015/16 the quarterly monitoring report to Performance and Contract Management Committee has an appendix monitoring customer perception and experience. This summarises results of various satisfaction surveys – residents and users of services – as well as the council performance at delivering customer facing services.
- 1.13 Performance and Contract Monitoring Committee scrutinises performance. As part of this role, it has the ability to make recommendations to Policy & Resources Committee and themed Committees on the current performance of services, the achievement of outcomes set in Commissioning Plans and the implications of the Commissioning Plans as identified during the Committee's scrutiny of performance.


The process for performance targets in 2015-16

- 1.14 During the first year of the Committee structure, theme Committees were requested to set out their Commissioning Plans for 2015/16 and through to 2020. Each theme Committee received a draft Commissioning Plan in late summer 2014, with a final version being agreed in early 2015. In conjunction with this, a draft Corporate Plan was submitted to Policy and Resources Committee in December 2014 and public engagement took place. This Plan

was consulted alongside the Medium-Term Financial Strategy during Dec 2014 – February 2015. The final version was agreed by Policy and Resources in March and approved by Full Council in April 2015.

Figure 1: Process to set performance targets in 2015

	Draft	Consultation	Agreement
Public		Open 17 December to 11 February 2015	
Council			14 April 2015
Policy and Resources	2 December 2014		24 March 2015
Theme Committees	Draft Commissioning Plan agreed between Sept-November 2014		

	AGENDA ITEM 8
	<p>Performance and Contract Management Committee</p> <p>1 September 2015</p>
Title	Members' Enquiries service a review
Report of	Customer Services Operations Director
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A - Members' Enquiries Action Plan. Appendix B - Number of enquiries by delivery unit and service level achieved.
Officer Contact Details	Jim Gibbs, Customer Services Operations Director, Capita Local Government, 07766 397578, james.gibbs@capita.co.uk

<h2>Summary</h2>
<p>CSG Customer Services provide and manage a Members' Enquires service as part of the Customer Services contract. As a result of some Members receiving an inconsistent service, a review of the service was requested by Members of this Committee to ensure that the service standards were understood and to identify areas for improvement.</p> <p>This report attempts to address these concerns by providing an overview of the service, examples of poor quality service provided, the analysis of the root causes of the issues and the improvements being made by the Customer Services management team to address the issues. It also provides information on a new process for Members to escalate enquiries which they believe have not been handled effectively.</p>

Recommendations

- 1. That the Committee consider and comment on the improvements described in this report and the action plan attached as Appendix A.**
- 2. That the Committee note that feedback regarding the Members' Enquiries Service is welcomed at any time by CSG Customer Services Operations and will always be reviewed with the aim of improving the service further.**
- 3. That the Committee agree that a follow up progress report will be provided for the Committee meeting on 17 November 2015.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The Members' Enquires service provides a front end service for all Members of the Council. The service ensures that all enquiries are logged, tracked, and resolved either by them or sent to the appropriate team to be resolved. Although the Customer Services contact centre at Coventry operates the Members' Enquiries service, it is important that all parts of the council manage Members' enquiries consistently and meet Member expectations.
- 1.2 The Members' Enquiries service is for any enquiry a Member has about the council. An enquiry is not the same as a service request, but the Members' Enquiries service can be used for occasions where a service request has not been managed correctly or delivered on time, or where a Member has evidence that the council is not following its own policies and processes. Enquiries typically include escalated issues such as, where a service has not responded to a customer request within service level or where the response to the resident has been inadequate.
- 1.3 The Members' Enquiries service is not intended to be a parallel or priority channel for customers or Members to request council services or for customers to make formal complaints about quality of service received from the Council. These matters have separate channels.
- 1.4 Customer Services handles emails and calls from Members regarding enquiries about services for which it is responsible for and those which are managed by the council's retained delivery units and council partners. It is the responsibility of the Members' Enquiries team to distribute the enquiries to the correct team, ensure responses are received in a timely manner and confirm the enquiry is resolved to the Member's satisfaction so the case can be closed.
- 1.5 All Members can send an enquiry to Customer Services, where it is logged and sent to the appropriate officer for the service. A resolution and response is due after 5 working days. However, if a resolution is not possible then a holding email should be sent explaining the delay.

