

MEETING

PERFORMANCE AND CONTRACT MANAGEMENT COMMITTEE

DATE AND TIME

TUESDAY 27TH FEBRUARY, 2018

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BG

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

Chairman: Councillor Anthony Finn BSc (Econ) FCA,
Vice Chairman: Councillor Sury Khatri BSc (Hons) MSc (Lond)

Councillors

Jess Brayne	Kathy Levine	Arjun Mittra
Geof Cooke	John Marshall	Barry Rawlings
Joan Scannell	Shimon Ryde	Peter Zinkin

Substitute Members

Gabriel Rozenberg	Caroline Stock	Paul Edwards
Lisa Rutter	Alison Moore	Dr Devra Kay

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is Thursday 22nd February at 10AM. Requests must be sent to Salar Rida at salar.rida@barnet.gov.uk

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

Andrew Charlwood – Head of Governance

Governance Services contact: Salar Rida 020 8359 7113 salar.rida@barnet.gov.uk

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ASSURANCE GROUP

ORDER OF BUSINESS

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Decisions of the Performance and Contract Management Committee

28 November 2017

Members Present:-

AGENDA ITEM 1

Councillor Anthony Finn (Chairman)

Councillor Sury Khatri (Vice-Chairman)

Councillor Shimon Ryde
Councillor Peter Zinkin
Councillor John Marshall
Councillor Joan Scannell

Councillor Jess Brayne
Councillor Geof Cooke
Councillor Barry Rawlings
Councillor Arjun Mittra

Also in attendance

Councillor Alison Moore (Substitute)

Apologies for Absence

Councillor Kathy Levine

1. MINUTES OF THE PREVIOUS MEETING

Councillor Anthony Finn, Chairman of the Committee welcomed all attendees to the meeting. Officers confirmed that the actions agreed at the previous meeting were taken forward.

RESOLVED that the minutes of the previous meeting held on 12th September 2017 be agreed as a correct record.

2. ABSENCE OF MEMBERS

Apologies for absence were received from Councillor Kathy Levine who was substituted by Councillor Alison Moore.

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

The following interests were declared at the meeting:

Councillor	Agenda item(s)	Interests Declared
Sury Khatri	8, 9	Non-pecuniary interest by virtue of being a Trustee of NW7 Hub which runs the Mill Hill Partnership Library.
John Marshall	8, 9	Non-pecuniary interest by virtue of being a Council appointed Director for Barnet Group, Your Choice 2

		Barnet and Barnet Homes.
Arjun Mittra	8, 9	Non-pecuniary interest by virtue of being tenant of Barnet Homes.
Jess Brayne	8, 9	Non-pecuniary interest by virtue of being a leasehold tenant together with her partner of Barnet Homes

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

The Committee noted the details of the responses to the Public Questions which had been published and circulated prior to the meeting.

Mr John Dix addressed the Committee with a Public Comment in relation to Agenda Item 10 (Year Four Review of RE Contract). The Committee asked questions about the statement made which were responded to by Mr John Dix.

The Committee received a number of supplementary questions from Mr John Dix which were responded to verbally by Officers.

6. MEMBERS' ITEMS (IF ANY)

None.

7. TREASURY MANAGEMENT MID YEAR REVIEW

The Chairman introduced the report and welcomed George Bruce, Head of Treasury, CSG.

Following a query about the reclassification of local authorities from professional investor to retail investor, Mr Bruce explained the reasons for the Local Authority electing professional investor status. The Chairman noted that training will be offered to the Committee as part of the requirements of professional investor status, with details to follow. (**Action: Treasury**)

It was **RESOLVED**:

That the Performance and Contract Management Committee noted the report.

8. QUARTER 2 2017/18 PERFORMANCE MONITORING REPORT

The Chairman welcomed the Q2 Performance Monitoring Report.

Following a query about fire safety at Council tower blocks, Mr Elliot Sweetman Director of Operations Barnet Homes, noted that the prioritised programme of works, including the installation of centrally controlled alarm systems and sprinklers was approved by the Housing Committee in October 2017.

The Committee commended the rapid response towards the removal of the cladding system on the towers which had similar cladding panels as Grenfell Tower.

In response to concerns about sickness absence in Street Scene, Ms Kitran Eastman Street Scene Director informed the Committee about mitigations put in place to address this issue. Ms Eastman also noted the changes of management staff in Street Scene and the arrangements put in place to tackle long term sickness absence.

Mr Mathew Kendall, Adults and Communities Director spoke about the wider preventative work with health partners to reduce hospital admissions in response to a query about the Q2 target to Monitor the Indicator AC/C16 – number of referrals to hospital social work teams. The Committee requested that a brief narrative be included where possible in relation to Adults and Communities Indicators marked as ‘Monitor’.
(Action: Adults and Communities)

In respect of the average gross cost per placement in reference FS/C47 on p.72, the Committee asked to receive information about the rise in cost from Q1 to Q2 2017/18.
(Action: Children’s Services)

The Committee noted the high percentage of primary and secondary schools rated as ‘good’ or ‘better’ and commended the achievements under Corporate Plan Indicators CES/S1 and CES/S3.

Ms Eastman informed Members about the development of a recycling contamination plan aimed at tackling the rise in contaminated recycling collections. Furthermore, the Committee requested that a communication plan be considered to inform residents about recycling and the implications associated with contaminated waste collections. **(Action: Street Scene)**

It was unanimously **RESOLVED** that:

1. **The Committee scrutinised the overall performance of the council, in relation to: the Corporate Plan; Theme Committee Commissioning Plans and Contracts; and (if necessary) made recommendations to other relevant committees on the policy and commissioning implications.**
2. **The Committee noted the Q2 2017/18 revenue position, as detailed in paragraph A.4-A.5 and in Appendix B.**
3. **The Committee noted the additions and deletions (which include virements) and accelerations and slippages in the capital programme, as detailed in paragraph A.6-A.7 and in Appendix C.**
4. **The Committee noted the savings delivered in Q2 2017/18, as detailed in paragraph A.8.**

5. The Committee noted the agency costs for 2017/18, as detailed in paragraph A.9.
6. The Committee noted the strategic risks, as detailed in paragraph A.16, and the corporate risk register, which includes high level service/joint risks in Appendix A.

9. QUARTER 2 2017/18 FINANCIAL MONITORING REPORT

The Chairman introduced the report. Following a query about the Daws Lane Community project, Anisa Darr Director of Resources noted that the project is complete but there was work outstanding and that the funds have been moved into 2018/19 to contribute towards the library being provided within the community centre.

It was **RESOLVED** that:

1. The Committee noted the Q2 2017/18 revenue position, as detailed in paragraph 1.2 and in Appendix A.
2. The Committee noted the savings forecast to be delivered in Q2 2017/18, as detailed in paragraph 1.2.15.
3. The Committee noted the forecast level of reserves and balances as detailed in paragraph 1.3.
4. The Committee noted the additions and deletions (which include virements) and accelerations and slippages in the capital programme, as detailed in paragraph 1.4 and in Appendix B.
5. The Committee noted the treasury position outlined in paragraph 1.6.

10. YEAR FOUR REVIEW OF RE CONTRACT

The Chairman thanked the Members of the Re Contract review Working Group and officers on their work in preparing the report. The Chairman welcomed Deborah Hinde, Interim Assistant Commercial Director who presented the Year 4 Re Contract review report.

Ms Hinde referred to the KPI's for Highways, Strategic Planning and Development Management services and noted that work has commenced to review the KPI's in detail and to ensure that it reflects concerns raised.

In response to a query about the use of external support/market testing on Special Project – Ms Hinde informed the Committee that the outcome of the activities will be incorporated within future Performing Monitoring reports to this Committee. (**Action: Commercial**)

The Committee agreed to retain and continue the membership of the current Member Working Group for the finalisation of the relevant KPI's.

Councillor Barry Rawlings moved a motion which was seconded to amend the wording of Recommendation 2 to read:

2. That the Committee notes that the Commercial Director is authorised under the existing Scheme of Delegation to conclude negotiations and finalise report to the Committee for ratification any necessary contractual arrangements to effect these changes.

Having been put to the vote, the motion was declared lost.

For	5
Against	6
Abstentions	0

The Chairman moved to the vote on the recommendations as stated in the report. It was therefore **RESOLVED**:

1. That the Committee noted the content of the report and the outcomes of the Review, as set out in the body of the report.
2. That the Committee noted that the Commercial Director is authorised under the existing Scheme of Delegation to conclude negotiations and finalise any necessary contractual arrangements to effect these changes.
3. That the Committee agreed the completion and implementation plan, as set out at Appendix B.

The votes were declared as follows:

For	6
Against	0
Abstentions	5

11. COMMITTEE FORWARD WORK PROGRAMME

The Chairman noted the standing item on the agenda which lists the business items for 2018.

RESOLVED that the Committee noted the items included in the 2018 work programme.

12. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

None.

13. MOTION TO EXCLUDE THE PRESS AND PUBLIC

RESOLVED – that under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act (as amended).

14. YEAR FOUR REVIEW OF RE CONTRACT - EXEMPT ITEM

The Committee noted the exempt information.

15. ANY OTHER EXEMPT ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

None.

The meeting finished at 9.59 pm

AGENDA ITEM 7



Performance and Contract Management Committee

27 February 2018

Title	Quarter 3 2017/18 Performance Monitoring Report
Report of	Commercial Director and Director of Finance
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: Corporate risk register Appendix B: Revenue forecast Appendix C: Capital forecast Appendix D: CSG contract benefit realisation tracking
Officer Contact Details	Alaine Clarke, Head of Performance and Risk alaine.clarke@barnet.gov.uk Gillian Clelland – Assistant Director of Finance (CSG) gillian.clelland@barnet.gov.uk

Summary

The report provides an overview of performance for **Quarter 3 (Q3) 2017/18**, including budget position for revenue and capital, progress on key activities, indicators that have not met target and management of high level risks, along with information on staffing, customer service and any variations in CSG and Re contracts. The report is structured into three parts:

- Part A: Overall performance (Corporate Plan)
- Part B: Performance by Theme Committee (Commissioning Plans)
- Part C: Contract performance for The Barnet Group, Cambridge Education, Customer and Support Group (CSG) and Regional Enterprise (Re).

Recommendations

1. The Committee is asked to scrutinise the overall performance of the council, in relation to the Corporate Plan; Theme Committee Commissioning Plans and Strategic Contracts; and (if necessary) make recommendations to other relevant committees on the policy and commissioning implications.

Recommendations
2. The Committee is asked to note the Q3 2017/18 revenue position, as detailed in paragraphs A.6-A.7 and in Appendix B.
3. The Committee is asked to note the additions and deletions (which include virements) and accelerations and slippages in the capital programme, as detailed in paragraphs A.8-A.9 and in Appendix C.
4. The Committee is asked to note the savings delivered in Q3 2017/18, as detailed in paragraph A.10.
5. The Committee is asked to note the agency costs for 2017/18, as detailed in paragraph A.11.
6. The Committee is asked to note the strategic risks, as detailed in paragraph A.18, and the corporate risk register, which includes high level service/joint risks in Appendix A.

PART A: OVERALL PERFORMANCE (CORPORATE PLAN)

A.1 This report provides an overview of the council's performance and financial position, including progress on the top 15 key activities in the Corporate Plan. A summary of progress on these key activities is set out by Theme Committee below. The full progress updates can be found in **Part B: Performance by Theme Committee**.

Children, Education, Libraries and Safeguarding Committee

- **Delivering the family-friendly Barnet vision (Children's Services)** - Ofsted undertook their first monitoring visit since the inspection judgement of inadequate on 14 and 15 November 2017. This focused on the 'front door' arrangements within the Multi-Agency Safeguarding Hub (MASH) and Intervention and Planning Teams. Inspectors acknowledged that senior leaders understand the improvements required to raise the standard of social work practice. They noted that the pace of change has been consistent and focused, with evidence that Barnet has started to make progress to improve services for children and young people. It was highlighted that although progress is being made, Barnet is making improvements from a very low base. The process of changing the culture of acceptable practice remains a significant challenge if children and young people are to be safeguarded effectively and their welfare promoted. Overall the visit found limited improvement in practice, although there is improvement in some areas. The second monitoring visit took place on 30 and 31 January 2018. This revisited the 'front door' and examined care planning for children and young people.
- **Tackling gang activity** – the REACH¹ team is now embedded into business as usual practice as part of the Intervention and Planning Service. MAC UK is funded via Health Education England (HEE) to support the development of psychologically informed practice and this support will end in March 2018.

The service works closely with the Targeted Youth Service who lead on gang prevention and positive activities for young people, alongside the Voluntary and Community Sector. Statistics on knife injury (victims under 25) show a six per cent reduction in the last year (52 in the rolling 12 months to 8 January 2018). REACH is building pathways to facilitate 'step-down' support for young people who reach 18 years and can no longer be supported by REACH. The approach continues to promote

¹ Resilient, Engaged, Achieving Children Hub

inter-agency collaboration through co-location and joint working arrangements and this is proving to be effective in reducing risk, minimising missing episodes, preventing entry into care and improving health and education outcomes.

Adults and Safeguarding Committee

- **Implementing strength-based practice** – the new mental health enablement pathway continues to be embedded with a review planned in the next few months; and targeted work with adults with learning disabilities has continued. New telecare installations remain high with 721 packages installed so far this year. The Prevention and Wellbeing Co-ordination Service (Local Area Co-ordination service) has launched. This will complement existing preventative activity across the borough and will support adults with disabilities, mental health illness, older people and their families and carers to remain independent and maximise their wellbeing.
- **Integrating local health and social care** - the first Care Closer to Home Integrated Network (CHIN) in Burnt Oak is being mobilised and will go live in February 2018. The joint care pathway for people with dementia is being monitored by the council and Clinical Commissioning Group (CCG). As part of the North Central London (NCL) Transforming Care Partnership (TCP) work has progressed on care home specifications, monitoring and pricing; and plans are progressing on specialist extra care schemes. As part of the admissions avoidance process, patients' person-centred plans continue to be reviewed by the council and commissioners. A service quality report has been completed and will be considered by the CCG clinical quality risk committee.

Since July 2017, an extensive programme of work has been jointly undertaken by the council and NHS to reduce delays in hospital discharges. As a result, total delayed discharges have fallen from 16.8 delays per day (per 100,000) in April 2017 to 6.6 delays per day (per 100,000) in November 2017.

Assets, Regeneration and Growth Committee

- **Regenerating Brent Cross Cricklewood** - in **Brent Cross North**, the application by Hammerson Standard Life (HSL) for the shopping centre was approved at Planning Committee in October 2017 and seasonal works such as tree felling and vegetation clearance began in November 2017. HSL have reported a delay to the start of the early and main works, which was in part due to the delay on the CPO1 and CPO2 decisions (confirmed in December 2017). In **Brent Cross South**, the Reserved Matters Application for Plot 12 was submitted in October 2017; and the Phase 1BS application is being considered and will be presented to Planning Committee in early 2018. In **Brent Cross Thameslink**, the planning applications for the new waste transfer station and rail freight were submitted and are being reviewed by officers. Objections have been raised and officers are meeting with local residents groups to discuss these. The applications will be considered by Planning Committee in early 2018.
- **Regenerating Colindale** - the informal consultation on the Controlled Parking Zone's (CPZ) was closed and the findings will be presented to Hendon Area Committee in February 2018. Discussions are still being held with Transport for London (TfL) regarding the over station development proposal that would provide the public realm improvements required for Colindale Avenue. The Liveable Neighbourhood Bid to support walking and cycling routes in Colindale was unsuccessful and will be re-submitted to TfL. Work has progressed on the tender package and planning condition discharge for Montrose and Silkstream parks improvements. A further seven secure

tenants from the Grahame Park Concourse have moved into the final Plot 6 social rented properties. The Mayor of London has directed refusal of the planning application for Plots 10, 11 and 12, which has delayed the whole scheme.

- **Delivering the Development Pipeline** – the Outline Business Case for the extra care scheme at Stag House to deliver 50 extra care units for affordable rent was approved by ARG Committee in November 2017 and the planning application was submitted in December 2017. The Business Case for the Microsites programme, which will deliver affordable and specialist housing on smaller scale infill sites across the borough, was also approved. The contractor for Moreton Close has reported a delay due to the foundations of the scheme being under-engineered. Remedial work has commenced and construction has fully recommenced on the remainder of the scheme unaffected by the potential loading issues. The impact of these issues will likely be a delay in completion until December 2018.

For Tranche 3 (affordable housing on infill sites), planning applications were submitted for Summers Lane and Prospect Ring in October 2017; and four sites were transferred to Open Door Homes (Alexandra Road, West Close and Westbrook Crescent in October 2017 and West Farm in December 2017). Progress is being made on the Elmhurst Crescent and Basing Way Garages sites. Achieving the timely transfer of land to Open Door Homes continues to be a challenge and land transfers at Sheaveshill Court, Mount Pleasant and Hanshaw Drive have been delayed.

A report on the way forward for Tranche 1 (mixed tenure schemes) will be submitted to ARG Committee in due course. Feasibility work for Watling Car Park and work to support the disposal of land at Westhorpe Lodge was commissioned and these workstreams have commenced.

- **Helping people into work** – progress has been made towards achieving the public sector apprenticeship target (LBB target 44) with 13 apprenticeship starts to date and a further nine in the pipeline. Work continues to target care leavers and young people not in employment education or training for work readiness and apprenticeship opportunities, as well as to identify opportunities to upskill existing staff through apprenticeship opportunities. This has been the first year of the new national apprenticeship framework and while progress is being made, the council is dependent on new apprenticeship standards being developed that are suitable and appropriate to the types of roles and work undertaken by a local authority.

Together BOOST Burnt Oak and BOOST Childs Hill have engaged 550 residents and supported over 135 people into work. The Mental Health and Employment trailblazer are working to increase the number of referrals they have received to their service and Shaw Trust has appointed Groundwork London to deliver the Work and Health Programme in Barnet.

- **Improving planning and enforcement** – the planning service is in the top 10 nationally for both application numbers and planning enforcement activity. In the last quarter, the service has been shortlisted for ‘Team of the Year’ in the 2018 Local Government Chronicle Awards. The 20 per cent planning fee increase, which came into effect in January 2018, will be used to fund service improvements.

Housing Committee

- **Building compliance and fire safety** - the Housing Committee approved recommendations to carry out high priority fire safety works to 26 high rise blocks of

flats within the borough in October 2017. These works include the replacement of the cladding on three blocks at Granville Road. The delivery of these works is underway and progress to date has included the removal of the cladding systems at Granville Road; the replacement of doors to communal areas at Whitefield Estate and upgrading works to the rubbish chutes; and works to ceilings at Grahame Park. The total value of works to be delivered is £17.5m and will be completed by September 2019. The committee introduced two new indicators to the commissioning plan - the percentage of scheduled fire risk assessments completed in time and percentage of priority 0 and 1 fire safety actions completed in time. The first reported results for these (October to December 2017) show 100% compliance.

Environment Committee

- **Modernising environmental services** - Street Scene commenced a significant restructure following the end of staff consultation in October 2017. Approval was given by the General Functions Committee in November 2017 and the move to the new structure has taken place. The final planning for the new street cleansing model has been completed, and staff have started training on the first of the new types of vehicles to be used. The commercial waste service has continued to expand its business, including offering more recycling collections. New routes are being worked up to allow further business to be taken on in the most efficient way possible.
- **Delivering highways improvements** – substantial volumes of work have been completed for the Network Recovery Plan, including 67,444m² of resurfacing works at 40 sites (both footways and carriageways) in the borough; and the dedicated Proactive Patching machine has visited 112 roads and completed 706 patches to repair potholes and surface defects before they could worsen and present a greater risk to Highway users. Significant progress has been made on the Local Implementation Plan (LIP) and Area Committee programmes, with approximately 30 schemes completed and 130 schemes being progressed, either in design or with the contractor for construction. There is an ongoing ‘pipeline’ of work available for implementation.