The contact centre has a target of responding to 95% of Members' enquiries within 5 days of receipt. The 5 days starts from the date and time the email is received by the contact centre. In recognition of concerns about timely response to Members' enquiries and aligning to the council's other

communications routes, the target for providing a response to Members' enquiries was reduced from 10 to 5 days in September 2014.

- 1.6 Customer Services has handled 1989 Members' enquiries between 1 January 2015 and 30 June 2015. 1874 (94.2%) of these have been responded to within the agreed Service Level of 5 days and 1328 (66.7%) were resolved (or closed) within 5 days.

Since the target was changed from a 10 day to a 5 day SLA, Customer Services has continued to drive improvement in the level of cases resolved within 5 days with the delivery units, and the action plan attached as Appendix A contains actions to specifically target the reduction in the number of cases closed outside of 5 days.

- 1.7 There is no standard target for cases which cannot be resolved within 5 days because different enquiries have different levels of complexity.

With regards to services which are carried out by Re with the exception of emergency repairs, most non-urgent reactive repairs will take up to 28 days. In bad weather conditions, they will take longer. This is due to volume, contractor capacity and budget constraints. For enquiries that relate to traffic related schemes, if they are not part of the planned programme, they are unlikely to be completed in 2015 and will be added to a list to be considered as part of a future year's programme. Therefore, while the service should be able to assess the enquiry and explain what is going to happen in 5 days, it is unlikely that the actual work will be carried out. In general, the case can only be closed in 5 days when it is an emergency repair or Re is responding to confirm the case is not a priority and will be included in a future year's programme.

Appendix B provides more detail about the volume of enquiries and the numbers responded to and resolved within 5 days.

- 1.8 The Customer Services team was made aware of concerns from some Members and council officers that the Members' Enquiries service was not meeting expectations. In particular the following cases were escalated by Members for Customer Services to investigate:

- A damaged road sign which had not been repaired
- A request for information from the Highways Department which was incorrectly forwarded as a Freedom of Information request
- A bollard lying on a pavement which had not been removed after it had been replaced due to damage caused by a road accident
- Protruding kerb stones which took 28 days to repair and required the contractor to review the quality of the work that had been completed
- Rats in a communal housing area had been reported, but took 20 days to resolve.

These specific cases were investigated and prompted a wider review which identified that:

- Enquiries were not always sent to the right service or contact
- Enquiries were not always closed within agreed timescales
- Delays were not always clearly communicated to the Member
- Enquiries were not always correctly categorised – e.g. assigning it as a new service request, when there was evidence the case had been previously raised by a customer
- Incomplete or partial resolution of enquiries, especially where more than one delivery unit was involved
- Incorrect use of terms, for example, cases being reported as 'suspended' when the service was waiting for a response from a third party
- Poor quality of written English and inappropriate tone
- Inconsistency in the ownership of the tracking process
- Lack of awareness of urgency of enquiries based on the priority of the issue and impact on customers– a 'one size fits all' procedure
- Members' enquiries which had not been fulfilled within agreed timescales were not escalated in an effective way to lead to the ultimate resolution of the enquiry.

Appendix A details an action plan that sets out a number of actions which are expected to improve performance in relation to these issues.

1.9 There were two key issues that were identified as root causes of these concerns:

- Failure to adequately track complex enquiries in all cases, and;
- Training of Customer Service Advisors and council staff who receive enquires to answer.

Improvements required to track complex complaints

- Re receives the highest volume (over 50%) of enquiries from Members and this has increased by approximately 25% in quarter 1 2015/16 against the same quarter in 2014. It should be noted that the resources to manage these enquiries have not increased.
- There is often an overlap in services, as with the example regarding a broken road sign, which involved both Street Scene and Highways. Overlapping enquiries require additional communication to ensure the case is fully addressed and co-ordinated and this can cause a delay to resolving the request.
- While it is possible in some cases to provide an initial response in 5 days, many cases- especially those raised to Re as noted above, will not meet the 'intervention level criteria' and therefore resolution in 5 days is not possible. Some traffic related cases may never be resolved if they are not included in the annual programme of works agreed by Environment Committee or referred to Area Committees (who may be able to use their delegated budgets to progress schemes). Re is reviewing the response to cases where resolution is not possible due to the 'intervention level' not being reached.