Community Leadership Committee

- **Supporting those with multiple needs (domestic violence, mental health, and substance misuse)** - the Safer Communities Partnership Board has been implementing the 2017-2020 Violence Against Women and Girls (VAWG) strategy and action plan. The action plan focuses on preventing violence against women and girls; improving outcomes for victims and their children; holding perpetrators to account and enhancing joint working practices between agencies. There is an emphasis on work to engage with those victims of domestic abuse who are facing additional barriers that might prevent them from seeking help – this includes those with complex multiple needs such as domestic violence, mental health and substance misuse.

An inter-agency working group (reporting to the VAWG delivery group) is developing an in-depth local analysis of domestic abuse cases to understand any common features, factors and opportunities for prevention or possible gaps in services. The analysis is focusing on cases with complex multiple needs such as mental health and substance misuse.

The council has been working jointly with Barnet Mencap, which has been commissioned to employ a ‘Hate Crime Co-ordinator’ to support delivery of the Hate Crime Awareness action plan. The co-ordinator will focus on increasing the awareness of Hate Crime, increasing access to justice for victims of hate crime and

working to ensure that all people who live, work or study in Barnet feel confident to report Hate Crime if they experience it or see it.

Central Services

- **Implementing The Way We Work programme** – this programme focuses on preparing the council's workforce for the office move to Colindale, including ensuring staff have the right tools to be able to work from any location across the borough; and delivering the accommodation and travel arrangements that will enable staff to work effectively. During the quarter, the frame of the new office building in Colindale was completed along with most of the external cladding. A pilot project to test the viability of providing pool cars for staff to reduce the reliance on private cars for commuting was launched. Office 365 was rolled out to the first tranche of 136 users, enabling them to work in a more agile way. Feedback has been broadly positive, with only a small increase in reports to the IT Service desk; and fixes have been made.
- **Continuing to improve customer services** – satisfaction with the website fell to 41 per cent – primarily due to 1) the launch of the new My Account solution in September 2017, which triggered a 120 per cent increase in ratings submitted by customers and an increase in the proportion that were negative from 38 per cent in September 2017 to 60 per cent in October 2017 due to difficulties with the password reset process and slow response times; 2) seven times more ratings on the bin collection dates page over the Christmas and New Year period (than the previous quarter), with 60 per cent of ratings negative due to the inaccuracies in bin collection data; 3) an inflation of the satisfaction scores between February and mid-October 2017 due to a large number of positive ratings made in rapid succession on the range of pages from an internet domain until mid-September 2017 and then from an unknown source for the remaining month, which raised doubt on the website rating accuracy during this period and exaggerated the difference between Q2 and Q3 2017/18 results. The interference has now stopped and several data security improvements are being made to the GovMetric system to stop this issue happening again.

Corporate Plan indicators

- A.2 The Q3 2017/18 position for the basket of indicators in the Corporate Plan has been set out in table 1 below. This shows that the majority of indicators (65%) have met target for the third quarter of the year; and most (70%) have improved or stayed the same since last year.

Table 1: Corporate Plan indicators (CPIs) (Q3 2017/18)

	Green	Green Ambe r	Red Ambe r	Red	Improv ed/ Same	Worse ned	Monit or only	No. of indica tors
All CPIs	65% (26)	10% (4)	3% (1)	23% (9)	70% (30)	30% (13)	13	53

- A.3 Three Corporate Plan indicators for Central Services have not met the quarterly target².

² The Residents' Perception Survey (RPS) is a representative survey of Barnet residents aged 18 and over. 501 residents were interviewed by telephone in autumn 2017 (between 10 October and 13 November 2017). There is a +/-4.4%pts tolerance on the results due to the confidence interval for the sample size (i.e. if we surveyed the whole population we can be confident that the results would be the same +/-4.4%). This is reflected in the RAG rating and DOT for the indicators in the Corporate Plan and Commissioning Plans. National and London averages are from the LGA public poll on resident satisfaction (June 2017) – a representative random sample of 1,002 British adults (aged 18 or over) interviewed by telephone between 22 and 25 June 2017.

- **CG/S14 Percentage of residents who are satisfied with the way the council runs things (RAG rated RED)** - 65% against a target of 74%. Satisfaction has fallen from the same time last year (71%). Previously, Barnet had been above the LGA national and London averages, but this decrease brings Barnet in line with these benchmarks. Satisfaction with local authorities has been declining nationally and research has shown a direct correlation between this and the effects of austerity on local services.
- **CG/C34 Percentage of residents who agree that Barnet is a family friendly place to live (RAG rated RED)** - 75% against a target of 87%. Families with children are most positive about Barnet being a family friendly place to live; whilst older people are less positive (bringing the overall result down). This is in line with the autumn 2016 result, when the question was first asked. The council will continue to prioritise services such as education, parks and open services to ensure Barnet remains a popular place to live for families.
- **CG/S25 - Satisfaction with the council's website (RAG rated RED)** – 41% against a target of 54%. As mentioned above, past results are thought to have been inflated by a very large number of positive ratings made in rapid succession on a range of pages, which subsequently has exaggerated the difference between the current and past results. The interference has now stopped and several data security improvements are being made to the GovMetric system to prevent this issue happening again. There was also a 120 per cent increase in ratings as a result of the launch of My Account, many of which were negative due to initial problems with password resets and slow response times, and seven times more ratings were made on the bin collection dates page over the Christmas period, many of which were also negative due to inaccuracies in the information. These issues have mostly been resolved.

- A.4 All other Corporate Plan indicators, along with any Commissioning Plan indicators that have not met target, are captured in **Part B: Performance by Theme Committee**.
- A.5 The quarterly results for all Corporate Plan and Commissioning Plan indicators are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>

Corporate Plan Indicators ³											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
CPI	CG/S22	Council Tax collection (Not in year)	Bigger is Better	98.5%	Monitor	98.5%	98.5%	↔ (Same)	98.4%	▲ (Improving)	Outer London 97.0% (2016/17, DCLG)
CPI	CG/S23	Business rate collection (Not in year)	Bigger is Better	99.0%	Monitor	99.1%	99.1% ⁴	↔ (Same)	98.1%	▲ (Improving)	Outer London 98.6% (2016/17, DCLG)
CPI	CG/S14 (RPS - Biannually)	Percentage of residents who are satisfied with the way the council runs things ⁵	Bigger is Better	74%	74%	65% (Autumn 2017) (R)	Not reported in Q2, as Autumn survey	Not reported in Q2, as Autumn survey	71% (Autumn 2016)	▼ (Worsening)	London 63% (2016/17, LGA) National 66% (June 2017, LGA)
CPI	CG/C34 (RPS - Biannually)	Percentage of residents who agree that Barnet is a family friendly place to live ⁵	Bigger is Better	87%	87%	75% (Autumn 2017) (R)	Not reported in Q2, as Autumn survey	Not reported in Q2, as Autumn survey	78% (Autumn 2016)	↔ (Same)	No benchmark available

³ The Monitor indicators have been included for information.

⁴ Q2 2017/18 result incorrectly reported as 99.9% due to a typing error.

⁵ There is a +/-4.4%pts tolerance on the results due to the confidence interval for the sample size (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%). This is reflected in the RAG rating and DOT for the indicators in the Corporate Plan and Commissioning Plans.

Corporate Plan Indicators ³											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
CPI	CG/S24	Overall satisfaction with customer services	Bigger is Better	89%	89%	90% (G)	90%	↔ (Same)	89%	▲ (Improving)	No benchmark available
CPI	CG/S25	Satisfaction with the council's website	Bigger is Better	55%	54%	41% (R)	55%	▼ (Worsening)	52%	▼ (Worsening)	No benchmark available

OVERVIEW OF BUDGET POSITION

A.6 The forecast General Fund revenue outturn (after reserve movements) is £281.782m, which is a **projected overspend of £4.583m** (1.7%) compared with the revised budget of £277.199m. See table 2 below. The forecast includes drawdowns from specific and general earmarked reserves totalling £5.950m, £2.201m of which relates to funding for one-off budget pressures or service developments and £3.749m is funding ongoing pressures. There are also forecast contributions to reserves, primarily due to an underspend in capital financing costs as result of delayed borrowing to fund the capital programme, totalling £3.884m. All reserve drawdowns and contributions are subject to approval by the Director of Finance as part of the year end processes.

The original budget approved by Council in March of each year is revised during the year to reflect virements between budgets and the allocation of contingency held within central expenses. All virements from contingency above £0.250m are approved by the Policy and Resources Committee. Significant allocations from contingency during 2017/18 include:

- £5.430m allocated to Family Services to fund the increased cost of packages due to complexity of cases, increases in numbers of children in care, investment associated with Tranche 1 and 2 of 0-25 service and investment associated with improvement in practice; and
- An ongoing allocation of £1.300m was made to Housing Needs and Resources in recognition of the sustained increase in the cost of temporary accommodation.

Table 2: General Fund revenue forecast (Q3 2017/18)

Service	Original Budget £000	Revised Budget £000	Q3 Projected Outturn £000	Variance from Revised Budget Adv/(fav) £000	Reserve Movements £000	Variance after Reserve Movements Adv/(fav) £000	Variance after Reserve Movements Adv/(fav) %
Adults and Communities	87,145	87,184	89,092	1,908	(393)	1,515	1.7
Assurance	5,859	6,096	6,477	381	(92)	289	4.7
Central Expenses	52,723	41,673	38,547	(3,126)	3,126	-	-
Commissioning Group	33,834	34,343	35,440	1,097	(641)	456	1.3
CSG and Council Managed Budgets	21,161	21,836	26,882	5,046	(3,806)	1,240	5.7
Education and Skills	6,525	6,715	6,774	59	-	59	0.9
Family Services	52,445	58,471	58,767	296	(19)	277	0.5

Service	Original Budget £000	Revised Budget £000	Q3 Projected Outturn £000	Variance from Revised Budget Adv/(fav) £000	Reserve Movements £000	Variance after Reserve Movements £000	Variance after Reserve Movements Adv/(fav) %
Housing Needs and Resources (Barnet Homes)	5,560	6,860	7,113	253	-	253	3.7
Re Street Scene	(824)	326	611	285	(241)	44	13.5
0-25 transitions	12,881	13,695	13,794	99	-	99	0.7
Total	277,309	277,199	283,847	6,648	(2,066)	4,583	1.7

A.7 The main reasons for the projected overspend are set out below.

- The revenue budget for **Adults and Communities** is forecast to overspend by £1.515m, predominantly driven by an overspend of £1.444m in the care placements budgets. This is an increase in the forecast overspend compared to quarter two of £1.319m. This change has occurred following the rebasing of forecasts on more robust client data than was available prior to quarter three. This lack of data had been highlighted as a risk in earlier periods.

Adult Social Care (ASC) has experienced increasing complexity and demand for services since 2014/15. The learning disability budgets have been experiencing pressure as a result of the transforming care (Winterbourne) agenda. Projections include c£0.275m spend on supported living placements where responsibility for individuals has been transferred from the NHS to local authorities but funding to cover all of the cost has not.

The current overspend also includes expenditure relating to backdated claims for Ordinary Residence that have been lost; these were not provided for based on previous legal advice. As a result, there is a one-off budget pressure of £0.479m and an ongoing pressure of £0.116m.

There is also significant pressure from homecare, equipment and nursing care placements. The council has been working hard to support local NHS partners to cope with the pressures on the health system and reduce delayed discharges of care. The growing demand from health has led to an increase of 14 per cent in commissioned homecare hours from last year and a £0.235m increase in projected costs for the community equipment service. The latter has been partially mitigated through the capitalisation of equipment via the Disabled Facilities Grant (DFG) budget.

The Deprivation of Liberty Safeguards (DOLS) service continues to be a significant cost pressure in 2017/18 as a result of Supreme Court judgements in 2014/15 and a loss of grant funding since 2015/16.

Non-placements budgets are underspending, which offsets some of the pressures on placements budgets.

- **Assurance** is forecasting an overspend of £0.289m which relates almost entirely to HB Law. There is an underachievement of income, primarily from court compensation, which is partly offset by an underspend on core hours.
- The projected overspend for the **Commissioning Group**, which includes environment, parking and infrastructure, is £0.357m which represents 1.0% of the total Delivery Unit budget. The forecast overspend is principally due to the income budget for the registrar and mortuary services not being achieved.
- The projected overspend for **CSG and Council Managed Budgets** before drawdowns from reserves is £5.046m which represents 23.1% of the total Delivery Unit budget (£21.836m).

There is a projected overspend for Estates Managed Budgets of £2.856m. There are a number of factors which contribute to this value. Additional costs have been incurred for the relocation of Street Scene and Greenspaces services that were historically accommodated at the Mill Hill Depot including additional security requirements. The Estates budget also includes management of building compliance of the entire council maintained asset portfolio and the cost of managing and maintaining void buildings, both of which are presenting a pressure. This pressure is expected to be one off and overall an overspend of £2.900m forecast. This is partially offset by circa £0.044m of additional income over and above the £3.746m target. The net overspend on estates of £2.856m is forecast to be funded from reserves.

There is an overspend on the CSG management fee of £0.100m mainly due to approved change requests. This is forecast to be funded from reserves. Procurement and Collection Fund gainshare payments total £2.836m. Procurement savings are generating benefit across the Council, however the gainshare payments are paid for centrally. This is offset by a rebate from Comensura and administration charges to other services, totalling £1.986m. The net overspend of £0.850m is forecast to be funded from reserves.

Income is forecast to be below budget due to a shortfall in schools traded income of £0.704m and in print / photocopying recharges of £0.431m. The corporate programmes budget is based on historical levels or recharge and does not reflect the current service delivery arrangement leading to an overspend of £0.467m. Other areas of income, primarily court costs awarded, are overachieving by £0.362m.

The net overspend for CSG and Council Managed Budgets after forecast reserve drawdowns is £1.240m which represents 5.7% of the total Delivery Unit budget.

- The projected overspend of £0.277m for **Family Services** represents 0.5% of the total Delivery Unit budget (£58.471m). This represents a reduction of £1.1m from Quarter 2 as a result of lower than anticipated additional demand. There is a £1.700m

forecast overspend relating to external high cost specialist placements and associated services. The additional directed requirement for two assistant heads of service, three duty assessment team managers and eight duty Assessment Team social workers has resulted in a £0.390m pressure. The ongoing improvement programme will continue to place pressure on existing resources. Forecast pressures are being offset by realigning allocations of the additional budget allocated by Policy and Resources Committee in June 2017 to high cost placements and additional one-off grant funding.

- The projected overspend of £0.253m for **Housing Needs and Resources** represents 3.7% of the total Delivery Unit budget (£6.860m). The forecast overspend reflects the ongoing cost pressures associated with the rising cost of temporary accommodation in the borough set against restrictions on rents that can be charged and remain eligible for housing benefit. Actions have been taken to mitigate this pressure, including purchasing homes on the open market as a cheaper alternative to existing temporary accommodation options, an increase in homelessness preventions and a focus on reducing the use of temporary accommodation. The overall variance in this area has reduced as a result of an additional allocation from contingency of £1.3m, approved by Policy and Resources committee in December 2017.
 - The projected overspend of £0.044m for **Re** represents 13.6% of the total Delivery Unit budget (£0.326m) and relates mainly to legal costs payable by the council. This is not an overspend on the part of Re as an organisation as this sum represents contractual liabilities due to be paid by Barnet Council.
 - The projected overspend of £0.099m for the **Street Scene** Service represents 0.7% of the total Delivery Unit budget (£13.695m). The overspend relates to increased costs of staffing and equipment. A project to reduce these costs has commenced. MTFP savings of £1.045 million allocated to Street Scene in 2017/18 have created an in-year pressure and services have been restructured to achieve the savings. This work is now complete and will deliver a full year effect next year. As such no additional savings pressure from the 2017/18 savings will transfer to 2018/19. In-year pressures have been largely mitigated by the commercial waste service which has over-achieved against its target.
 - The implementation of the **0-25** service was expected to generate savings of £350k by reducing the cost of care packages and enabling more independent accommodation options for young people with disabilities. The service was transferred from adults to family services in order to bring together education, health and care services. The project is still underway and therefore savings will not be delivered in this financial year.
- A.8 The projected outturn on the council's capital programme is £227.347m, £176.934m of which relates to the General Fund programme and £50.414m to the HRA capital programme. This is a **variance of £90.602m less** than the 2017/18 budget of £317.949m. Table 3 below summarises the actual expenditure, budget and variance by service.

Table 3: Capital forecast (Q3 2017/18)

Service	2017/18 Revised Budget £000	Additions/ (Deletions) £000	(Slippage)/ Accelerated Spend £000	Q3 2017/18 Forecast £000	Forecast variance from Approved Budget £000	Forecast variance from Approved Budget %
Adults and Communities	2,032	-		2,032	-	-
Commissioning Group	50,967	-	(14,316)	36,651	(14,316)	(28.1)
Education and Skills	31,489	(903)	(3,819)	26,767	(4,722)	(12.1)
Family Services	13,009	(303)	(2,155)	10,551	(2,458)	(16.6)
Housing Needs and Resources (Barnet Homes)	36,979	700	(16,921)	20,758	(16,221)	(45.8)
Parking and Infrastructure	3,186	(800)	(139)	2,247	(939)	(4.4)
Re	116,938	(1,115)	(41,189)	74,634	(42,304)	(35.2)
Street Scene	4,663	102	(1,471)	3,294	(1,369)	(31.5)
General Fund Programme	259,263	(2,319)	(80,010)	176,934	(82,329)	(30.9)
HRA (Barnet Homes)	58,686	128	(8,401)	50,413	(8,273)	(14.3)
Total Capital Programme	317,949	(2,191)	(88,411)	227,347	(90,602)	(27.8)

A.9 The projected capital outturn is £90.602m (27.8%) lower than the latest approved budget, primarily due to slippage. The principal variances from budget and the reasons for these are as follows:

- Within the **Commissioning Group** capital programme, there is slippage of £5.000m on the Sports and Physical Activities project. Site mobilisation and construction started in December 2017 and the project is being re-profiled to reflect the anticipated timescale for completion. There is also slippage on the depot relocation project and a number of other projects.
- Within the **schools** capital programme, there is slippage of £0.700m on the St Agnes School expansion and £1.287m on the Blessed Dominic / St James project, both due to planning delays. There is also slippage of £1.832m on alternative provision due to delays in procurement and of £0.903 on other projects.
- Within **Family Services**, there is slippage of £2.458m. Additional works to libraries have required an increase in the budget for this project of £0.648m. There have been delays to the Youth Scheme project with planning taking longer than expected and this has resulted in the project being re-profiled into 2018/19 (£1.699m). The information management project has also slipped into 2018/19 whilst options are appraised for the new youth offending system (£0.545m).

- The forecast capital outturn for **Housing Needs and Resources** shows slippage of £16.221m which relates mainly to the Open Door project being re-profiled due to issues with land transfers and obtaining planning permissions for some schemes (£15.246m).
- The **Re** capital programme has decreased by £42.304m. The slippage relates mainly to the Colindale Station works (£13.500m), the Thames Link station (£18.489m) and the Strategic Opportunities Fund (£8.000m), all of which have been re-profiled into future years.
- The **HRA** forecast shows a decrease of £8.273m. The HRA Fire Safety Programme has slipped into 2018/19 with re-cladding works taking longer than planned (£4.500m). The Moreton Close project continues to experience delays and has slipped further budget into 2018/19 (£4.700m).

A.10 In 2017/18 the council budgeted to deliver £19.825m of savings. Table 4 below summarises by Theme Committee the value of savings that have been achieved against the savings programme. As at 31 December 2017, £17.531m of savings are expected to be delivered, which represents 88.4% of the target.

Table 4: Savings (Q3 2017/18)

Service	2017/18 MTFS Savings Target £000	Savings Achieved / Expected to be Achieved £000	Savings Unachiev- able £000	Savings Expected to be Achieved %
Adults and Safeguarding	4,867	3,733	1,134	76.7
Assets, Regeneration and Growth	4,976	4,610	366	92.6
Children, Education, Libraries and Safeguarding	3,656	3,512	144	96.1
Environment	3,965	3,315	650	83.6
Policy and Resources	2,361	2,361	-	100.0
	19,825	17,531	2,294	88.4

A.11 Agency expenditure for the year to 31 December 2017 is in line with the same period of 2016/17. Table 5 sets out by service the agency staff costs incurred during Q3 2017/18 compared with Q3 2016/17.

Table 5: Expenditure on agency staff (Q3 2017/18)*

Service	Q3 2016/17 £000	Q3 2017/18 £000	Change %	2016/17 Full Year Actual £000	2017/18 Full Year Forecast £000
Adults and Communities	1,961	1,840	(6.2)	2,840	2,482
Assurance	30	14	(53.3)	73	14
Education and Skills	27	19	(29.6)	2	19
Family Services	5,826	6,760	16.0	9,206	8,481

Service	Q3 2016/17 £000	Q3 2017/18 £000	Change %	2016/17 Full Year Actual £000	2017/18 Full Year Forecast £000
Commissioning Group	1,979	1,129	(43.0)	2,654	1,336
HRA	36	-	(100.0)	36	35
Parking and Infrastructure	-	-	-	346	200
Re	101	2	(98.0)	91	2
Street Scene	1,739	1,937	11.4	2,686	2,425
Total	11,699	11,701	0.0	17,934	14,994

*Does not include capital or transformation projects

A.12 There was an ‘average’ of 1,716 staff in established posts across the three months of the quarter, which represented an ‘average’ of 1,399 Full Time Equivalents (FTEs). In addition, there was an ‘average’ of 315 agency staff, which represented an ‘average’ of 207 FTEs (see tables 6a, 6b, 7a and 7b).

These figures show that the number of agency staff has stabilised over the quarter (see table 7a). However, a breakdown of the FTE figures (see table 7b) shows that the ‘average’ has increased to 207 (from 112 last quarter) across all services. A breakdown of the monthly figures (see table 7c) shows an increase of between 7 (Adults and Communities) and 16 (Family Services) FTE agency staff in each service, with the exception of Street Scene which shows a reduction of 16 FTEs.

Table 6a: LBB staff headcount (Q3 2017/18)

	Headcount*				
	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18
Adults and Communities	272	281	290	299	319
Commissioning Group	177	186	218	213	216
Family Services	608	642	699	655	664
Street Scene	476	476	504	523	517
Overall	1,533	1,585	1,711	1,690	1,716

*Figures exclude vacancies and Education and Skills

Source: HR Establishment Pack (average for the 3 months that make up each quarter)

Table 6b: LBB staff full time equivalent (Q3 2017/18)

	FTE*				
	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18
Adults and Communities	241	249	257	266	285
Commissioning Group	166	175	202	195	195
Family Services	485	497	515	486	478

	FTE*				
	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18
Street Scene	425	423	440	448	441
Overall*	1,317	1,344	1,414	1,395	1,399

*Figures exclude Education and Skills

Source: HR Establishment Pack (average for the 3 months that make up each quarter)

Table 7a: Agency (Q3 2017/18)

	No. of agency staff*				
	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18
Adults and Communities	80	78	70	60	44
Commissioning Group	45	35	18	17	20
Family Services ⁶	156	156	117	104	132
Street Scene	176	172	156	132	119
Overall	458	441	362	312	315

*Figures not FTE and exclude Education and Skills

Source: HR Establishment Pack (average for the 3 months that make up each quarter)

Table 7b: Agency FTE (Q3 2017/18)

	No. of agency FTE		
	Q1 2017/18	Q2 2017/18	Q3 2017/18
Adults and Communities	52	35	44
Commissioning Group	18	11	20
Family Services ⁴	45	33	83
Street Scene	52	33	60
Overall	167	112	207

*Figures exclude Education and Skills

Source: HR (average for the 3 months that make up each quarter)

Table 7c: Agency FTE (October-December 2017)

	No. of agency FTE			
	Oct-17	Nov-17	Dec-17	Average for Q3 2017/18
Adults and Communities	40	46	47	44
Commissioning Group	14	22	23	20
Family Services ⁴	75	84	91	83
Street Scene	67	61	51	60
Overall	196	213	212	207

⁶ This refers to the whole service, including libraries, and not just social care staff.

**Figures exclude Education and Skills*

Source: HR (average for the 3 months that make up each quarter)

A.13 Sickness absence has increased to 9.59 days from 8.86 days in the last quarter (and from 7.88 days in the last year); and continues to be higher than the 6 days target (see table 8a).

- Of particular concern is the high sickness absence in Street Scene at 14.45 days (compared with 12.96 days last quarter and 8.72 days last year). Mitigations have been put in place by the new Street Scene managers to reduce the rate of sickness through improved daily and weekly processes. This has helped to bring down the “days lost per FTE” to the lowest level since April 2017 (fourth lowest level in the last 12 months – see table 8b). A dedicated staffing supervisor has been appointed, as part of the restructure, whose role will be to develop and implement an improved sickness management procedure that closely follows council policy including an emphasis on return to work interviews to tackle the higher levels of short term sickness absence. Long-term sickness absence has been addressed, with a number of staff leaving the service in November and December 2017. This renewed focus on managing sickness absence is expected to reduce sickness absence to a satisfactory level longer-term.
- Sickness absence also remains high in Adults and Communities at 10.42 days. Although this has fallen from 10.90 days last quarter. While short term sickness absence has decreased, the proportion of days which relate to long term sickness has increased, driving up the overall figure. There are a number of measures in place to address sickness absence, including enhanced reporting, performance challenge session with the senior management team and enhanced HR support for managers taking staff through formal absence management processes. A programme of activities is in place to support staff ranging from free flu vaccinations to wellbeing events.

Table 8a: Sickness absence (Q3 2017/18)

	Average days lost per FTE (rolling 12 months)				
	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18
Adults and Communities	9.55	9.71	9.90	10.90	10.42
Commissioning Group (incl. CEO)	3.79	3.94	4.22	4.35	4.54
Family Services	7.63	6.92	6.15	6.11	6.99
Street Scene	8.72	9.59	10.47	12.96	14.45
Overall*	7.88	7.83	7.85	8.86	9.59

**Figures include Education and Skills*

Source: HR Dashboard (average over rolling 12 months)

Table 8b: Sickness absence in Street Scene (January-December 2017)

	Average days lost per FTE (rolling 12 months)												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
Street Scene	1.14	0.88	1.00	0.84	1.15	1.21	1.30	1.44	1.28	1.50	1.57	1.12	14.45

Source: HR Dashboard (average over rolling 12 months)

Progress on key activities

A.14 A progress update on The Way We Work (TW3) programme and Customer Services has been provided below.

- **Implementing The Way We Work programme** – this programme focuses on preparing the council's workforce for the office move to Colindale, including ensuring staff have the right tools to be able to work from any location across the borough; and delivering the accommodation and travel arrangements that will enable staff to work effectively. During the quarter, the frame of the new office building in Colindale was completed along with most of the external cladding. A pilot project to test the viability of providing pool cars for staff to reduce the reliance on private cars for commuting was launched. Office 365 was rolled out to the first tranche of 136 users, enabling them to work in a more agile way. Feedback has been broadly positive, with only a small increase in reports to the IT Service desk; and fixes have been made
- **Continuing to improve customer services** – the council is moving to a digital by default approach, which aims to get the majority of customer contact online. During the quarter, the council launched its new My Account service, which will be further developed in 2018, along with a redesign of the council's website. Table 9 shows how contact volumes have changed compared with the same quarter last year: webforms have increased by 16 per cent (from 14,546 to 16,831), website visits have increased by 15 per cent; and telephony, face-to-face and email volumes have all fallen. The indicators to increase self-service contacts and reduce failure demand through 'right first time' contacts have performed better than target (see table 10). This is supported by the fact that Customer Services responded to 99 per cent of webforms within the agreed timeframes (see table 10).

Table 9: Contact Centre volumes (Q3 2017/18)

	Q3 2016/17	Q3 2017/18	Change
Website visits	638,921	732,986	+15%
Webforms	14,546	16,831	+16%
Telephony	280,096	264,777	-5%
Face-to-face	18,570	15,504	-17%
Emails (CSG only)	5,188	2,294	-56%

A.15 To ensure the council maintains its focus on customers, a range of customer indicators are monitored via a dashboard (see table 10). This shows that 63 per cent (10 of the 16) indicators have met the quarterly target. Of particular note are:

- **Customer satisfaction** – satisfaction with customer service (across all channels excluding web) remained above target at 90 per cent, and the volume of ratings submitted by customers was 33 per cent higher than the same quarter last year.

- **Satisfaction with the website** fell to 41 per cent (from 55 per cent last quarter). However, despite this reduction in satisfaction, customers are visiting the website and successfully transacting in higher numbers than ever, as shown in table 9. Barnet's website gets a higher volume of Govmetric ratings than any other council (an average of over 3,000 every month). This is dwarfed by the number of web visits, which averages 250,000 per month. Of these totals, over 98 per cent of website visitors in Q3 2017/18 did not submit a satisfaction rating, neither did 80 per cent of My Account visitors. Since customers are more motivated to rate the site when unhappy, it is possible to assume the majority of the 98 per cent of web users and 80 per cent of My Account users were able to complete the task they came for. In terms, of what's causing the reduction in satisfaction, this is due to a number of factors including:
 1. The launch of the new My Account solution on 13 September 2017 triggered a 120 per cent increase in ratings submitted by customers and an increase in the proportion that were negative from 38 per cent in September 2017 to 60 per cent in October 2017. Some of this will be down to an expected level of dissatisfaction that comes with change, which settles down once customers get used to the new layouts and functions. More specifically, some users experienced difficulties with the password reset process and slow response times, which have largely been resolved. However, there is an ongoing issue with the accuracy of bin collection dates within the My Account section, which received just 25 per cent good ratings in January 2018.
 2. There were seven times more ratings on the bin collection dates page than the previous quarter due to customers requesting information on collections over the Christmas and New Year period, and 60 per cent of the ratings were negative, primarily due to the inaccuracies in bin collection data. This issue is still affecting customers. The service is forming a Data and Systems team and one of its responsibilities will be to ensure that data updates are made to the collections dataset and uploaded to the website.
 3. Finally, between February and mid-October 2017, satisfaction scores were inflated by a large number of positive ratings made in rapid succession on the range of pages that are thought to originate from an internet domain until mid-September 2017, and from an unknown source for the remaining month. This sheds serious doubt on the website rating accuracy during this period, and has exaggerated the difference between Q2 and Q3 2017/18 results because it was near the start of Q3 2017/18 that these positive ratings ceased to appear. The interference has now stopped and several data security improvements are being made to the GovMetric system to stop this issue happening again.
- **Complaints and Members' enquiries** – the complaints on-time closure rate exceeded target (91 per cent), driven by an improvement in Street Scene's performance; complaints volumes fell to 402 (from 591 last quarter) and records management improved. Of the 1,580 Members Enquiries received, only four were not responded to on time.
- **Contact centre** - calls answered fell below target at 93 per cent. The main contact centre performed at 99 per cent, but Social Care Direct, Barnet Homes and Re did not achieve target. Social Care Direct performance (84 per cent) was impacted by staff attrition and this has now been addressed; Barnet Homes' performance (87 per cent) was impacted by an increase in gas repair calls, driven by seasonal demand,

staff attrition and contractor under-performance. Recruitment is underway to replace lost staff and there is a focus on reducing reliance upon agency staff.

- **Cases delivered within agreed timeframes⁷** - although below target at 91 per cent, this is a significant improvement on last year (85 per cent). Revenues and Benefits contributes 80 per cent of all cases in this indicator, so its performance (91 per cent) dominates the outcome. However, a system limitation means that periods in which the service is waiting for customers to return documents (circa 30 per cent of cases) cannot be removed from the time count. Neither does this system account for when customers notify the service of changes well in advance of when the change can be applied, such as a house move. Re has the poorest performance, closing only 85 per cent of cases on time, driven by poor Highways performance. The service is now implementing a case management team of two officers within customer contact Hub to address this, who will monitor cases and work with the services to close cases on time. A joint review of customer service processes and practices was undertaken in January 2018, which identified other improvement opportunities. Street Scene was also below target (88 per cent), with staff shortages in Q2 2017/18 leading to a backlog of cases not being closed on Lagan. Cases for **customers requiring additional support** performed better this quarter at 100 per cent.
- **Waiting times for non-appointments** - have remained better than target at four minutes and 32 seconds for the two Customer Services access points. Barnet Homes' Housing Options wait times have been longer at seven minutes and 51 seconds in October 2017 and they switched to an appointments-based system (Qmatic) in November 2017. System teething problems has meant that data for November 2017 and December 2017 is unavailable.
- **Desk phones answered** – this has remained below the 95 per cent target at 85 per cent. Focus is being maintained on this area. In addition to sending frequent reminders to staff and working with under-performers, there is an ongoing project to improve the integrity of the core data.

Table 10: Customer experience dashboard (Q3 2017/18)

Indicators	Q3 2017/18 Target	Q2 2017/18	Q3 2017/18	DoT
Customers that rate customer service as 'Good' (GovMetric)	89%	90%	90%	➔
Customers that rate the website as 'Good' (GovMetric)	54%	55%	41%	⬇
Self-service contacts	42%	46%	45%	⬇
Right first time contacts	78%	80%	85%	⬆
CSG Webforms responded to within SLA (5 days)	95%	98%	99%	⬆
CSG Emails responded to within SLA (5 days)	95%	98%	100%	⬆
Complaints responded to within SLA	90%	88%	91%	⬆

⁷ A 'case' is defined as an action incumbent on the council. This could include tasks such as fixing a boiler or arranging housing for a resident.

Indicators	Q3 2017/18 Target	Q2 2017/18	Q3 2017/18	DoT
Members Enquiries responded to within SLA (5 days)	98%	100%	100%	➔
Members Enquiries cases closed in 5 days	-	81%	79%	⬇
Contact centre calls answered in total, including IVR ⁸	95%	95%	93%	⬇
Cases delivered within SLA ⁹	94%	92%	91%	⬇
Cases delivered within SLA for customers needing additional support	94%	96%	100%	⬆
Case Closure Survey (sum of 'Very good' and 'Good' ratings)	65%	61%	58%	⬇
CSG Non-appointment average wait (min) ¹⁰	5 min	4 min 34 sec	4 min 32 sec	⬆
CSG Appointment average wait (min) ¹¹	5 min	0 min	0 min	➔
Housing Options Non-appointment average wait (min) ¹²	5 min	Not reported	7 min 51 sec	n/a
FOIs resolved within SLA	90%	95%	96%	⬆
Council desk phones answered in total	95%	85%	85%	➔

OVERVIEW OF CORPORATE RISKS

A.16 The corporate risk register (Appendix A) includes strategic risks and high level service/joint risks (scoring 15 and above). Risks are managed in line with the council's risk management framework, where the following definitions apply:

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

A.17 The risk registers are live documents with new risks emerging and risk scores changing at any time. The risks set out in the corporate risk register provide a snapshot in time (as at end December 2017).

Strategic risk register

A.18 The strategic risk register includes 21 risks overall, which are being managed in line with the council's risk management framework. Six are high level risks with a residual risk score¹³ of 15 or above. All are being managed as 'treat', except for STR004 which is being managed as 'tolerate'.

⁸ Re, CSG and Barnet Homes. Barnet Homes target is 92%.

⁹ Data covers Parking, Assisted Travel, Highways and Planning and Revenues and Benefits.

¹⁰ Average wait time = 1,031 hours/13,660 visits.

¹¹ There were 6 appointments in Q2 2017/18 and 5 appointments in Q3 2017/18; the rest were drop-ins.

¹² Data covers October 2017 only. Between 1 October and 19 November 2017 there were 1,839 visits to Housing Options. Data for November and December 2017 was not available due to a software error (see narrative).

¹³ The residual risk score is an assessment based on how the risk is currently being managed. It considers how well the controls and/or mitigations currently in place are working.

- **STR021 - Delivery of Ofsted Improvement Action Plan (risk score 15).** If the Ofsted Improvement Plan is not delivered across the partnership quickly enough, it could lead to outcomes for children, young people and families not improving at the pace required. The Ofsted Improvement Action Plan continues to be delivered. During the quarter, new Team Managers were appointed to the assessment service; a "double lock" process was introduced (which consists of reviews of decisions by a second worker to ensure that they are the right ones); further improvements in audit quality and multi-agency working; and practice development workers were put in place. Ofsted carried out their first monitoring visit in November 2017 and the report from the DfE appointed commissioner was received. Both noted that there had been satisfactory progress and a positive sense of direction.
- **STR004 - Future financial pressures and uncertainty (risk score 20).** This risk relates to the uncertainty and lack of clarity on the impact of changes in the national and regional political landscape. This risk is being managed as tolerate as there is little more that Barnet Council can do to minimise the risk of central government changing policy. Existing mitigations centre on regular liaison with central government contacts and lobbying.
- **STR003 - Delivery of transformation programmes (risk score 15).** The mitigating actions are intended to ensure that transformation programmes are delivered to deadline and within budget. The allocation of transformation resources is reviewed at least monthly with CSG to ensure there are no major gaps in resources. There were no specific pressures identified in the quarter.
- **STR007 - Significant safeguarding incident (risk score 15).** The likelihood of a significant safeguarding incident occurring is being managed through practice improvement and quality assurance activity. **Children:** this will always be a significant risk for the service, with previous Practice Improvement Plans addressing a legacy of poor practice. The first Ofsted monitoring visit took place in November 2017, and the DfE Commissioner report has been received. Both have noted that there has been satisfactory progress and a positive sense of direction. Key actions achieved within the Improvement Action Plan this quarter include: new Team Managers have been appointed to the assessment service; a "double lock" process has been introduced (which consists of reviews of decisions by a second worker to ensure that they are the right ones); further improvements in audit quality and multi-agency working; and practice development workers are now in place. **Adults:** twice yearly internal and external audits of safeguarding work are being carried out. A multi-agency risk panel is held with external partners to provide a reflective learning space for practitioners to discuss and advise on high risk cases. To support quality of practice, self-neglect and hoarding policies have been written and distributed to all frontline staff; and a Safeguarding Adults Practice Guidance has been published for all staff. Safeguarding practice forums are up and running across several teams and a Mental Capacity Surgery is held weekly where practitioners can discuss critical cases.
- **STR020 - Lack of fully functioning Adults case management system (risk score 15).** This risk relates to the substantial remedial work required to the Mosaic case management system. If the programme plan to complete this work is not agreed and implemented in a timely manner, the lack of a fully functioning case management

system will have an impact on key business processes that may become unable to function, and on data or information that may become incomplete or misunderstood. A joint programme board is in place to drive delivery of a fully functioning case management system, supported by a programme plan to complete remedial work, monitored by Capita and the council. Regular reports are being used to confirm that frontline social care business processes are running to expectations and that any issues are quickly identified. A draft plan to complete remedial work on the system has been developed and an initial review was completed by Leidos, the council's technical assurance consultants, to ensure that the final plan will be fit for purpose. Work has taken place throughout the quarter to improve the functioning of specific business processes including implementation of an interim solution for customer billing; analysis of client data in Mosaic to identify any records which require enhancement in the new system; development of improved information governance controls; additional resources recruited to cleanse data and clear any backlogs of data inputting. The fortnightly programme board has continued to meet to monitor progress and regular briefings have been provided to SCB.