- While Re places the works order, the work is generally carried out by either the DSO (Direct Service Organisation) or another contractor. In some of the cases investigated works orders were raised correctly but the work was not completed to the satisfaction of the resident and the work had to be reviewed.
- It was identified in some cases that where the service level of 5 days was not being met, the escalation step was ineffective and had simply been acting as a reminder to the case officer, rather than escalating the outstanding query to the case officer's line management.

Training of Customer Services Advisors and council staff to ensure correct processes followed

- Many Members' enquiries are service requests, and these need to be managed as such unless there is evidence that the request has already been made and not managed effectively. Further work and training is required to ensure that service requests are raised through the correct process.
- In some cases the Delivery Unit had responded directly to the Member without routing back or copying their response to the Member's Enquiries team. In most cases this does not cause an issue. However, if an enquiry requires multiple inputs then the Member may sometimes receive fragmented information and more than one email response.
- There have been cases of a Delivery Unit responding to the Member on behalf of another Delivery Unit without the correct sign off or input.

The following should be noted:

- The Members' Enquiries team will not respond to emails where they are just copied in, so if a Member requires a response they should ensure the Members' Enquiries team is included in the 'To' field of an email.
- The Members' Enquiries team often has to split an enquiry into its component parts. In order that each service area receives its component part and it can be tracked, each part will receive a separate case number. This avoids confusion in the event there are subsequent queries in relation to the enquiries raised.
- In the event an enquiry is misdirected or handled incorrectly, all Members of the Members' Enquiries team receive coaching and briefing as soon as possible.

1.10 It was noted Members may need to escalate enquiries or service requests which have not been dealt with fully or correctly. In response to this need for a clear escalation point a new Members' Escalations process has been introduced for Members to:

- Request updates or escalate enquiries which they do not feel are being managed within the agreed timeframe of 5 days; or

- Where an enquiry has not been, managed to the standard that is expected.

The new process was effective from 6 July 2015 and has been tested. The new process will be fully communicated in September.

Although there is a 5 day SLA when dealing with Members' Enquiries and Escalated Members' Enquiries, where the enquiry is clearly urgent or involves a safeguarding issue this will be prioritised and addressed as quickly as possible.

- 1.11 Customer Services are committed to carrying out regular internal due diligence to ensure that Members' Enquiries are being handled in accordance with expectations of Members. The examples provided already, and referred to above, will be used to develop internal review materials. These will be supplemented with lessons learnt from enquiries which have been escalated.
- 1.12 A new quality management system is being implemented within Customer Services, and this system includes more robust and more regular monitoring of emails, telephone calls and the correct usage of systems. The process for monitoring email responses includes ensuring that:
 - All questions have been answered
 - Emails are broken down into parts and given separate case numbers where appropriate (for example, where one email contains a request for Street Scene and Parking and two separate cases need to be raised for the service areas)
 - Responses have the appropriate tone, are grammatically correct and are spelt correctly
 - Referrals are made back to the delivery unity where an incomplete response has been provided by them.
- 1.13 Customer Services welcomes a visit from Members to the Coventry site to meet with the Members' Enquiries team. This would be an opportunity to deepen understanding about the issues faced by Members and also for the team to explain the processes that they follow.
- 1.14 As a result of the investigation, an action plan (attached as Appendix A with action owners and dates) is being delivered by the Customer Services management team. The action plan has already addressed the escalation process and improvements continue to be identified and made.

Actions already taken include:

- Training to ensure that the processes are correctly understood across delivery units.

- The use of systems across Customer Services and the delivery units is being reviewed.
- Increased quality monitoring of responses sent to Members is being carried out, and the output from this monitoring identifies root causes from which additional actions can be identified.
- Improved escalation processes have been implemented both with the delivery units and for Members.