- **NEW - STR023 – Commercial viability of strategic suppliers (risk score 15).** This risk relates to the potential disruption/reduction or failure of service should a strategic supplier go into liquidation or administration. The council has a business continuity planning framework in place, which applies to all services including strategic suppliers. In the event of a supplier failure, the relevant contracts set out the key provisions that would enable the council to ensure continuity of service provision. These include a “financial distress” section, which sets out a range of indicators that are designed to provide a warning that a supplier might be in financial difficulty. Should this occur, the council is entitled to request financial distress service continuity plans from the supplier; and has the right to “step in” and directly take over the running of services. The contracts also provide protections for the council in respect of intellectual property rights, assets and access to information. Contract monitoring takes place on a monthly basis.

Additional risk information

- A.19 Central Services risks are held on the Customer Strategy, Communications and Assurance (CSCA) and Growth, Resources and Commercial (GRC) service risk registers, which are being managed in line with the risk management framework. There are 13 risks on the CSCA risk register and 14 risks on the GRC risk register. None are high level risks with a residual risk score of 15 or above.
- A.20 High level risks on other service and joint risk registers are outlined in **Part B: Performance by Theme Committees** or **Part C: Contract Performance**.

PART B: PERFORMANCE BY THEME COMMITTEE (COMMISSIONING PLANS)

Theme Committee performance indicators

B.1 The Q3 2017/18 position for the basket of indicators in the Theme Committee Commissioning Plans has been set out in table 11 below. This shows the majority of indicators (71%) have met target for the third quarter of the year; and most (64%) have improved or stayed the same since last year.

Table 11: Theme Committee Indicators (Q3 2017/18)

Theme Committee	Green	Green Amber	Red Amber	Red	Improved/ Same	Worse ned	Monit or only	No. indicators
Central Services	25% (1)	0% (0)	0% (0)	75% (3)	67 (4)	33% (2)	2	6
Adults and Safeguarding	74% (14)	5% (1)	0% (0)	21% (4)	62% (13)	38% (8)	7	26
Public Health and Wellbeing	67% (8)	25% (3)	8% (1)	0% (0)	58% (7)	42% (5)	0	12
CELS	77% (20)	8% (2)	4% (1)	12% (3)	78% (21)	22% (6)	10	36
ARG	50% (2)	50% (2)	0% (0)	0% (0)	33% (2)	67% (4)	4	8
Housing	80% (12)	0% (0)	0% (0)	20% (3)	58% (11)	42% (8)	8	23
Environment	74% (14)	11% (2)	0% (0)	16% (3)	67% (12)	33% (6)	0	19
Community Leadership	50% (3)	33% (2)	0% (0)	17% (1)	57% (4)	43% (3)	5	11
All CPIs and SPIs ¹⁴	71% (74)	11% (12)	2% (2)	16% (17)	64% (74)	36% (42)	36	141

B.2 The indicators that have not met target (RAG rated as Amber and Red) have been outlined for each Theme Committee in the relevant sections below.

¹⁴ CPI = Corporate Plan indicator; SPI = Commissioning Plan indicator.

ADULTS AND SAFEGUARDING COMMITTEE

B.3 The priorities for Adults and Safeguarding Committee are to implement strength-based practice; integrate local health and social care services to prevent crises and help individuals stay well and in their own homes; diversify Barnet's accommodation offer to help more people live independently; transform day care provision to ensure that people remain active and engaged through access to employment and volunteering; and improve the borough's leisure facilities to support and encourage active and healthy lifestyles.

Budget position

Revenue							
Service	Original Budget £000	Revised Budget £000	Q3 Projected Outturn £000	Variance from Revised Budget Adv/(fav) £000	Reserve Movements £000	Variance after Reserve Movements Adv/(fav) £000	Variance after Reserve Movements Adv/(fav) %
Adults and Communities	87,145	87,184	89,092	1,908	(393)	1,515	1.7

B.4 The revenue budget for Adults and Communities is forecast to overspend by £1.515m, predominantly driven by an overspend of £1.444m in the care placements budgets. This is an increase in the forecast overspend compared to quarter two of £1.319m. This change has occurred following the rebasing of forecasts on more robust client data than was available prior to quarter three. This lack of data had been highlighted as a risk in earlier periods.

Adult Social Care (ASC) has experienced increasing complexity and demand for services since 2014/15. The learning disability budgets have been experiencing pressure as a result of the transforming care (Winterbourne) agenda. Projections include c£0.275m spend on supported living placements where responsibility for individuals has been transferred from the NHS to local authorities but funding to cover all of the cost has not.

The current overspend also includes expenditure relating to backdated claims for Ordinary Residence that have been lost; these were not provided for based on previous legal advice. As a result, there is a one-off budget pressure of £0.479m and an ongoing pressure of £0.116m.

There is also significant pressure from homecare, equipment and nursing care placements. The council has been working hard to support local NHS partners to cope with the pressures on the health system and reduce delayed discharges of care. The growing demand from health has led to an increase of 14 per cent in commissioned homecare hours from last year and a £0.235m increase in projected costs for the community equipment service. The latter has been partially mitigated through the capitalisation of equipment via the Disabled Facilities Grant (DFG) budget.

The Deprivation of Liberty Safeguards (DOLS) service continues to be a significant cost pressure in 2017/18 as a result of Supreme Court judgements in 2014/15 and a loss of grant funding since 2015/16.

Non-placements budgets are underspending, which offsets some of the pressures on placements budgets.

Capital						
Service	2017/18 Revised Budget £000	Additions/ (Deletions) £000	(Slippage)/ Accelerated Spend £000	Projected Outturn £000	Variance from Approved Budget Adv/(Fav) £000	Slippage %
Adults and Communities	2,032	-	-	2,032	-	-

B.5 The capital outturn for Adults and Communities is currently expected to be in line with budget.

Progress on key activities

B.6 Social care services for adults have a key role to play in improving the lives of Barnet's most vulnerable residents. The council works with housing, education and health sector partners to enable people to stay independent, in control of their lives and live for longer in their own homes. A progress update on key activities has been provided below.

- **Implementing strength-based practice** – the new mental health enablement pathway continues to be embedded with a review planned in the next few months; and targeted work with adults with learning disabilities has continued. New telecare installations remain high with 721 packages installed so far this year. Staff will be receiving refresher strength-based practice training next quarter.

The Prevention and Wellbeing Co-ordination Service (Local Area Co-ordination service) has launched. This will complement existing preventative activity across the borough and will support adults with disabilities, mental health illness, older people and their families and carers to remain independent and maximise their wellbeing. There are currently four Prevention and Wellbeing Co-ordinators in post – at Childs Hill, Edgware and Oakleigh – and one (part time post) focusing on digital co-ordination and some floating borough support.

- **Integrating local health and social care** - the first Care Closer to Home Integrated Network (CHIN) in Burnt Oak is being mobilised and will go live in February 2018. Discussions are ongoing with the CHIN lead to establish information and referral connections between the CHIN and council services. Plans are being developed for a residents' working group to meet for the first time in February 2018 that will help to shape the service over spring/summer 2018.

As noted last quarter, the council and Barnet Clinical Commissioning Group (CCG) have invested in the joint care pathway for people with dementia and this is being

monitored. The Dementia Action Alliance (DAA) action plan that sets out key activities to make Barnet a Dementia Friendly Borough has progressed. It has also been confirmed that GPs will visit care homes.

As part of the North Central London (NCL) Transforming Care Partnership (TCP) work has progressed on care home specifications, monitoring and pricing. There has also been further progress on shared learning. Plans are progressing on specialist extra care schemes, including one for people with dementia due in summer 2018. In line with the dementia manifesto, Barnet continues to achieve the dementia diagnosis target and has a good dementia diagnosis rate overall.

The NCL TCP supports people with learning disabilities and autism to move out of long-term hospital settings. All Barnet TCP patients have been discharged to supported living (with the exception of a group of eight patients within a specialist residential service who are subject to legal orders that require consent to any planning for a move). There was one short-term patient admission to hospital at the end of December 2017. The discharge process is underway assessing the patient's future needs and whether additional support is required.

As part of the admissions avoidance process, the council and CCG commissioners work closely with Herts and other London Commissioners to review patients' person-centred plans. The service quality report has been completed and will be considered by the CCG clinical quality risk committee.

Since July 2017, an extensive programme of work has been jointly undertaken by the council and NHS to reduce delays in hospital discharges. As a result, total delayed discharges have fallen from 16.8 delays per day (per 100,000) in April 2017 to 6.6 delays per day (per 100,000) in November 2017; achieving the ambitious reductions in delays set by NHS England. This has involved focused work to streamline processes and source care as quickly as possible, ensuring people have not been kept waiting in hospital for a care package to become available.

- **Diversifying Barnet's ASC accommodation offer** - the council continues to mobilise the new range of accommodation and support options, which will ensure that people have flexible, person-centred services that are able to respond to their specific needs and enable them to be supported in the community and develop their independence.

The framework was re-opened and a further 13 providers who will provide supported living for people with mental ill health have been appointed. This will ensure that a greater variety and range of Accommodation and Support can be provided to meet the varied needs of mental health clients.

- **Transforming day care provision** – 13 providers were accepted onto Barnet's Approved Provider List for day opportunities and employment support in November 2017. The new services will provide a greater choice of person-centred options enabling service users with a range of different needs to develop their resilience and independence, which should support people to live well in the community and reduce the need for more intensive and high cost interventions and avoid people unnecessarily escalating to higher dependency services. A Task and Finish Group has been set-up to oversee the mobilisation of the new day opportunity and

employment support lots and ensure that effective referral processes are in place and to monitor take-up and impact of the new services.

- **Expanding evidence-based prevention and early support** - the council continues to work with the Voluntary and Community Sector (VCS) to expand the prevention offer and consider how gaps can be addressed collaboratively through non-commissioned solutions (e.g. developing support for younger adults with dementia within the borough and expanding the digital inclusion offer) and continues to improve the provision and co-ordination of information and advice within the borough to support people to make informed choices about their health and wellbeing with further work occurring to improve the ASC web pages.

The commissioned provider for assistive technology has carried out extensive engagement to ensure more people can access the service. Since the start of the new contract the provider has installed 721 new assistive technology packages, which represents over 550 new service users in Barnet. This has enabled more independence and provided reassurance for carers, family and friends that they are safer, as they know they are able to access support when needed.

- **Prioritising the needs of carers** – the council has continued to prioritise the needs of carers and ensure they are valued as expert partners in supporting working age adults and older people to live independent lives. Work is occurring with the commissioned provider for assistive technology to expand the digital support offer for carers in Barnet. Monthly training has been delivered to staff to raise awareness of support available for carers and improve practice; and the commissioned provider for carers and young carers support services has continued to promote the support available across the borough. They will be further developing their outreach support in health settings during the next quarter.
- **Implementing the new ASC case management system** – work has continued to finalise the configuration of Mosaic and embed the system. As set out in the strategic risk, STR020, substantial remedial work is required to the Mosaic case management system. Extensive stakeholder engagement has taken place and draft plans to complete the various elements of the programme have been presented for discussion.
- **Improving leisure facilities and physical activity** – a new 10-year leisure management contract was awarded to Greenwich Leisure Limited (GLL) in October 2017. The mobilisation period took place from October to December 2017, with the contract sealing taking place on 21 December 2017.

The new leisure contract provides an annual average management fee paid from the operator to the council of £1.538m per annum. The new contract will deliver facility improvements at Hendon, Finchley and Burnt Oak Leisure Centres. In addition, GLL have proposed to deliver a range of health benefits throughout the contract term which will focus on improving and sustaining participation. This will vary from free swimming opportunities, weight management interventions to community programmes.

Graham Construction commenced the construction programme at Barnet Copthall and New Barnet on 4 December 2017; and a ground breaking ceremony took place

on 22 January 2018. The new facilities are part of a £41.5m council investment and are due for completion in June and August 2019.

Performance indicators

Adults and Safeguarding

B.7 Four Adults and Safeguarding indicators in the Corporate Plan have not met the quarterly target; and one indicator (the latter) in the Adults and Safeguarding Commissioning Plan has not met the quarterly target.

- **AC/S25 Percentage of Social Care Direct customers who are satisfied or very satisfied with the service they have received post resolution (RAG rated GREEN AMBER)** - 83% against a target of 85%. The council is working closely with Capita to review the customer journey through Adult Social Care and how the 'Front Door' (Social Care Direct) is managed. During the quarter, the Front Door experienced some short-term staff shortages. The council worked with Capita to manage these and minimise the impact on service users. The service is now fully staffed. The service and the customer journey remain under review.
- **AC/S4 Percentage of adults with learning disabilities in paid employment (RAG rated RED)** – 9.6% against a target of 10.3%. This represents 76 people in paid employment out of a cohort of 795. This cohort, in line with the national definition for this indicator, represents all people who use Learning Disabilities services over the course of the year and includes some individuals who are no longer in contact with the council. A new Learning Disabilities employment support offer has been made available in 2017/18 and Your Choice Barnet has achieved a number of successful outcomes for individuals who have accessed volunteering and training opportunities. The council remains above its comparator group average (9.1%) and well above the England average for this indicator (5.7%) and improved success in relation to this measure remains a focus for the service.
- **AC/C12 Number of delayed transfers of care from hospital per 100,000 population (aged 18+) which are attributable to both NHS and ASC (RAG rated RED)** – 10.6 against a target of 7.4; and **AC/C13 Number of delayed transfers of care from hospital, and those which are attributable to ASC, per 100,000 population (RAG rated RED)** – 5.4 against a target of 2.5. These indicators are calculated using a twelve month rolling average of delays per day per 100,000 population each month. An extensive programme of work has been carried out to reduce delayed transfers of care, including a review to streamline discharge processes, dedicated brokerage support in hospitals to ensure care is sourced as quickly as possible, trial of a new 'discharge to assess' pathway for people ready to leave hospital but where care has not yet been sourced, and work to increase longer-term market capacity. As at November 2017 (the most recent available data) delayed discharges had fallen substantially and Barnet was in the second quartile nationally for social care delays. In July 2017, after these targets were set, an ambitious trajectory for reductions in delayed discharges was set by NHS England; Barnet achieved this target in November 2017. In addition, extensive work has been undertaken to review and revalidate the data health providers submit to NHS England, which makes up this indicator. Historic data for April to August 2017 is being resubmitted from some providers to NHS England. As a result, performance over the 12 months is expected to improve.

- **AC/S8 Percentage of new clients, older people accessing enablement (RAG rated RED)** – 45.4% against a target of 64%. The referral criteria for reablement have been redefined following a review of the service to reduce the number of inappropriate referrals and ensure that the specialist service and its resources are used to best advantage. As a result, the proportion of new clients referred into the service has decreased.

Public Health

B.8 Four indicators in the Public Health and Wellbeing Commissioning Plan have not met the quarterly target.

- **PH/S3 Excess weight in 10-11 year olds (RAG rated RED AMBER)**- 34.4% against a target of 32.6%. Barnet has a number of initiatives in place to decrease levels of excess weight in 10-11 year olds. There is a tier 2 weight management programme (Alive & Kicking) for 4-12 year olds and a School Time Obesity Prevention programme delivered in Years 3, 4 and 5. The Healthy Weight Nurse team also work on a one-to-one basis with children and parents/carers identified as above the 98th centile for weight. Public health has recently commissioned a Trans Fats health education project, which is being delivered to year 7 children in secondary schools.
- **PH/C8 Percentage of people with needs relating to STIs who have a record of having an HIV test at first attendance (RAG rated GREEN AMBER)** – 78% against a target of 80%. The new service provider has reported some initial problems relating to IT and coding. Public Health commissioners are working with the provider to ensure robust reporting templates are developed, with the right coding for all interventions.
- **PH/S13 New attendances of all under 25 year olds tested for chlamydia (RAG rated GREEN AMBER)** – 67.2% against a target of 70%. Uptake has remained a challenge. Public Health commissioners are working closely with the new provider to have all under 25s tested for chlamydia. To raise awareness of the dangers of chlamydia, targeted health promotion outreach and testing in various settings is being provided.
- **PH/C13 Drug users successfully completing drug/alcohol treatment - non-opiate and alcohol users (RAG rated GREEN AMBER)** – 21.0% against a target of 30.7%. This result is based on those in treatment for both alcohol and non-opiates simultaneously. Analysis of the non-opiate cohort reflects that the biggest need is around crack use. A stimulant group was launched at the Hendon Lane Hub in December 2017. Monitoring will take place weekly and monthly for a 12-month period. In line with this work, the provider will also be analysing how alcohol and non-opiates are recorded onto the Case Management database via Supervision.

Adults and Safeguarding Indicators

Corporate Plan Indicators¹⁵

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
CPI	AC/S1 (ASCOF 3A) (Annual)	Percentage of people who use adult social services satisfied with their care and support	Bigger is Better	61.3% (within confidence interval)	61.3%	61.7% ¹⁶ (G)	Annual indicator - not reported in Q2	Not comparable	61.3% (Q2 2016/17)	↔ (Same)	Nearest Neighbours 60.5% England 64.7% (NASCIS 2016/17)
CPI	AC/S10 (ASCOF 1B) (Annual)	Percentage of people who feel in control of their own lives	Bigger is Better	70% (within confidence interval)	69%	69.9% ¹⁷ (G)	Annual indicator - not reported in Q2	Not comparable	69.4% (Q2 2016/17)	↔ (Same)	Nearest Neighbours 73.1% England 77.7% (NASCIS, 2016/17)
CPI	AC/S25	Percentage of Social Care Direct customers who are satisfied or very satisfied with the service they have received post resolution	Bigger is Better	85%	85%	83% (GA)	92%	▼ (Worsening)	100%	▼ (Worsening)	No benchmark available

¹⁵ The Monitor indicators have been included for information.

¹⁶ This survey indicator has a confidence interval of +/-4.1%pts. The measures from the annual social care survey have been subject to further validation and are being resubmitted to NHS Digital, the publishers of national social care data. These updated figures are not yet reflected in the published NHS Digital results.

¹⁷ This survey indicator has a confidence interval of +/-4.1%pts.

Corporate Plan Indicators ¹⁵											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
CPI	AC/S3 (ASCOF 1G)	Percentage of adults with learning disabilities who live in their own home or with their family	Bigger is Better	65%	63.8%	71.8% (G)	70.0%	▲ (Improving)	62.4%	▲ (Improving)	Nearest Neighbours 68.5% England 76.2% (NASCIS, 2016/17)
CPI	AC/S4 (ASCOF 1E)	Percentage of adults with learning disabilities in paid employment	Bigger is Better	10.8%	10.3%	9.6% (R)	10.0%	▼ (Worsening)	10.0%	▼ (Worsening)	Nearest Neighbours 9.1% England 5.7% (NASCIS, 2016/17)
CPI	AC/S5 (ASCOF 1F)	Percentage of adults with mental health needs in paid employment	Bigger is Better	7.5%	6.9%	7.5% (G)	6.9%	▲ (Improving)	6.1%	▲ (Improving)	No benchmark available
CPI	AC/S6 (ASCOF 1H)	Percentage of adults with mental health needs who live independently, with or without support	Bigger is Better	83%	82%	82.1% (G)	81.8%	▲ (Improving)	84.7%	▼ (Worsening)	No benchmark available

Corporate Plan Indicators ¹⁵											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
CPI	AC/S9 ASCOF 2A (2)	Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	Smaller is Better	500	333.8	256.5 (G)	185.0	▼ (Worsening)	262.0	▲ (Improving)	Nearest Neighbours 404.2 England 610.7 (NASCIS, 2016/17)
CPI	AC/C14	Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64*	Smaller is Better	15	8	2 (G)	1.6	▼ (Worsening)	8.5	▲ (Improving)	Nearest Neighbours 7.7 England 12.8 (NASCIS, 2016/17)

Corporate Plan Indicators ¹⁵											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
CPI	AC/C12	Number of delayed transfers of care from hospital per 100,000 population (aged 18+) which are attributable to both NHS and Adult Social Care	Smaller is Better	7.3	7.4	10.6 (R)	10.7	▲ (Improving)	9.1	▼ (Worsening)	Nearest Neighbours 9.5 England 14.9 (NASCIS, 2016/17)
CPI	AC/C13 (ASCOF 2C/2)	Number of delayed transfers of care from hospital, and those which are attributable to adult social care, per 100,000 population	Smaller is Better	2.5	2.5	5.4 (R)	5.5	▲ (Improving)	4.1	▼ (Worsening)	Nearest Neighbours 4.3 England 6.3 (NASCIS, 2016/17)

Corporate Plan Indicators ¹⁵											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
CPI	AC/S15 (ASCOF 4A) (Annual)	Percentage of people who use services who say those services make them feel safe and secure	Bigger is Better	79.6% (within confidence interval)	79.6%	78.0% (G) ¹⁸	Annual indicator - not reported in Q2	Not comparable	79.6% (Q2 2016/17)	↔ (Same)	Nearest Neighbours 83.3 England 86.4 (NASCIS, 2016/17)
CPI	AC/S29	Number of instances of information, advice and guidance provided to carers	Bigger is Better	3,300	1,650	2,854 (G)	1,256	▲ (Improving)	2,584	▲ (Improving)	No benchmark available
CPI	AC/C17	Percentage of contacts that result in a care package	Smaller is Better	Monitor	Monitor	16.7%	5.2% ¹⁹	Data provided to show demand pressure on service	20%	Data provided to show demand pressure on service	No benchmark available
CPI	AC/C16	Number of referrals to hospital social work teams	Smaller is Better	Monitor	Monitor	860	627	Data provided to show demand on service	526	Data provided to show demand on service	No benchmark available

¹⁸ This survey indicator has a confidence interval of +/-3.2%pts, so is within target.

¹⁹ This indicator is subject to data quality issues relating to the Mosaic implementation and is likely to be revised in subsequent quarters.

Corporate Plan Indicators ¹⁵											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
CPI	AC/C21	Working age adults who have moved out of residential care into stable accommodation	Monitor	Monitor	Monitor	6.94	4.08	Data provided to show demand on service	New for 2017/18	New for 2017/18	No benchmark available

Commissioning Plan Indicators (not met target) ²⁰											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
SPI	AC/S2 (ASCOF 3D) (Annual)	Service users who find it easy to get information	Bigger is Better	Maintain performance (within confidence interval)	71.3%	72.1% ²¹ (G)	Annual indicator - not reported in Q2	Annual indicator-not reported in Q2	69.4% (Q2 2016/17)	↔ (Same)	Nearest Neighbours 72.8 England 73.5 (NASCIS, 2016/17)

²⁰ The Monitor indicators have been included for information.

²¹ This survey indicator has a confidence interval of +/-3.8%pts.

Commissioning Plan Indicators (not met target) ²⁰											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
SPI	AC/S8	Percentage of new clients, older people accessing enablement	Bigger is Better	65%	64%	45.4% (R)	52.9%	▼ (Worsening)	63.8%	▼ (Worsening)	No benchmark available
SPI	AC/C19	Proportion of referrals that result in an assessment	Monitor	Monitor	Monitor	79.5%	22.8%	Data provided to show demand on service	New for 2017/18	New for 2017/18	No benchmark available
SPI	AC/S27	Percentage of customer contacts into Social Care Direct resolved at first point of contact	Bigger is Better	Monitor	Monitor	80.0%	72.1%	Data provided to show demand pressure on service	51.0%	Data provided to show demand pressure on service	No benchmark available
SPI	AC/C20	Number of safeguarding concerns received	Monitor	Monitor	Monitor	1,040	721	Data provided to show demand on service	New for 2017/18	New for 2017/18	No benchmark available

Commissioning Plan Indicators (not met target) ²⁰											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
SPI	AC/S21	Number of carers' assessments	Bigger is Better	Monitor	Monitor	791	419	Data provided to show demand pressure on service	593	Data provided to show demand pressure on service	No benchmark available

Public Health Indicators²²

Commissioning Plan Indicators (not met target)											
Ref		Indicator	Polarity	2017/18 Annual Target	Q2 2017/18 Target	Q2 2017/18 Result	Q1 2017/18 Result	DOT Short-Term (From Q1 2017/18)	Q2 2016/17 Result	DOT Long-Term (From Q2 2016/17)	Benchmarking
SPI	PH/S3	Excess weight in 10-11 year olds (overweight or obese)	Smaller is Better	32.6%	32.6%	34.4% (RA)	34.4%	↔ (Same)	32.6%	▼ (Worsening)	England 34.2%; London 38.1% (December 2017, PHOF)

²² Reported a quarter in arrears, so data is for Q2 2017/18.

Commissioning Plan Indicators (not met target)											
	Ref	Indicator	Polarity	2017/18 Annual Target	Q2 2017/18 Target	Q2 2017/18 Result	Q1 2017/18 Result	DOT Short-Term (From Q1 2017/18)	Q2 2016/17 Result	DOT Long-Term (From Q2 2016/17)	Benchmarking
SPI	PH/C8	Percentage of people with needs relating to STIs who have a record of having an HIV test at first attendance (excluding those already diagnosed HIV positive).	Bigger is Better	80%	80%	78.0% (GA)	89.6%	▼ (Worsening)	88.0%	▼ (Worsening)	No benchmark available
SPI	PH/S13	New attendances of all under 25 year olds tested for chlamydia	Bigger is Better	70%	70%	67.2% (GA)	61.9%	▲ (Improving)	77.1%	▼ (Worsening)	No benchmark available
SPI	PH/C13	Drug users successfully completing drug/alcohol treatment - non-opiate and alcohol users	Bigger is Better	30.7%	30.7%	21.0% (GA)	19.1%	▲ (Improving)	34.7%	▼ (Worsening)	National 35.7% (September 2017, National Adult Quarterly Activity Partnership Report)

Risk management

- B.9 Adults and Safeguarding risks are held on the Adults, Communities and Health and Public Health risk registers.
- B.10 The Adults, Communities and Health risk register includes 30 risks overall, which are being managed in line with the council's risk management framework. Six are high level risks with a residual risk score of 15 or above. All are being managed as 'treat'.
- **AC002 - Failure of care provider (risk score 16) and AC003 - Unacceptable level of quality services provided by care providers (risk score 16).** These risks are being addressed through a programme of quality assurance, practice improvement and provider support. A health and social care project group is leading development of an enhanced offer for care homes to deliver improved quality of services and reduce risk of failure. The council has trialled joint monitoring of nursing homes with Barnet CCG using the Birmingham Quality Assessment Framework. Health funding has been agreed for nursing resources co-allocated within the council to roll out clinical training for providers to improve management of long term conditions and end of life. Additional staff have been appointed and further recruitment is underway for both community and accommodation based sectors working on practice sharing and strategic improvement. The Delivery Unit has purchased a contract management and monitoring system to improve analysis of trends and support early intervention, and piloting joint approach to monitoring the market across London as developed by London ADASS commissioning leads.
 - **AC019 - Capacity in the provider market (risk score 16).** This is being addressed by ongoing delivery of the five-year Commissioning Plan and commissioning strategies; strategically reviewing market capacity; and working with the market as a whole, making a programme of best practice and improvement initiatives available to the provider sector. The Transformation board is considering how to fund further work in this area in 2018/19 and the delivery of a co-ordinated strategy and programme to improve recruitment and retention in the local Barnet health and social care system. Creation of an enhanced training and development offer to improve and increase the workforce for both clinical and non-clinical staff with clear opportunities for progression and incentives to remain within the local area.
 - **AC001 - Increased overspend in 2017/18 to meet statutory duties (risk score 15).** This is being addressed by an in-year recovery plan which includes tighter spending controls, and more senior management involvement on care spend. The new social care monies allocated by Central Government have been allocated to priority areas of spend and preventative services. A model for local area co-ordination is in development. This includes further development of the information and advice, signposting and navigation offer and a strong prevention offer with wide scale interventions to support demand management and positive behavioural changes. The Adults and Communities budget has been re-profiled to reflect projected demand more closely.
 - **AC004 - Surge in demand from NHS (risk score 15).** This is being addressed by senior managers attending monthly meetings between Barnet Council, the Clinical Commissioning Group and NHS Provider Trusts to discuss and manage pressures in the system. During the quarter, the council has engaged in Discharge to Assess, review of sign off protocols across the system. The Department of Health have set new targets which focus on improving numbers of Delayed Transfers of Care (DTOCs) across the acute and community systems which will continue to increase pressure on

the hospital social work service. A renewed focus on reduction of DTOC has seen increased scrutiny and reporting, including daily update reports and two weekly internal meetings led by the Director. Performance has improved throughout this period and close scrutiny will continue over the winter period. There has been intensive work this quarter in streamlining the sign off process across acute, community and mental health hospitals. There is now a clear process in place for signing off and attributing delays.

- **AC028 - Lack of fully functioning case management system (risk score 15).** If the programme plan to complete the substantial remedial work required to the Mosaic case management system is not agreed and implemented in a timely manner, the lack of a fully functioning case management system will have an impact on key business processes which may become unable to function, and on data and information which may become incomplete or misunderstood. A draft plan to complete remedial work on the system has been developed and an initial review was completed by Leidos, the council's technical assurance consultants, to ensure that the final plan will be fit for purpose. Work has taken place throughout the quarter to improve the functioning of specific business processes including implementation of an interim solution for customer billing; analysis of client data in Mosaic to identify any records which require enhancement in the new system; development of improved information governance controls; additional resources recruited to cleanse data and clear any backlogs of data inputting. The fortnightly programme board has continued to meet to monitor progress and regular briefings have been provided to SCB.
- B.11 The Public Health risk register includes five risks overall, which are being managed in line with the council's risk management framework. One is a high level risk with a residual risk score of 15 or above. This is being managed as 'treat'.
- **NEW - PH06 - Pandemic Influenza type disease outbreak (risk score 16).** Pandemic Influenza is a national risk and is recorded on the Borough Resilience Forum Risk Registers for both Barnet and Harrow. A Declaration of Pandemic Influenza by the World Health Organisation (WHO) could lead to severe resource and capacity issues for the council and partner agencies. Multi-agency Pan Flu emergency preparedness, resilience and response planning is in place to ensure robust borough planning in line with current and emerging national and regional guidance.

CHILDREN, EDUCATION, LIBRARIES AND SAFEGUARDING (CELS) COMMITTEE

B.12 The priorities for the CELS Committee are to work with partners to make Barnet the most family-friendly borough in London by 2020; ensure effective and robust safeguarding arrangements for vulnerable children and young people; ensure education that is among the best in the country; and deliver a 21st Century library service.

Budget position

Revenue							
Service	Original Budget £000	Revised Budget £000	Q3 Projected Outturn £000	Variance from Revised Budget Adv/(fav) £000	Reserve Movements £000	Variance after Reserve Movements £000 Adv/(fav) %	Variance after Reserve Movements £000 Adv/(fav) %
Family Services	52,445	58,471	58,767	296	(19)	277	0.5
Education and Skills	6,525	6,715	6,774	59	-	59	0.9

B.13 The projected overspend of £0.277m for Family Services represents 0.5% of the total Delivery Unit budget (£58.471m). This represents a reduction of £1.1m from Quarter 2 as a result of lower than anticipated additional demand. There is a £1.700m forecast overspend relating to external high cost specialist placements and associated services. The additional directed requirement for two assistant heads of service, three duty assessment team managers and eight duty Assessment Team social workers has resulted in a £0.390m pressure. The ongoing improvement programme will continue to place pressure on existing resources. Forecast pressures are being offset by realigning allocations of the additional budget allocated by Policy and Resources Committee in June 2017 to high cost placements and additional one-off grant funding.

The forecast revenue outturn for Education and Skills is broadly in line with budget.

Capital						
Service	2017/18 Revised Budget £000	Additions/ (Deletions) £000	(Slippage)/ Accelerated Spend £000	Projected Outturn £000	Variance from Approved Budget Adv/(Fav) £000	Slippage %
Family Services	13,009	(303)	(2,155)	10,551	(2,458)	(16.6)
Education and Skills (including schemes managed by schools)	31,489	(903)	(3,819)	26,767	(4,722)	(12.1)

B.14 Within Family Services, there is slippage of £2.458m in the capital programme as at Q3 2017/18.

- Additional works to libraries due to on-site discoveries, enhancements and remedial works have required an increase in the budget for this project of £0.648m.
- There have been delays to the Youth Scheme project with planning taking longer than expected and this has resulted in the project being re-profiled into 2018/19 (£1.699m).
- The information management project has also slipped into 2018/19 while options are appraised for the new youth offending system (£0.545m).
- The early education and childcare place sufficiency project budget has been reduced as a result of grant funding not being received (£0.951m).

Within the schools capital programme, there is slippage of £0.700m on the St Agnes School expansion and £1.287m on the Blessed Dominic / St James project, both due to planning delays. There is also slippage of £1.832m on alternative provision due to delays in procurement and of £0.903m on other projects.

Progress on key activities

B.15 The effective safeguarding of vulnerable children and young people remains at the heart of what the council does; and this commitment will not change as local services evolve. The Commissioning Plan outlines the council's vision to make Barnet the most family-friendly borough in London by 2020 and to embed a resilience-based model of practice to identify issues early and support families to build their resilience. A progress update on key activities has been provided below.

Family Services

- **Delivering the family-friendly vison (Children's Services)** - Ofsted undertook a monitoring visit on 14 and 15 November 2017. This was the first monitoring visit since the inspection judgement of inadequate in July 2017. The monitoring visit focused on the 'front door' arrangements within the Multi-Agency Safeguarding Hub (MASH) and Intervention and Planning Teams. Inspectors acknowledged that senior leaders understand the improvements required to raise the standard of social work practice. They noted that the pace of change has been consistent and focused, with evidence that Barnet has started to make progress to improve services for children and young people. It was highlighted that although progress is being made, Barnet is making improvements from a very low base. The process of changing the culture of acceptable practice remains a significant challenge if children and young people are to be safeguarded effectively and their welfare promoted. Overall the visit found limited improvement in practice, although there is improvement in some areas. The second monitoring visit took place on 30 and 31 January 2018. This revisited the 'front door' and examined care planning for children and young people.

In August 2017 Frankie Sulke was appointed by the DfE as the Commissioner to undertake a three-month review of Barnet's Children's services, with a brief to identify ongoing improvement requirements. Ms Sulke was also required to make recommendations on any additional support required to deliver those improvements and to consider if operational service control should remain with the council. Her report makes a series of recommendations that:

- the London Borough of Barnet should retain its children's social care services on the basis that they deliver on the intentions and actions set out in this report and in

- their Improvement Plan; and work with Essex within the Improvement Leadership Partner model as set out in the report
- o Dave Hill, in his capacity as the Chair of the London Borough of Barnet's Improvement Board, should report progress on a regular basis to the DfE
- o further external Commissioner advice should be sought on whether alternative arrangements are necessary after the model has been in operation for at least six months.

The council fully accepted these recommendations and is making progress through the improvement work led by Essex County Council and implementation of the improvement plan. Progress on the Improvement Plan continues to be monitored and managed through the monthly Improvement Board and reported to CELS Committee. The latest report is available online at <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=8695&Ver=4>

Where the Ofsted inspection focused on the *quality* of social work practice, the indicators reported for Family Services in Q3 2017/18 are more *process* driven and include data on take-up of services, placements and costs of provision.

- **Tackling gang activity** – the REACH team is now embedded into business as usual practice as part of the Intervention and Planning Service. MAC UK is funded via HEE to support the development of psychologically informed practice and this support will end in March 2018.

The service works closely with the Targeted Youth Service who lead on gang prevention and positive activities for young people, alongside the Voluntary and Community Sector. Statistics on knife injury (victims under 25) show a six per cent reduction in the last year (52 in the rolling 12 months to 8 January 2018). REACH is building pathways to facilitate 'step-down' support for young people who reach 18 years and can no longer be supported by REACH. The approach continues to promote inter-agency collaboration through co-location and joint working arrangements and this is proving to be effective in reducing risk, minimising missing episodes, preventing entry into care and improving health and education outcomes.

Education and Skills

- **Ensuring the attainment and progress of children in Barnet schools remains in the top 10% nationally** - results for the national examinations and assessments that took place across the early years, primary and secondary phases in summer 2017 have been published, with Barnet's secondary schools continuing to perform well. There have been improvements across early years and primary schools; with Barnet performing in the top quartile of local authorities for most indicators.

The council is adopting a transitional funding formula over the next two years to move towards the National Funding Formula in 2020/21. In setting school budgets for 2018/19 the council has managed to protect pupil-level funding so that no school will receive less money per pupil in 2018/19 than they did in 2017/18.

In December 2017, the Local Planning Authority approved an application for the redevelopment and expansion of St James Catholic High School, including a new two form entry primary school to accommodate the relocated Blessed Dominic Primary School. Construction will start in February 2018.

- **Delivering a 21st Century library service** – all libraries have re-opened following refurbishment and re-configuration works, with self-service technology in place. Work to complete outstanding snagging is ongoing. 21,000 residents have now registered for self-service opening, representing circa 60 per cent of active library users. The staff teams assisting customers in self-service opening hours have been withdrawn as customers have become more familiar with the technology. Work is in progress to increase the number of volunteers supporting the service both in staffed and self-service hours and a recruitment campaign is being developed.

The procurement process to install a new modern and fit for purpose Library Management System has been initiated and it is anticipated that a preferred supplier will have been identified by mid-February 2018.

The Department for Digital, Culture, Media and Sport (DCMS) has indicated to the council that they are minded not to order an inquiry. However, before this can be confirmed the Secretary of State has invited further representations from the public which must be received by 2 February 2018.

Performance indicators

- B.16 Two CELS indicators in the Corporate Plan have not met the quarterly/annual target; and four indicators in the CELS Commissioning Plan have not met the quarterly/annual target.

Family Services

- **FS/S7 Percentage of free entitlement early years places taken up by parents/carers that are eligible for a place (RAG rated RED AMBER)** - 63.5% against a target of 70%. Brokerage staff have been working closely with the children's centres who hold regular events to engage parents and enable eligible two year olds to access their entitlement. There has been 4 per cent increase since autumn 2016. This remains a challenging agenda and at the London Head of Early Years meeting it was reported that all boroughs have seen a dip in eligible families accessing their entitlement due to the focus being on the 30 hours offer for three and four year olds, which was launched in September 2017.
- **FS/C45 Percentage of agency social workers covering vacancies (RAG rated GREEN AMBER)** – 10.8% against a target of 10.5%. This indicator marginally missed target. A recruitment campaign is ongoing to recruit permanent staff into the service, which will further reduce this indicator over time.

Education and Skills

- **CES/S24 Percentage of primary pupils achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2 (RAG rated GREEN AMBER)** – 69%; rank 16 out of 152 local authorities, which is just outside the top 10%.
- **CES/S9 Primary pupils' average progress in English Writing (RAG rated RED)** – 0.4; rank 54 out of 152 local authorities. There remain doubts nationally about the validity of national comparisons because of inconsistencies in moderation of teacher assessments across the country. Nonetheless this is a key priority in the school improvement strategy and schools with poor progress and attainment in writing are receiving targeted support. Average performance has improved from 0.3 to 0.4, which is reflected in an improved ranking from 71 to 54.