1.15 For the November Committee Customer Services will report against its objective to respond to more than 95% of Members' enquiries within 5 days. It will also report on the percentage of cases resolved within 5 days and the actions taken by Customer Services to improve the resolution rate. A report will also be delivered against the action plan in Appendix A.

2. REASONS FOR RECOMMENDATIONS

2.1 To respond comprehensively and effectively to concerns raised about the Members' Enquiries service and ensure Members receive a quality service.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

4.1 Many of the improvements described have already been implemented. The improvements described will be fully implemented by 30 August 2015

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 Customer Services is a corporate priority for Barnet as described in the Corporate Plan, and the design principles and customer.

5.1.2 The Corporate Plan explains that Customer services will be intuitive and flexible, with increased user satisfaction

- By 2020, the majority of customer interaction with the council will be via the web and other self-service channels which will be quicker and more flexible.
- Customers will experience a consistently high quality personalised service, focussed on achieving fast and effective resolution of queries and requests.
- Customer services will be intuitive, recognising the interests of users and sign-posting them to other services they might require.
- Resolution of issues raised at the first point of contact with the council will occur over 80% of the time and satisfaction with the services people receive will consistently exceed 90%.

- The Performance Indicator for responding to Member Enquiries is 95% within 5 days, where respond includes advising of delay. Customer Services is responsible for reporting to delivery units' outstanding enquiries where delay is advised.

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

5.2.1 The action plan utilises existing resources within Customer Services, there are no additional resource implications, and no requirement for additional IT investment. There are a few minor configuration changes to the email & Lagan CRM (customer relationship management) system resulting from the action plan the costs of these will be managed within existing resources.

5.3 Social Value

Improvements to the Members' Enquiries process will ensure Members receive quicker and more accurate responses to enquiries which are raised in response to concerns from residents, or are raised for the benefit of residents.

5.4 Legal and Constitutional References

5.4.1 Council's Constitution, Responsibility for Functions, Annex A details the functions of the Performance and Contract Management Committee which include:

- (1) Overall responsibility for quarterly budget monitoring, including monitoring trading position and financial strategy of Council Delivery Units.
- (2) Monitoring of Performance against targets by Delivery Units and Support Groups including Customer Support Group; Re; the Barnet Group Ltd (including Barnet Homes and Your Choice Barnet); HB Public Law; NSL; Adults and Communities; Family Services; Education and Skills; Street Scene; Public Health; Commissioning Group; and Assurance.
- (3) Receive and scrutinise contract variations and change requests in respect of external delivery units.
- (4) To make recommendations to Policy and Resources and Theme Committees on relevant policy and commissioning implications arising from the scrutiny of performance of Delivery Units and External Providers.

5.5 Risk Management

Customer Services maintains a risk register. There have been no new risks identified as result of the implementation of the improvements from the action plan. However, the process review and the improvements being made will reduce the risk of Members' enquiries not being resolved within a timely manner.

5.6 Equalities and Diversity

The improvements described in this report support Members in their advocacy for all Barnet residents. Improved processes ensure that all residents have their cases managed effectively and that any protected characteristics are taken into account appropriately.

5.7 Consultation and Engagement

Not applicable.

5.8 Insight

Not applicable.

6. BACKGROUND PAPERS

Not applicable.