- **CES/S11-1 Percentage of disadvantaged pupils achieving the ‘expected standard’ in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2 (RAG rated RED)** – 55%; rank 20 out of 152 local authorities. Barnet’s ranking for all pupils moved from 24 to 16 and a similar improvement has occurred in relation to disadvantaged pupils, with the ranking moving from 25 to 20 and the percentage achieving the expected standard improving from 46% to 55%.
- **CES/S26 Percentage of pupils with an Education, Health and Care Plan or statement of special educational needs achieving the ‘expected standard’ in English Reading, English Writing and Mathematics at Key Stage 2 (RAG rated RED)** - 8%; rank 60 out of 152 local authorities. This is a very small cohort of pupils (135 in Barnet). As a result, the achievement levels of just two or three pupils can have a dramatic impact on national rankings. Achievement of disadvantaged pupils and other vulnerable groups (including pupils with special educational needs) is a priority for improvement in the school improvement strategy and work is being undertaken with schools to promote best practice to eliminate differences in the performance of groups of pupils.

Family Services

Corporate Plan Indicators²³

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
CPI	FS/C42	Percentage of children newly placed in London Borough of Barnet foster care	Bigger is Better	Monitor	Monitor	25.6%	9.3%	▲ (Improving)	New for 2017/18	New for 2017/18	No benchmark available
CPI	FS/C43	Ratio of children subject to: CAF:CiN:CP: LAC (per 10,000)	Monitor	Monitor	Monitor	67.6 217 17.5 35.80	79.1 60.9 16.8 36.8	Not comparable	New for 2017/18	New for 2017/18	No benchmark available
CPI	FS/S7	Percentage of free entitlement early years places taken up by parents/ carers that are eligible for a place	Bigger is Better	70%	70%	63.5% (RA)	Not reported in Q2	Not reported in Q2	59.8%	▲ (Improving)	No benchmark available

²³ The Monitor indicators have been included for information.

Corporate Plan Indicators²³

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
CPI	FS/S15	Percentage of care leavers age 19 – 21 in education, employment or training	Bigger is Better	51%	51%	66.1% (G)	61.5%	▲ (Improving)	63.9%	▲ (Improving)	Statistical Neighbours 53.5% London 53% England 50% (2016/17, LAIT)

Education and Skills

Corporate Plan Indicators²⁴

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
CPI	CES/S1	Percentage of primary schools rated as ‘good’ or better	Bigger is Better	95.5% ²⁵	95.5%	95.4% (as at Dec 17) (G)	95.4% (as at Sep 17)	↔ (Same)	94.3%	▲ (Improving)	London 94.3% England 89.7% (January 2018, Watchsted)

²⁴ The Monitor indicators have been included for information.

²⁵ When the primary indicator was set, the target of 95.5% of primary schools being good or better meant achieving 86/90 schools at good or better. The current performance in Q3 is 83/87 schools.

Corporate Plan Indicators²⁴

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
CPI	CES/S3	Percentage of secondary schools rated as 'good' or better	Bigger is Better	95.8% ²⁶	95.8%	95.5% (as at Dec 17) (G)	95.5% (as at Sep 17)	↔ (Same)	92.0%	▲ (Improving)	London 91.3% England 82.6% (January 2018, Watchsted)
CPI	CES/S1 3-1	Average attainment 8 score ²⁷	Smaller is Better	Top 10% in England (=top 15 ranking)	Top 10% in England (=top 15 ranking)	54.7 (Ranked 5 th) (G)	Annual indicator - not reported in Q2	Annual indicator - not reported in Q2	56.1 (Ranked 5 th)	↔ (Same)	Statistical Neighbours: 49.5 National: 46.4 London: 48.9 (2016/17, DfE)
CPI	CES/S1 3-2	Average Progress 8 score ²⁷	Smaller is Better	Top 10% in England (=top 15 ranking)	Top 10% in England (=top 15 ranking)	0.47 (Ranked 3 rd) (G)	Annual indicator - not reported in Q2	Annual indicator - not reported in Q2	0.33 (Ranked 4 th)	▲ (Improving)	Statistical Neighbours: 0.24 National 0.00 London 0.22 (2016/17, DfE)

²⁶ When the secondary indicator was set, the target of 95.8% of secondary schools being good or better meant achieving 23/24 schools at good or better. The current performance in Q3 is 21/22 schools.

²⁷ For school exam results, the DOT is based on the LEA ranking out of 152 where rank 1 = smallest and best performance. Top 10% in England is the equivalent of a top 15 ranking.

Corporate Plan Indicators²⁴

Ref	Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
CPI CES/S2 4	Percentage of primary pupils achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2 ²⁸	Smaller is Better	Top 10% in England (=top 15 ranking)	Top 10% in England (=top 15 ranking)	69% (Ranked 16 th) (GA)	Annual indicator - not reported in Q2	Annual indicator - not reported in Q2	59.0% (Ranked 24 th)	▲ (Improving)	Statistical Neighbours 66.3% England 61% London 67% (2016/17, LAIT)

²⁸ For school exam results, the DOT is based on the LEA ranking out of 152 where rank 1 = smallest and best performance. Top 10% in England is the equivalent of a top 15 ranking.

Family Services

Commissioning Plan indicators (not met target)²⁹

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
SPI	FS/C45	Percentage of agency social workers covering vacancies	Smaller is Better	10%	10.5%	10.8% (GA)	9.4%	▼ (Worsening)	New for 2017/18	New for 2017/18	No benchmark available
SPI	FS/C17	Number of Children Missing from Care (during reporting period)	Smaller is Better	Monitor	Monitor	45	36	▼ (Worsening)	40.0	▼ (Worsening)	No benchmark available
SPI	FS/C44	Number of times serious incident response protocol triggered (youth violence)	Smaller is Better	Monitor	Monitor	0	0	↔ (Same)	New for 2017/18	New for 2017/18	No benchmark available

²⁹ The Monitor indicators have been included for information.

Commissioning Plan indicators (not met target) ²⁹											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
SPI	FS/S5	Number of children adopted	Bigger is Better	13	Monitor	10	3	▲ (Improving)	7	▲ (Improving)	No benchmark available
SPI	FS/C19	Number of Children in Care further than 20 miles from borough	Monitor	Monitor	Monitor	62	56	Monitor	70	Monitor	No benchmark available
SPI	FS/C46	Actual placement days	Monitor	Monitor	Monitor	170,808	105,160	Monitor	New for 2017/18	New for 2017/18	No benchmark available
SPI	FS/C47	Average gross cost per placement	Monitor	Monitor	Monitor	442.65	543.06	Monitor	New for 2017/18	New for 2017/18	No benchmark available

Commissioning Plan indicators (not met target) ²⁹											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
SPI	FS/C48	Income for joint placements	Monitor	Monitor	Monitor	£3,898, 237	£2,044, 149	Monitor	New for 2017/18	New for 2017/18	No benchmark available

Education and Skills

Commissioning Plan indicators (not met target) ³⁰											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
SPI	CES/S9	Primary pupils' average progress in English Writing ³¹	Smaller is Better	Top 10% in England (=top 15 ranking)	Top 10% in England (=top 15 ranking)	0.4 (Ranked 54 th) (R)	Annual indicator - not reported in Q2	Annual indicator - not reported in Q2	0.3 (Ranked 71 st)	▲ (Improving)	Statistical Neighbours 0.46 London 1.00 National 0.00 (2016/17, LAIT)

²⁹ The Monitor indicators have been included for information.

³¹ For school exam results, the DOT is based on the LEA ranking out of 152 where rank 1 = smallest and best performance. Top 10% in England is the equivalent of a top 15 ranking.

Commissioning Plan indicators (not met target) ³⁰											
	Ref	Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
SPI	CES/S1 1-1	Percentage of disadvantaged pupils achieving the 'expected standard' in RWM ³² (combined) at the end of Key Stage 2 ³³	Smaller is Better	Top 10% in England (=top 15 ranking)	Top 10% in England (=top 15 ranking)	55% (Ranked 20 th) (R)	Annual indicator - not reported in Q2	Annual indicator - not reported in Q2	46% (Ranked 25 th)	▲ (Improving)	Statistical Neighbours 52.6% England 48% London 58% (2016/17, LAIT)

³² English Reading, English Writing and Mathematics

³³ For school exam results, the DOT is based on the LEA ranking out of 152 where rank 1 = smallest and best performance. Top 10% in England is the equivalent of a top 15 ranking.

Commissioning Plan indicators (not met target) ³⁰											
	Ref	Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
SPI	CES/S1 1-2	Difference between attainment level of disadvantaged pupils and their peers ('expected standard' in RWM ³² combined) at the end of Key Stage 2 ³⁴	Smaller is Better	Top 10% in England (=top 15 ranking)	Top 10% in England (=top 15 ranking)	-13% ³⁵	Annual indicator - not reported in Q2	Annual indicator - not reported in Q2	-15% ³⁶		No benchmark available

³⁴ For school exam results, the DOT is based on the LEA ranking out of 152 where rank 1 = smallest and best performance. Top 10% in England is the equivalent of a top 15 ranking.

³⁵ Disadvantaged pupils 55%; national peers 68%. Ranking not available, so no RAG rating.

³⁶ Disadvantaged pupils 46%; national peers 61%

Commissioning Plan indicators (not met target) ³⁰											
	Ref	Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
SPI	CES/S2 6	Percentage of pupils with an Education, Health and Care Plan ³⁷ or statement of special educational needs achieving the 'expected standard' in RWM ³² at Key Stage 2 ³⁸	Smaller is Better	Top 10% in England (=top 15 ranking)	Top 10% in England (=top 15 ranking)	8% (Ranked 60 th) (R)	Annual indicator - not reported in Q2	Annual indicator - not reported in Q2	10% (Ranked 21 st)	▼ (Worsening)	Statistical Neighbours 9% England 8% London 9% (2016/17, DfE)

³⁷ Approx. 2,200 children have an Education, Health and Care Plan or statement of special educational needs.

³⁸ For school exam results, the DOT is based on the LEA ranking out of 152 where rank 1 = smallest and best performance. Top 10% in England is the equivalent of a top 15 ranking.

Risk management

- B.17 CELS risks are held on the Children and Young People and Cambridge Education risk registers. The Cambridge Education risk register includes 22 risks overall. None are high level risks with a residual risk score of 15 or above.
- B.18 The Children and Young People risk register includes 23 risks overall, which are being managed in line with the council's risk management framework. Two are high level risks with a residual risk score of 15 or above. Both are being managed as 'treat'.
- **FS001 - Significant child safeguarding incident (risk score 15).** This will always be a significant risk for the service, with previous Practice Improvement Plans addressing a legacy of poor practice. The first Ofsted monitoring visit took place in November 2017, and the DfE Commissioner report has been received. Both have noted that there has been satisfactory progress and a positive sense of direction. Key actions achieved within the Improvement Action Plan this quarter include: new Team Managers have been appointed to the assessment service; a "double lock" process has been introduced (which consists of reviews of decisions by a second worker to ensure that they are the right ones); further improvements in audit quality and multi-agency working; and practice development workers are now in place.
 - **FS023 – Delivery of Ofsted Improvement Action Plan (risk score 15).** This update should be read in conjunction with the update for FS001 (above). The Improvement Action Plan was approved by Ofsted in Q3 2017/18. The last monitoring visit early November 2017 recognised the satisfactory progress made since the full inspection in May 2017. The report from the DfE Commissioner has also confirmed the positive direction of travel. The next monitoring visit by Ofsted is expected in January 2018.

Progress continues to be monitored and challenged by the Improvement Board, which is chaired by our improvement partner (Essex County Council), and involves the Chief Executive, DCS and key partners. Progress is also reported to CELS, with reports being received in September and November 2017, and a further report due in January 2018. Work is also progressing on implementing the Barnet Safeguarding Children Board action plan, addressing the recommendations Ofsted had outlined for the partnership. Impact of the action plans is being monitored by using reformatted performance reports, service user information and results from case audits.

The main area of risk at the moment is that fatigue sets in, as staff at all levels of the department are working at pace, and the rate of improvement will need to continue for the short to medium term. Family Services is focusing on combatting this by using communication channels to report good news and progress (as well as messages back from staff), staff stability through recruitment/retention work, using time at team meetings at all levels to step back and reflect on staff wellbeing.

ASSETS, REGENERATION AND GROWTH (ARG) COMMITTEE

B.19 The priorities for ARG Committee are to facilitate the building of more than 20,000 new homes by 2025, as part of several major regeneration programmes, including at Brent Cross, and through brownfield redevelopment; continue to help residents access employment; invest in key town centres and make Barnet the best place in London to be a small business.

Progress on key activities

B.20 A progress update on key activities has been provided below. Further information on the regeneration programme is set out in paragraph C.17.

- **Regenerating Brent Cross Cricklewood**

Brent Cross North – the application by Hammerson Standard Life (HSL) for the shopping centre was approved at Planning Committee in October 2017. This was a crucial milestone Brent Cross North and the result of years of consultation and design development between the developer and the Local Planning Authority. Seasonal works such as tree felling and vegetation clearance began in November 2017 and affected parties were informed to minimise any disturbance and disruption. HSL have reported a delay to the start of the early and main works, which was in part due to the delay on the CPO1 and CPO2 decisions (confirmed in December 2017).

Brent Cross South – the Reserved Matters Application for Plot 12 was submitted in October 2017. Members were briefed on the plot layout and design in October 2017 and some concerns were raised about the provision for parking. The Phase 1BS application is being considered and will be presented to Planning Committee in early 2018. The application has received few objections. A temporary open space application is expected which will ensure an acceptable amount of open space is maintained during the development while work is taking place to improve existing green areas.

Brent Cross Thameslink – the planning applications for the new waste transfer station and rail freight were submitted and are being reviewed by officers. Objections have been raised and officers are meeting with local residents groups to discuss these. The applications will be considered by Planning Committee in early 2018. The new station's name will be 'Brent Cross West'. The updated programme and baseline budget were approved by the Brent Cross Governance Board and the procurement strategies for individual work packages were approved by ARG Committee in November 2017.

Regenerating Colindale - the informal consultation on the Controlled Parking Zone's (CPZ) was extended to 12 November 2017. The findings and recommendations will be presented to Hendon Area Committee on 28 February 2018.

Discussions are still being held with TfL regarding the over station development proposal that would provide the public realm improvements required for Colindale Avenue. The Liveable Neighbourhood Bid to support walking and cycling routes in Colindale, which was submitted to TfL in October 2017, was unsuccessful and is being re-submitted.

Subsequent to approval of the application for Montrose and Silkstream parks improvements in the autumn 2017, work has progressed on the tender package and planning condition discharge, including co-ordination of the Youthzone project.

A further seven secure tenants from the Grahame Park Concourse moved into the final Plot 6 social rented properties, which completed ahead of contract. The Mayor of London has directed refusal of the planning application for Plots 10, 11 and 12. This delays the whole scheme and a CPO cannot be progressed without planning permission.

- **Delivering the Development Pipeline** – the Outline Business Case for the extra care scheme at Stag House in Burnt Oak Broadway was approved by ARG Committee in November 2017 and the planning application submitted in December 2017. This will deliver 50 extra care units for affordable rent.

The Business Case for the Microsites programme was also approved. This will deliver affordable and specialist housing on smaller scale infill sites across the borough, with Phase 1 delivering 10 affordable rented homes across four sites, including eight wheelchair accessible bungalows.

The contractor for Moreton Close has reported a delay due to the foundations of the scheme being under-engineered. A review of the piled foundations found that six out of 270 piles needed some additional work. Remedial work has commenced to the six piles and construction has fully recommenced on the remainder of the scheme unaffected by the potential loading issues. The impact of these issues will likely be a delay in completion until December 2018. Barnet Homes will continue to work with the contractor to seek to reduce the delay further.

For Tranche 3 (affordable housing on infill sites), Summers Lane and Prospect Ring planning applications were submitted in October 2017. Alexandra Road, West Close and Westbrook Crescent sites were transferred to Open Door Homes in October 2017, and West Farm in December 2017. Progress is being made on the Elmhurst Crescent and Basing Way Garages sites. Achieving the timely transfer of land to Open Door Homes remains a challenge and land transfers and the subsequent start of development at Sheaveshill Court, Mount Pleasant and Hanshaw Drive were delayed.

A report on the way forward for Tranche 1 (mixed tenure schemes) will be submitted to ARG Committee in due course. Feasibility work for Watling Car Park and work to support the disposal of land at Westhorpe Lodge was commissioned and these workstreams have commenced.

- **Helping people into work** – progress has been made towards achieving the public sector apprenticeship target (LBB target 44) with 13 apprenticeship starts to date and a further nine in the pipeline. Work continues to target care leavers and young people not in employment education or training for work readiness and apprenticeship opportunities, as well as to identify opportunities to upskill existing staff through apprenticeship opportunities. This has been the first year of the new national apprenticeship framework and while progress is being made, the council is dependent on new apprenticeship standards being developed that are suitable and appropriate to the types of roles and work undertaken by a local authority. Once

further apprenticeship standards are developed more opportunities for apprenticeship starts will be available that will better enable the council to achieve its target going forward.

Together BOOST Burnt Oak and BOOST Childs Hill have engaged 550 residents and supported over 135 people into work. The Mental Health and Employment trailblazer are working to increase the number of referrals they have received to their service and Shaw Trust has appointed Groundwork London to deliver the Work and Health Programme in Barnet.

- **Investing in key town centres and making Barnet the best place in London to be a small business** - consultations on the Supplementary Planning Document for North Finchley Town Centre and the Golders Green Town Centre Strategy were completed. The responses are being reviewed and the Golders Green plans will be taken to the Public Realm forum in April 2018. Plans are underway to open business workspace in Chipping Barnet, North Finchley and East Finchley in spring 2018.
- **Improving planning and enforcement** – the planning service is in the top 10 nationally for both application numbers and planning enforcement activity. In the last quarter, the service has been shortlisted for ‘Team of the Year’ in the 2018 Local Government Chronicle Awards. The 20 per cent planning fee increase, which came into effect in January 2018, will be used to fund service improvements.

Performance indicators

- B.21 One ARG indicator in the Corporate Plan has not met the quarterly target; and one indicator (the latter) in the ARG Commissioning Plan has not met the quarterly target.
- **CG/C25 Income from estate (RAG rated GREEN AMBER)** - £2.10m against a target of £2.83m. The income forecast is based on some lease/agreements that have not completed. Therefore, Property Services have been unable to invoice on these lease/agreements.
 - **CG/C24 Running costs of estate (RAG rated GREEN AMBER)** - £4.17m against a target of £3.35m. There have been a higher number of invoices this quarter than originally envisaged in advance of the end of the financial year. This means that there will significantly less invoices and outgoings next quarter and the year-end target is expected to be met.

Corporate Plan Indicators ³⁹											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
CPI	KPI001 (A&A)	Compliance with planning application statutory timescales (for major, minor, other applications)	Bigger is Better	75%	75%	84.1% (G)	86.4% (G)	▼ (Worsening)	81.4%	▲ (Improving)	No benchmark available
CPI	REGEN KPI01	New Homes Completed ⁴⁰	Bigger is Better	2,313	Monitor	734	523	▲ (Improving)	979	▲ (Improving)	No benchmark available
CPI	CG/C25	Income from the estate	Bigger is Better	£3.76m ⁴¹	£2.83m	£2.10m (GA)	£1.56m	▲ (Improving)	£2.99m	▼ (Worsening)	No benchmark available
CPI	CG/S27	Percentage of council spend (excluding direct debits) with local businesses	Bigger is Better	Monitor	Monitor	44%	36%	▲ (Improving)	32%	▲ (Improving)	No benchmark available

³⁹ The Monitor indicators have been included for information.

⁴⁰ This is a cumulative indicator, which measures all new homes in the borough (including as part of regeneration schemes and private development schemes).

⁴¹ Published proposed annual target of £3.37m now finalised as £3.76m

Commissioning Plan indicators (not met target) ⁴²											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
SPI	CG/C35	Homes started on site through the development pipeline programme	Bigger is Better	Monitor	Monitor	80	0	▲ (Improving)	New for 2017/18	New for 2017/18	No benchmark available
SPI	CG/C24	Running costs of estate (designated civic buildings only)	Smaller is Better	£4.47m	£3.35m	£4.17m (GA)	£1.86m	▼ (Worsening)	£3.60m	▼ (Worsening)	No benchmark available
SPI	CG/C26	Barnet council apprenticeships	Bigger is Better	44	Monitor	11 (cumulative to end Dec 17)	5 (cumulative to end Sep 17)	▲ (Improving)	14	▼ (Worsening)	No benchmark available

⁴² The Monitor indicators have been included for information.

Risk management

- B.22 ARG risks are held on the Re joint risk register. This includes 25 risks overall, which are being managed in line with the council's risk management framework. One is a high level risk with a residual risk score of 15 or above. This is being managed as 'treat'.
- **OP18 - Poor management of S106 agreement, collection and spend (risk score 15).** This risk relates to the collection and spend of S106 funding. An audit of services has identified issues in relation to data management; governance; and reporting. As a result, an action plan was developed and monthly meetings put in place to oversee delivery. Actions are due for completion by May 2018.

HOUSING COMMITTEE

B.23 The priorities for Housing Committee will be to increase the supply of housing and build more affordable homes through the development pipeline; tackle homelessness through prevention, use of temporary accommodation and housing in the private rented sector; drive up the quality of the private rented sector; and provide suitable housing to support vulnerable people.

Budget position

Revenue							
Service	Original Budget £000	Revised Budget £000	Q3 Projected Outturn £000	Variance from Revised Budget Adv/(fav) £000	Reserve Movements £000	Variance after Reserve Movements £000	Variance after Reserve Movements Adv/(fav) %
Housing Needs and Resources (Barnet Homes)	5,560	6,860	7,113	253	-	253	3.7

B.24 The projected overspend of £0.253m for Housing Needs and Resources represents 3.7% of the total Delivery Unit budget (£6.860m). The forecast overspend reflects the ongoing cost pressures associated with the rising cost of temporary accommodation in the borough set against restrictions on rents that can be charged and remain eligible for housing benefit. Actions have been taken to mitigate this pressure, including purchasing homes on the open market as a cheaper alternative to existing temporary accommodation options, an increase in homelessness preventions and a focus on reducing the use of temporary accommodation. The overall variance in this area has reduced as a result of an additional allocation from contingency of £1.3m, approved by Policy and Resources committee in December 2017.

Capital						
Service	2017/18 Revised Budget £000	Additions/ (Deletions) £000	(Slippage)/ Accelerated Spend £000	Projected Outturn £000	Variance from Approved Budget Adv/(Fav) £000	Slippage %
Housing Needs and Resources (Barnet Homes)	36,979	700	(16,921)	20,758	(16,221)	(45.8)
HRA (Barnet Homes)	58,686	128	(8,401)	50,414	(8,273)	(14.3)

- B.25 The forecast capital outturn for Housing Needs and Resources shows slippage of £16.221m as at Q3 2017/18 which relates mainly to the Open Door project being re-profiled due to issues with land transfers and obtaining planning permissions for some schemes (£15.246m). Whilst the overall programme continues to develop well, physical starts on site have been delayed. Planning consent for the larger schemes in the programme has taken longer than expected and land transfers continue to make slow progress mainly due to issues identified with the title deeds that have required time intensive work to resolve. The five sites transferred in this quarter are expected to commence on site in quarter 4 2017/18. The micro sites project was recently approved but is not likely to start on site this financial year, resulting in slippage of £0.900m.
- B.26 The HRA capital forecast shows slippage of £8.273m at Q3 2017/18. The HRA Fire Safety Programme has slipped into 2018/19 with re-cladding works taking longer than planned (£4.500m). The Moreton Close project continues to experience delays and has slipped further budget into 2018/19 (£4.700m).

Progress on key activities

B.27 With Barnet now having the largest population of any borough in London and continuing to grow, the Commissioning Plan outlines the council's housing priorities (as in paragraph B.23 above). A progress update on the key activities has been provided below.

- **Building compliance and fire safety** – the Housing Committee approved recommendations to carry out high priority fire safety works to 26 high rise blocks of flats within the borough in October 2017. These works include the replacement of the cladding on three blocks at Granville Road. The delivery of these works is underway and progress to date has included the removal of the cladding systems at Granville Road; the replacement of doors to communal areas at Whitefield Estate and upgrading works to the rubbish chutes; and works to ceilings at Grahame Park. The total value of works to be delivered is £17.5m and will be completed by September 2019. The committee introduced two new indicators to the commissioning plan - the percentage of scheduled fire risk assessments completed in time and percentage of priority 0 and 1 fire safety actions completed in time. The first reported results for these (October to December 2017) show 100% compliance.
- **Tackling homelessness** - mitigations focusing on early intervention, prevention, family mediation and reduction in the use of temporary accommodation (TA) continue to deliver positive results. Overall numbers in TA have reduced to 2,639 (from 2,861, same time last year). The let2barnet team has procured 493 units in the private rented sector (YTD), surpassing their target of 431 properties (YTD). Homelessness preventions stand at 799 (YTD), above the target of 750. To further increase affordable supply, 34 'out of London' properties have been procured through the second phase of the acquisitions programme, with a further nine completions scheduled soon.
- **Driving up the quality of the private rented sector** – there are now 629 HMOs licensed in Barnet and 661 landlords accredited under the London Landlord Accreditation Scheme. In December 2017, Policy and Resources Committee approved the introduction of Financial Penalty Notices for landlords contravening

relevant offences under the Housing Act 2004. As such landlords may be issued with a penalty notice as an alternative to prosecution for key offences such as failure to licence relevant HMOs, failure to comply with HMO License conditions, failure to manage premises etc. In partnership with Middlesex University and Citizens UK six students were recruited to complete street searches for HMOs around the Middlesex University Campus part time for a six-week period. The work will be completed January to March 2018

'Empty Property Week' fell in October 2017 and events were organised with Let2Barnet, including drop-ins for people interested in Empty Property Grants, mailshots to solicitors and care homes, leaflets to auction houses and key locations across the borough. During the quarter, 59 empty properties were brought back into use through advice and/or enforcement bringing the (115 YTD).

- **Providing suitable housing to support vulnerable people** – the contractor for the new build extra care scheme at Moreton Close has reported a delay due to the foundations of the scheme being under-engineered. Remedial work has commenced and construction has fully recommenced on the remainder of the scheme unaffected by the potential loading issues. The impact of these issues will likely be a delay in completion until December 2018. Barnet Homes will continue to work with the contractor to seek to reduce the delay further. The scheme is to be re-named Ansell Court after a Mill Hill born WW1 war hero who died in the conflict.

Performance indicators

B.28 All Housing indicators in the Corporate Plan have met the quarterly target. However, three indicators in the Housing Commissioning Plan have not met the quarterly target.

- **BH/C4 Average re-let time routine lettings (RAG rated RED)** – 15.2 days against a target of 13.7 days. Delays in receiving asbestos reports (without which no intrusive works can proceed) and delays caused by additional fire safety works required to some properties has affected performance this quarter. These issues are being addressed and it is expected that the indicator will achieve target by year-end.
- **BH/S1 Numbers in Emergency Temporary Accommodation (RAG rated RED)** – 206 against a target of 175. Numbers have risen due to the handing back of units of longer term temporary accommodation (TA) that did not meet the compliance standard adhered to by Barnet Homes and a challenge in acquiring replacement units at the right price. However, overall numbers in TA reduced for the third successive quarter to 2,639 due to the focused TA reduction activities, which include providing hand-holding support to assist clients with move on opportunities. Over the past 12 months the average time spent by clients in emergency TA dropped to 42.7 weeks (from 62.5 weeks last year).
- **BH/S4 Current arrears as a percentage of debit (RAG rated RED)** – 3.7% against a target of 3.36%. This variance equates to £210k of a £58m annual debit. There have been a series of IT system issues, including 1) an upgrade to the barcode letter provider (PCS) system, which caused an error on the code numbers automatically entered onto the barcode letters. This affected nearly 200 barcode letters and prevented tenants from using them to pay their rent. A workaround was put in place with the digits being entered onto letters manually. PCS has since resolved the issue and will replace all affected barcode letters free of charge; and 2) £25k worth of rental

payments were missing from the paypoint system, alongside other payments due to the leasehold team and Council Tax. The missing payments have been requested and the situation is being monitored by Capita.

Corporate Plan Indicators ⁴³											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
CPI	CG/S6	Percentage of residents who list affordable housing as a concern	Smaller is Better	Monitor	Monitor	71% (Autumn 2017)	Not reported in Q2, as Autumn survey	Not reported in Q2, as Autumn survey	34% (Autumn 2016)	▼ (Worsening)	No benchmark available
CPI	REGEN KPI05	Delivery of affordable housing completions ⁴⁴	Bigger is Better	112	Monitor	181	181	↔ (Same)	326	▼ (Worsening)	No benchmark available
CPI	BH/S2	Number of Homelessness Preventions	Bigger is Better	1,050	750	799 (G)	532	▲ (Improving)	720	▲ (Improving)	Rank 2 nd quartile (2016/17, DCLG)
CPI	BH/C4	Numbers of households in Temporary Accommodation	Smaller is Better	2,600	2,675	2,639 (G)	2,675	▲ (Improving)	2,861	▲ (Improving)	Rank 28 (out of 33 London Boroughs) (Q4 2016/17, DCLG)
CPI	BH/KPI 9	Families with Children in Temporary Accommodation ⁴⁵	Smaller is Better	Monitor	Monitor	64.3%	64.4%	▲ (Improving)	New for 2017/18	New for 2017/18	No benchmark available

⁴³ The Monitor indicators have been included for information.

⁴⁴ This is a cumulative indicator.

⁴⁵ New indicator – target set as Monitor for 2017/18 whilst baseline identified.

Corporate Plan Indicators ⁴³											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
CPI	EH02I	Compliance with Licensing Requirements for Houses in Multiple Occupation	Bigger is Better	60%	60%	66.4% (G)	69.4%	▼ (Worsening)	68.4%	▼ (Worsening)	No benchmark available

Commissioning Plan indicators (not met target) ⁴⁶											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
SPI	BH/C4	Average re-let time routine lettings (calendar days)	Smaller is Better	13 days	13.7 days	15.2 days (R)	12.2 days	▼ (Worsening)	12.7 days	▼ (Worsening)	Rank 1 (out of 33 London Boroughs) (Q2 2017/18, DCLG

⁴⁶ The Monitor indicators have been included for information.

Commissioning Plan indicators (not met target) ⁴⁶											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
SPI	BH/S1	Numbers in Emergency Temporary Accommodation (ETA)	Smaller is Better	175	175	206 (R)	174	▼ (Worsening)	185	▼ (Worsening)	Rank 8 (out of 33 London Boroughs) (Q2, 2017/18, DCLG)
SPI	BH/S3	Length of stay in Emergency Temporary Accommodation (ETA)	Smaller is Better	Monitor	Monitor	42.7 weeks	49.16 weeks	▲ (Improving)	62.5 weeks	▲ (Improving)	No benchmark available
SPI	BH/C2	Percentage of those households in Emergency Temporary Accommodation (ETA) pending enquiries or found to be intentionally homeless	Smaller is Better	Monitor	Monitor	41.3%	32.2%	▼ (Worsening)	29.7%	▼ (Worsening)	Rank 25 (out of 33 London Boroughs (Q2 2017/18, DCLG))

Commissioning Plan indicators (not met target) ⁴⁶											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
SPI	BH/S4	Current tenant arrears as a percentage of the annual rent debit	Smaller is Better	2.9%	3.36%	3.7% (R)	3.5%	▼ (Worsening)	3.5%	▼ (Worsening)	Barnet in third quartile (Q2 2017/18, Housemark)
SPI	BH/C5	Temporary Accommodation (TA) current arrears as percentage of debit	Smaller is Better	5%	6.3%	5.9% (G)	5.6%	▼ (Worsening)	6.5%	▲ (Improving)	No benchmark available
SPI	CG/S21	Delivery of 10% affordable homes as wheelchair or accessible units	Bigger is Better	Monitor	Monitor	0% (0 units)	0% (0 units)	↔ (Same)	1 unit	▼ (Worsening)	No benchmark available
SPI	EH04A	Number of empty properties brought back into residential use	Bigger is Better	100	Monitor	59	18	▲ (Improving)	12	▲ (Improving)	No benchmark available

Commissioning Plan indicators (not met target) ⁴⁶											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
SPI	EH04B	Number of private tenanted properties with Category 1 hazards (as defined by the Housing Act 2004) reduced to Category 2 hazards	Bigger is Better	165	Monitor	46	22	▲ (Improving)	17	▲ (Improving)	No benchmark available

Risk management

- B.29 Housing risks are held on The Barnet Group joint risk register. This includes nine risks overall, which are being managed in line with the council's risk management framework. None are high level risks with a residual risk score of 15 or above.

ENVIRONMENT COMMITTEE

B.30 The priorities for Environment Committee are parks and open spaces; recycling and waste collection; using street cleaning and more enforcement; parking and highways management.

Budget position

Revenue							
Service	Original Budget £000	Revised Budget £000	Q3 Projected Outturn £000	Variance from Revised Budget Adv/(fav) £000	Reserve Movements £000	Variance after Reserve Movements £000 Adv/(fav) %	Variance after Reserve Movements £000 Adv/(fav) %
Parking and Infrastructure	9,155	9,368	9,197	(170)	170	-	(1.1)
Street Scene	12,881	13,695	13,794	99	-	99	0.7

B.31 Parking and Infrastructure Delivery Unit budget (£9.368m) is currently on target.

B.32 The projected overspend of £0.099m for the Street Scene Service represents 0.7% of the total Delivery Unit budget (£13.695m). The overspend relates to increased costs of staffing and equipment and a project to reduce these costs has commenced. MTFP savings of £1.045 million allocated to Street Scene in 2017/18 have created an in-year pressure and services have been restructured to achieve the savings. This work is now complete and will deliver a full year effect next year. As such no additional savings pressure from the 2017/18 savings will transfer to 2018/19. In-year pressures have been largely mitigated by the commercial waste service which has over-achieved against its target.

Capital						
Service	2017/18 Revised Budget £000	Additions/ (Deletions) £000	(Slippage)/ Accelerated Spend £000	Projected Outturn £000	Variance from Approved Budget Adv/(Fav) £000	Slippage %
Parking and Infrastructure	3,186	(800)	(139)	2,247	(939)	(4.4)
Street Scene	4,663	102	(1,471)	3,294	(1,369)	(31.5)

B.33 The forecast capital outturn for Parking and Infrastructure has reduced by £0.939m as the 2017/18 car park improvement and lines and signs replenishment projects have been deleted due to funding constraints. Other lines and signs projects will now not be completed until 2018/19.

The forecast capital outturn for Street Scene shows slippage of £1.369m. The data and works management system, vehicle purchases and fuel storage tank projects have all been slipped to 2018/19.

Progress on key activities

B.34 Barnet is a green and leafy borough and this is one of the reasons people want to live here. The council is modernising environmental services to help keep the environment green, clean and safe; whilst delivering highways improvement and investing in parks and open spaces. A progress update on key activities has been provided below.

- **Modernising environmental services** - the modernisation of Street Scene services is being supported by a series of transformation projects, focusing on a new service offer for street cleansing, increased income via commercial recycling services and in waste collection by the introduction of time-banded collections, and environmental enforcement and education. A service-wide restructure is also underway to facilitate the rationalisation of staffing structures and service operations.

During the quarter, Street Scene commenced a significant restructure following the end of staff consultation in October 2017. Approval was given by the General Functions Committee in November 2017 and the move to the new structure has taken place. The final planning for the new street cleansing model has been completed, and staff have started training on the first of the new types of vehicles to be used. The commercial waste service has continued to expand its business, including offering more recycling collections. New routes are being worked up to allow further business to be taken on in the most efficient way possible.

- **Delivering highways improvements** – substantial volumes of work have been completed for the Network Recovery Plan, including 67,444m² of resurfacing works at 40 sites (both footways and carriageways) in the borough; and the dedicated Proactive Patching machine has visited 112 roads and completed 706 patches to repair potholes and surface defects before they could worsen and present a greater risk to Highway users. Significant progress has been made on the LIP and Area Committee programmes, with approximately 30 schemes completed and 130 schemes being progressed, either in design or with the contractor for construction. There is an ongoing ‘pipeline’ of work available for implementation.
- **Investing in parks and open spaces** – the recommendations in the Playing Pitch Strategy have been developed into a prioritised 10-year implementation plan to assist in making bids for external funding and assistance in kind.
- The final draft of the Copthall and Mill Hill Open Spaces masterplan was delivered and is undergoing detailed analysis prior to publication and adoption. Invitations to tender for the West Hendon and Barnet Playing Fields Sports Hubs and the North West Green Belt Sites masterplans were published on the procurement portal with closing date for returns in first week in January 2018. The tender exercise for the improvements to Victoria Park was completed and consultants appointed. The work will be completed by July 2018. Final designs have been produced and costed for the improvements to Montrose Playing Field and Silkstream Park. A procurement strategy for improvements to Colindale and Rushgrove Parks has been developed and agreed.
- **Delivering regulatory services** – see paragraph C.17 for an update on services delivered by the Re contract.

Performance indicators

B.35 Two Environment indicators in the Corporate Plan have not met the quarterly target; and three indicators (the latter) in the Environment Commissioning Plan have not met the quarterly target.

- **KPI 2.1-2.3 (NM) Highways defects made safe within agreed timescales (RAG rated RED)** – Fail. The result for this composite indicator cannot be determined due to data still being reviewed for December 2017. Re have initiated process improvements with Conway Aecom, which will contribute to improvements in future performance. In addition, Re are conducting real-time tests of the customer-facing ‘Fix My Street’ and ‘Barnet Report It’ systems by logging defects on the website to check for data inaccuracies and timeliness of data transfer through the systems.
- **SS/S3 Percentage of household waste sent for reuse, recycling and composting (RAG rated RED)** – 39.0% against a target of 43.7% for Q2 2017/18. There has been a slight drop in performance from the same time last year (39.9%) due to a decrease in kerbside dry co-mingled tonnages and food waste tonnages.
- **SS/C1 Waste tonnage – residual per household (RAG rated GREEN AMBER)** – 157.88kg per household against a target of 154.41kg per household for Q2 2017/18. Residual waste has decreased by 2.02%, however tonnage being disposed of by households continues at a high level.
- **SS/C2 Waste tonnage – recycling per household (RAG rated RED)** – 100.82kg per household was recycled against a target of 111.44kg per household for Q2 2016/17. Overall recycling (recycling, composting and reuse) has slightly decreased. The focus remains on reducing contamination of recycling and increasing recycling overall.
- **TSLKPI02 Appropriate response to statutory deadlines in relation to the Licensing and Gambling Act (RAG rated GREEN AMBER)** – 99.7% against a target of 100%. 343 out of 344 applications were responded to on time. One application was delayed in October 2017 due to the consultation not being sent out within the statutory timescales.