This page is intentionally left blank

Appendix A

SHORT TERM IMPROVEMENT PLAN

Action Plan as at 31 July 2015

ACTION	Owner	Due Date	Status
PROCESS			
Improved escalation process to be agreed and implemented, and agreed with Delivery Units	Operations Manager	12/06/2015	Complete
Generate an ME escalation mailbox (Barnet.gov.uk) for Members to use to escalate enquiries which have not been dealt with, which is to be monitored regularly and at least daily.	Head of Business Assurance	12/06/2015	Complete
Identify the escalation points for each delivery unit service area with the lead officer and regularly check the accuracy of this list in Service Improvement Meetings on an annual basis for review.	Customer Experience Manager	19/06/2015	Complete
Review the documented Members Enquiries process to reflect process improvements made, produce revised process document & training materials.	Head of Business Assurance	31/08/2015	In progress
Review the Members' Enquiries process with appropriate Delivery Units/ service areas. The process differs by service area and would be more efficient if all Members' Enquiries were managed with a common system.	Operations Manager	14/08/2015	In progress
Ensure completed process improvements are communicated to Members.	Operations Manager	31/08/2015	In progress
TRAINING			
Deliver scenario based training workshop based on actual real life examples and results of training needs analysis to colleagues that manage Members Enquiries. This is part of our regular training regime for staff dealing with Members Enquiries.	Operations Manager	26/06/2015	Complete
PEOPLE			
Review resource allocated and existing skill set within Members' Enquiries team.	Operations Manager	31/08/2015	Open
Organise a visit to the Coventry contact centre for Members to see the Members' Enquiry process and the quality procedures in place.	Operations Manager	30/08/2015	Open
MANAGEMENT INFORMATION			

Review the opportunities to deliver proactive reporting regarding delivery of Member enquiries this will be communicated via CSWG.	Customer Experience Manager	30/08/2015	Open
Provide case data for the weekly customer bulletin.	Customer Experience Manager	31/07/2015	Complete
Conduct additional investigation into Members Enquiries which are reported to have been incorrectly categorised, and give attention to correct categorisation of service requests & FOI with feedback on improvements being made to the operational team.	Operations Manager	30/08/2015	Open
QUALITY MANAGEMENT			
Continued implementation of improved quality management regime into the contact centre which includes all communication channels and services.	Head of Business Assurance	30/09/2015	In progress
Continued monitoring of emails by the Business Assurance team, feedback and coaching to be delivered by the Team Manager, and root cause analysis to be included in Service Improvement Plans. Monitoring includes assessing misdirected enquiries and enquiries which have been incorrectly categorised.	Head of Business Assurance	On-going	On-going
Investigate the use of systems to provide further analysis of Members' enquiries to enhance root cause analysis.	Head of Business Assurance	31/10/2015	In progress
Identify opportunities to improve management information regarding the length of time taken to close cases.	Management Information Manager	31/08/2015	Open

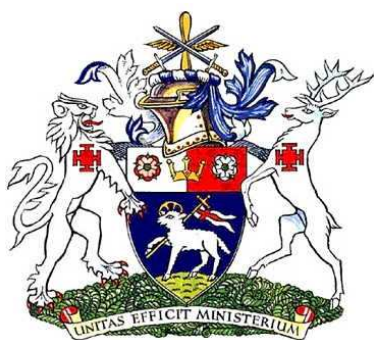
This page is intentionally left blank

Appendix B

Month	Items due	Closed in 5 days	% Closed in 5 days	Not closed in 5 days	% Not closed in 5 days	Delay advised	% Delay advised	Responded to in 5 days	% Responded to in 5 days
January	298	220	73.83%	78	26.17%	64	21.48%	284	95.30%
February	324	239	73.77%	85	26.23%	69	21.30%	308	95.06%
March	365	221	60.55%	144	39.45%	102	27.95%	323	88.49%
April	374	231	61.76%	143	38.24%	129	34.49%	360	96.26%
May	288	210	72.92%	78	27.08%	69	23.96%	279	96.88%
June	340	207	60.88%	133	39.12%	113	33.24%	320	94.12%
Total	1989	1328	66.77%	661	33.23%	546	27.45%	1874	94.22%

DU	Items due	Closed in 5 days	% Closed in 5 days	Not closed in 5 days	% Not closed in 5 days	Delay advised	% Delay advised	Responded to in 5 days	% Responded to in 5 days
Adults & Communities	37	21	56.76%	16	43.24%	4	10.81%	25	67.57%
Assurance Group	6	3	50.00%	3	50.00%	3	50.00%	6	100.00%
Barnet Group	6	4	66.67%	2	33.33%	1	16.67%	5	83.33%
Commissioning Group	53	45	84.91%	8	15.09%	7	13.21%	52	98.11%
CSG	26	14	53.85%	12	46.15%	11	42.31%	25	96.15%
CSG - Benefits	49	43	87.76%	6	12.24%	4	8.16%	47	95.92%
CSG - Council Tax	116	73	62.93%	43	37.07%	40	34.48%	113	97.41%
CSG - Customer Services	173	143	82.66%	30	17.34%	17	9.83%	160	92.49%
Education & Skills	65	41	63.08%	24	36.92%	19	29.23%	60	92.31%
Family Services	27	19	70.37%	8	29.63%	7	25.93%	26	96.30%
RE	1040	646	62.12%	394	37.88%	338	32.50%	984	94.62%
Street Scene	391	276	70.59%	115	29.41%	95	24.30%	371	94.88%
Total	1989	1328	66.77%	661	33.23%	546	27.45%	1874	94.22%

AGENDA ITEM 9



Performance & Contract Management Committee

1 September 2015

Title	Performance & Contract Management Committee Work Programme
Report of	Head of Governance
Wards	All
Status	Public
Enclosures	Appendix A - Committee Work Programme September 2015 to May 2016
Officer Contact Details	Salar Rida - Governance Officer salar.rida@barnet.gov.uk 020 8359 7113

Summary

The Committee is requested to consider and comment on the items included in the 2015/16 work programme

Recommendations

- 1. That the Committee consider and comment on the items included in the 2015/16 work programme**

1. WHY THIS REPORT IS NEEDED

- 1.1 The Performance & Contract Management Committee Work Programme 2015/16 indicates forthcoming items of business.
- 1.2 The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.
- 1.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

2. REASONS FOR RECOMMENDATIONS

- 2.1 There are no specific recommendations in the report. The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 N/A

4. POST DECISION IMPLEMENTATION

- 4.1 Any alterations made by the Committee to its Work Programme will be published on the Council's website.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Committee Work Programme is in accordance with the Council's strategic objectives and priorities as stated in the Corporate Plan 2015-20.

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

- 5.2.1 None in the context of this report.

5.3 Legal and Constitutional References

- 5.3.1 The Terms of Reference of the Policy and Resources Committee is included in the Council's Constitution, Responsibility for Functions, Annex A.

5.4 Risk Management

5.4.1 None in the context of this report.

5.5 Equalities and Diversity

5.5.1 None in the context of this report.

5.6 Consultation and Engagement

5.6.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 None.

This page is intentionally left blank

**London Borough of Barnet
Performance and Contract
Management Committee
Work Programme
2015/16**

Contact: Sarah Koniarski 020 8359 7574 sarah.koniarski@barnet.gov.uk

Subject	Decision requested	Report Of	Contributing Officer(s)
1 September 2015			
Quarter 1 Monitoring Report 2015/16	To review and approve Quarter 1 2015/16 finance and performance report for internal and external Delivery Units. This report includes Treasury Management Outturn.	John Hooton Chief Operating Officer	
Members' Enquiries Review	To review and comment on the Members' Enquiries Service.	Kari Manovitch Head of Commercial	
17 November 2015			
Quarter 2 Monitoring Report 2015/16	To review and approve Quarter 2 2015/16 finance and performance report for internal and external Delivery Units. This report includes Treasury Management Outturn.	John Hooton Chief Operating Officer	
7 January 2016			
Business planning: monitoring 2016/17	To discuss the proposed monitoring framework for 2015/16.	John Hooton Chief Operating Officer	
15 February 2016			
Quarter 3 Monitoring Report 2015/16	To review and approve Quarter 3 2015/16 finance and performance report for internal and external Delivery Units. This report includes Treasury Management Outturn.	John Hooton Chief Operating Officer	

Subject	Decision requested	Report Of	Contributing Officer(s)
Barnet Group - Annual Report 2014/15	To receive financial performance of Barnet Homes and Your Choice Barnet for the year ending March 2015.		
31 May 2016			
Quarter 4 and year-end outturn Monitoring Report 2015/16	To approve the Final Outturn and Quarter 4 Performance Report 2015/16. This report includes the Treasury Management Outturn.	John Hooton Chief Operating Officer	
Corporate Risk Management Policy Statement and Strategy	To approve the risk management framework; ensuring that the risk management framework is in place and aligned to Council policy.	Davina Fiore Director of Assurance	

This page is intentionally left blank