Corporate Plan Indicators											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
CPI	SS/S1 (RPS – biannual)	Percentage of residents who are satisfied with parks and open spaces ⁴⁷	Bigger is Better	73%	73%	77% (Autumn 2017) (G)	Not reported in Q2, as Autumn survey	Not reported in Q2, as Autumn survey	72% (Autumn 2016)	▲ (Improving)	No benchmark available
CPI	SS/S6 (RPS - biannual)	Percentage of residents who are satisfied with street cleaning ⁴⁷	Bigger is Better	60%	60%	60% (Autumn 2017) (G)	Not reported in Q2, as Autumn survey	Not reported in Q2, as Autumn survey	51% (Autumn 2016)	▲ (Improving)	National 70% (June 2017, LGA)
CPI	KPI NM 2.1-2.3	Highways defects made safe within agreed timescales	Bigger is Better	100%	100%	Fail (data not available) (R)	Fail (data not available)	↔ (Same)	Fail (data not available)	↔ (Same)	No benchmark available

⁴⁷ There is a +/- 4.4%pts tolerance on the results due to the confidence interval for the sample size (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%). This is reflected in the RAG rating and DOT for the indicators in the Corporate Plan and Commissioning Plans.

Corporate Plan Indicators											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
CPI	CG/S1 1 (RPS - biannual) ⁴⁸	Percentage of residents who are satisfied with road maintenance ⁴⁸	Bigger is Better	35%	35%	42% (Autumn 2017) (G)	Not reported in Q2, as Autumn survey	Not reported in Q2, as Autumn survey	33% (Autumn 2016)	▲ (Improving)	National 39% (June 2017, LGA)
CPI	CG/S1 2 (RPS - biannual) ⁴⁸	Percentage of residents who are satisfied with pavement maintenance ⁴⁸	Bigger is Better	35%	35%	39% (Autumn 2017) (G)	Not reported in Q2, as Autumn survey	Not reported in Q2, as Autumn survey	34% (Autumn 2016)	▲ (Improving)	National 54% (June 2017 LGA)
CPI	PI/S3 (RPS - biannual)	Percentage of residents who are satisfied with parking services ⁴⁸	Bigger is Better	30%	30%	31% (Autumn 2017) (G)	Not reported in Q2, as Autumn survey	Not reported in Q2, as Autumn survey	24% (Autumn 2016)	▲ (Improving)	No benchmark available

⁴⁸ There is a +/- 4.4%pts tolerance on the results due to the confidence interval for the sample size (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%). This is reflected in the RAG rating and DOT for the indicators in the Corporate Plan and Commissioning Plans.

Corporate Plan Indicators											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
CPI	SS/S3	Percentage of household waste sent for reuse, recycling and composting	Bigger is Better	42%	43.7% (Q2 2017/18)	39.0% (Q2 2017/18) (R)	39.3% (Q1 2017/18)	▼ (Worsening)	39.9% (Q2 2016/17)	▼ (Worsening)	No benchmark available
CPI	SS/S4 (RPS - Biannual)	Percentage of residents who are satisfied with refuse and recycling services ⁴⁹	Bigger is Better	82%	82%	79% (Autumn 2017) (G)	Not reported in Q2, as Autumn survey	Not reported in Q2, as Autumn survey	75% (Autumn 2016)	↔ (Same)	National 77% (June 2017, LGA)

⁴⁹ There is a +/- 4.4%pts tolerance on the results due to the confidence interval for the sample size (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%). This is reflected in the RAG rating and DOT for the indicators in the Corporate Plan and Commissioning Plans.

Commissioning Plan indicators (not met target)											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
SPI	SS/C1	Waste tonnage – residual per household	Smaller is Better	590.85k g HH	154.41k g HH (Q2 2017/18)	157.88k g HH (Q2 2017/18) (GA)	160.69k g HH (Q1 2017/18)	▲ (Improving)	159.9kg HH (Q2 2016/17)	▲ (Improving)	Rank 21 (out of the 25 London Boroughs) (Q1 2017/18, Wasteflow)
SPI	SS/C2	Waste tonnage – recycling per household	Bigger is Better	427.97k g HH	111.44k g HH (Q2 2017/18)	100.82k g HH (Q2 2017/18) (R)	104.09k g HH (Q1 2017/18)	▼ (Worsening)	106.2kg HH (Q2 2016/17)	▼ (Worsening)	No benchmark available
SPI	TSLKPI 02	Appropriate response to statutory deadlines in relation to the Licensing and Gambling Act	Bigger is Better	100%	100%	99.7% (GA)	100%	▼ (Worsening)	100%	▼ (Worsening)	No benchmark available

Risk management

- B.36 Environment risks are held on the Environment and Parking and Infrastructure risk registers. The Environment risk register includes 31 risks and Parking and Infrastructure risk register includes 14 risks, which are being managed in line with the council's risk management framework. None are high level risks with a residual risk score of 15 or above.

COMMUNITY LEADERSHIP COMMITTEE

B.37 The priorities for Community Leadership (CL) Committee are to co-ordinate a partnership approach for addressing persistent anti-social behaviour, crime, domestic violence (DV) and violence against women and girls (VAWG); emergency planning, preparedness and response; and supporting community activity, including grant funding and use of assets.

Progress on key activities

B.38 The council's vision for the community is to ensure crime levels remain low and people feel safe to live and work in Barnet; communities are stronger and more cohesive; whilst being prepared for an emergency and responding quickly should a situation arise. A progress update on the key activities has been provided below.

- **Community safety** - Barnet remains one of London's safest boroughs with a low crime rate. In the last 12 months (to November 2017) there were 69 crimes per 1,000 residents in Barnet, which was 7th lowest rate of total crime per person out of all 32 London boroughs and 25 per cent lower than the London average. The rate of violent crime is even lower: Barnet had the 3rd lowest rate of violent crime out of the 32 London boroughs, with 5.9 Violence with Injury offences per 1,000 population. This rate is 33 per cent below the London average. In the current rolling 12 months (to November 2017) there were 3446 burglaries, which is a one per cent reduction on the previous year.

To help communities feel safer, reduce crime and keep people informed of what's going on locally, the Barnet Safer Communities Partnership is introducing the OWL (Online Watch Link) app to Barnet. Residents who sign up will receive the latest crime prevention advice and updates from their Neighbourhood Policing Team and Neighbourhood Watch.

- **Supporting those with multiple needs (domestic violence, mental health, and substance misuse)** - the Safer Communities Partnership Board has been implementing the 2017-2020 Violence Against Women and Girls (VAWG) strategy and action plan. The action plan focuses on preventing violence against women and girls; improving outcomes for victims and their children; holding perpetrators to account and enhancing joint working practices between agencies. There is an emphasis on work to engage with those victims of domestic abuse who are facing additional barriers that might prevent them from seeking help – this includes those with complex multiple needs such as domestic violence, mental health and substance misuse.

An inter-agency working group (reporting to the VAWG delivery group) is developing an in-depth local analysis of domestic abuse cases to understand any common features, factors and opportunities for prevention or possible gaps in services. The analysis is focusing on cases with complex multiple needs such as mental health and substance misuse.

The council has been working jointly with Barnet Mencap, which has been commissioned to employ a 'Hate Crime Co-ordinator' to support delivery of the Hate Crime Awareness action plan. The co-ordinator will focus on increasing the awareness of Hate Crime, increasing access to justice for victims of hate crime and

working to ensure that all people who live, work or study in Barnet feel confident to report Hate Crime if they experience it or see it.

- **Co-ordinating a package of measures to support community activity** – an update on delivery of the Community Participation Strategy was presented to the CL Committee in November 2017.

The Barnet Community webpage has been launched on the council website. It provides a one stop shop of information for residents and businesses that would like to get more involved with their community. It also signposts voluntary, community and faith groups to support available to them in the council and across the borough.

Local Voluntary and Community Service (VCS) groups have been feeding back on the VSC Charter, including raising its visibility and better integrating it into the way the council works. The Community Participation and Engagement Network has been tasked with mainstreaming the VCS Charter into council business and commissioning.

- **Emergency planning, preparedness and response** – a multi-agency resilience workshop was delivered to partners and business continuity (BC) representatives by the Emergency Planning and Metropolitan Police SO15 teams. This featured the impact of unexploded WW2 ordnance on communities. The workshop focused on the capabilities to evacuate and shelter residents from within a cordon of 300 metres for a prolonged period.

A cyber security workshop was also delivered for BC representatives by the CSG Information Technology security specialist. Delegates were presented with scenarios demonstrating the impact of cyber-attacks on IT systems. Mitigations were discussed and BC plans and arrangements are being updated to ensure systems are more resilient and staff aware of the risks. Lessons have been identified to ensure critical services can be maintained during such an incident.

The Emergency Planning team made the mandatory self-assessment submission to London Resilience for Minimum Standards for London Audit and provided specific evidence as requested by London Resilience to back this up. Barnet has maintained its Green rating against the Minimum Standards for London.

Performance indicators

- B.39 Two Community Leadership indicators in the Corporate Plan have not met the quarterly target. One indicator (the latter) in the Community Leadership Commissioning Plan has not met the quarterly target.
- **CG/S4 Public confidence in police and council in dealing with anti-social behaviour and crime issues that matter in their area (RAG rated RED)** – 60% against a target of 68%. Public confidence has fallen from the same time last year (67%). Generally, concern about anti-social behaviour and crime has increased.
 - **CG/S16 Percentage of residents who are satisfied with Barnet as a place to live (RAG rated GREEN AMBER)** – 85% against a target of 90%. This is unchanged from the same time last year (85%).

- **CG/C6 Percentage of residents who feel that there is not a problem with people not treating each other with respect and consideration (RAG rated GREEN AMBER)** – 74% against a target of 81%. This has significantly improved since it was last reported in spring 2016 (60%) when the result was considered to have been influenced by national events such as the Murder of Jo Cox MP; EU referendum campaign; Brexit; and recent terror attacks.

Corporate Plan Indicators ⁵⁰											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
CPI	CG/C33	Overall crime rate in Barnet – Total Notifiable Offences	Smaller is Better	Sustain Reduction	Monitor	69.4	67.6	▼ (Worsening)	New for 2017/18	New for 2017/18	No benchmark available
CPI	CG/S4 (RPS – Annual)	Public confidence in police and council in dealing with anti-social behaviour and crime issues that matter in their area ⁵¹	Bigger is Better	68%	68%	60% (Autumn 2017) (R)	Not reported in Q2, as Autumn survey	Not reported in Q2, as Autumn survey	67% (Autumn 2016)	▼ (Worsening)	No benchmark available

⁵⁰ The Monitor indicators have been included for information.

⁵¹ There is a +/-4.4%pts tolerance on the results due to the confidence interval for the sample size (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%). This is reflected in the RAG rating and DOT for the indicators in the Corporate Plan and Commissioning Plans.

Corporate Plan Indicators ⁵⁰											
CPI	CG/S5 (RPS – Annual)	Percentage of residents who report feeling they belong to their local area ⁵²	Bigger is Better	75%	75%	75% (Autumn 2017) (G)	Not reported in Q2, as Autumn survey	Not reported in Q2, as Autumn survey	76% (Autumn 2016)	↔ (Same)	No benchmark available
CPI	CG/S16 (RPS – Biannual)	Percentage of residents who are satisfied with Barnet as a place to live ⁵²	Bigger is Better	90%	90%	85% (Autumn 2017) (GA)	Not reported in Q2, as Autumn survey	Not reported in Q2, as Autumn survey	85% (Autumn 2016)	↔ (Same)	London 80% (2016/17, LGA) National 81% (June 2017, LGA)

Commissioning Plan Indicators (not met target) ⁵³											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
SPI	CG/C2	Percentage of repeat cases of Domestic Violence to MARAC	Smaller is Better	Monitor	Monitor	5.4%	14%	▲ (Improving)	11.4%	▲ (Improving)	National 25% (April 2015 - March 2016, Safelife)

⁵² There is a +/- 4.4%pts tolerance on the results due to the confidence interval for the sample size (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%). This is reflected in the RAG rating and DOT for the indicators in the Corporate Plan and Commissioning Plans.

⁵³ The Monitor indicators have been included for information.

Commissioning Plan Indicators (not met target) ⁵³											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
SPI	CG/C3	Sanction Detection Rate of 'Domestic Abuse - Violence with Injury' Offences	Bigger is Better	Monitor	Monitor	20.6%	28.1%	▼ (Worsening)	34.1%	▼ (Worsening)	Met Police 31.8% (January – December 2017, Met Police)
SPI	CG/C4	Proven re-offending rate	Smaller is Better	Monitor	Monitor	20.2%	22.0%	▲ (Improving)	21.5%	▲ (Improving)	National 28.7% (October – December 2015, Ministry of Justice)
SPI	CG/C27	Racist & Religious Hate Crime	Smaller is Better	Monitor	Monitor	178 ⁵⁴	667	Not comparable	655.0	Not comparable	No benchmark available

⁵⁴ Result for September to November 2017. Methodology for reporting changed by MOPAC, with result reported on a month-by-month basis rather than a rolling 12-month period. Therefore, result not comparable with previous quarters.

Commissioning Plan Indicators (not met target) ⁵³											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
SPI	CG/C6 (RPS – Annual)	Percentage of residents who feel that there is not a problem with “people not treating each other with respect” ⁵⁵	Bigger is Better	81%	81%	74% (Autumn 2017) (GA)	Not reported in Q2, as Spring survey	No benchmark available			

⁵⁵ There is a +/- 4.4%pts tolerance on the results due to the confidence interval for the sample size (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%). This is reflected in the RAG rating and DOT for the indicators in the Corporate Plan and Commissioning Plans.

Risk management

- B.40 Community Leadership risks are held on the Customer Strategy, Communications and Assurance (CSCA) service risk register. See paragraph A.19 above.

PART C: CONTRACT PERFORMANCE

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

THE BARNET GROUP

C.2 The Barnet Group is a Local Authority Trading Company (LATC) created in 2012 and has three subsidiary organisations:

- Barnet Homes is an Arms' Length Management Organisation, which manages the council's housing stock and is responsible for the maintenance of residential stock; housing management; and homelessness assessments and procurement of property. It has a subsidiary organisation, TBG Open Door, which is a registered provider with the Homes and Communities Agency
- Your Choice Barnet (YCB) is another LATC, which delivers specialist care and support services to adults with a range of physical and learning disabilities
- TBG Flex is a company for the recruitment and employment of staff.

A progress update on Barnet Homes, TBG Open Door and YCB has been provided below⁵⁶.

Service	Update on service area
Barnet Homes	<p>In relation to Fire Safety, the delivery of the programme approved by Housing Committee in October 2017 is underway, with good progress being made. The total value of works to be delivered is £17.5m and will be completed by September 2019. The committee also approved the introduction of two new fire safety related performance indicators to the commissioning plan, both of which have achieved 100% in the quarter.</p> <p>In relation to Tackling Homelessness, targeted work continues to yield positive results, with overall numbers in temporary accommodation reducing further since the last quarter.</p> <p>Preparatory work for implementation of both the Homelessness Reduction Act (April 2018) and Universal Credit (now May 2018) are well progressed to ensure the continued effectiveness of services in response to impending changes.</p>
TBG Open Door	<p>Whilst the overall programme continues to develop well physical starts on site have been delayed. Planning consent for the larger schemes in the programme has taken longer than expected and land transfers continue to make slow progress mainly due to issues identified with the title deeds that have required time intensive work to resolve. The five sites transferred in this quarter are expected to commence on site in Q4 2017/18.</p>
Your Choice Barnet	<p>Your Choice Barnet has supported an additional three people into employment this quarter and is now supporting a total of 13 people who have Learning Disabilities in work. The transformation of the services continues to support improved outcomes for people.</p>

⁵⁶ There is no update on TBG Flex. As an internal employment company, it does not have any performance or activity measures.

Service	Update on service area
	Your Choice Barnet has successfully recruited additional permanent staff over the past quarter and has further reduced reliance on agency staff.

C.3 Corporate Plan and Commissioning Plan indicators and joint risks with The Barnet Group have been reported in the Housing Committee section (see paragraphs B.23-B.29). Three Commissioning Plan indicators have not met the quarterly target and have been reported in paragraph B.28:

- BH/C4 Average re-let time routine lettings
- BH/S1 Numbers in Emergency Temporary Accommodation
- BH/S4 Current arrears as a percentage of debit

	Green	Green Amber	Red Amber	Red	Improved/ Same	Worse ned	Monit or only	No. indicators
The Barnet Group ⁵⁷	75% (12)	0% (0)	0% (0)	25% (4)	56% (9)	44% (7)	3	19

C.4 The Barnet Group also reports on a number of operational indicators (KPIs). One KPI has not met the quarterly target.

- **BH/KPI 10 Total number of new build starts on site (RAG rated as RED)** – 80 against a target of 194. Starts on site remain significantly behind the original programme, primarily due to delays in achieving planning consents on the larger sites. During the quarter, planning permission was achieved for schemes at Burnt Oak Registry Office and Underhill Court, which will deliver 34 new homes; and applications were made for 95 new homes at Friern Court, Prospect Ring and The Croft. The applications took longer to submit than anticipated as a result of public and pre-planning consultation work. The schemes at Summers Lane and Basing Way Green, which will deliver around 60 new homes, required more re-design work and will be submitted later in the year.

⁵⁷ Includes indicators in the Corporate Plan and Housing Commissioning Plan reported in Part B.

Contract Indicators (not met target)											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
KPI	BH/KPI 10	Total number of new build starts on site	Bigger is Better	211	194 (cumulative)	80 (R)	80 (cumulative)	↔ (Same)	New for 2017/18	New for 2017/18	No benchmark data

CAMBRIDGE EDUCATION

- C.5 In April 2016, Barnet entered into a new seven year strategic partnership with Cambridge Education to provide the council's education services. The partnership was established in consultation with Barnet schools to maintain Barnet's excellent education offer; the council's relationship with Barnet schools; and achieve the budget savings target for the service up to 2020.
- C.6 Cambridge Education's budget, key activities, indicators (in the Corporate Plan and CELS Commissioning Plan) and joint risks have been reported in the CELS Committee section (see paragraphs B.12-B.18). One Corporate Plan and three Commissioning Plan indicators have not met target and have been reported in paragraph B.16:
- CES/S24 Percentage of primary pupils achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2
 - CES/S9 Primary pupils' average progress in English Writing
 - CES/S11-1 Percentage of disadvantaged pupils achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2
 - CES/S26 percentage pupils with an Education, Health and Care Plan or statement of special educational needs achieving the 'expected standard' in English Reading, English writing and Mathematics at Key Stage 2

	Green	Green Amber	Red Amber	Red	Improved/ Same	Worse ned	Monit or only	No. indicators
Cambridge Education ⁵⁸	83% (19)	4% (1)	0% (0)	13% (3)	92% (22)	8% (2)	1	24

- C.7 The contract with Cambridge Education also includes a number of operational contract indicators (KPIs). All contract indicators have met target.
- C.8 Results for the national examinations and assessments that took place across the early years, primary and secondary phases in summer 2017 have been published. These are available on the DfE website at: <https://www.gov.uk/government/statistics/national-curriculum-assessments-key-stage-2-2017-revised> and <https://www.gov.uk/government/collections/statistics-gcses-key-stage-4>
- Barnet's secondary schools have continued to perform well; and there have been improvements across early years and primary schools. Barnet has performed in the top quartile of local authorities for most indicators.
- C.9 Joint risks with Cambridge Education have been reported in the CELS Committee section (see paragraph B.17).

⁵⁸ Includes indicators in the Corporate Plan and CELS Commissioning Plan reported in Part B.

CUSTOMER AND SUPPORT GROUP (CSG)

C.10 The CSG is delivered by Capita and includes the following services: Corporate Programmes, Customer Services, Estates, Finance, Human Resources, Information Systems, Procurement, Revenues and Benefits, and Safety, Health and Wellbeing. A progress update on each service area has been provided below.

Service	Update on service area
Corporate Programmes	<p>CSG delivers the council's large-scale transformation and capital programmes and projects. Work delivered in the quarter included: continuing with the design stages for primary, secondary and special educational needs school places; supporting the management of the Strategic Construction Partnership; concluding pre-start on site activities for New Barnet and Copthall Leisure Centres; initiating the project to bring Registrars service in-house; delivering a new resident portal for access to different council services online; and initiating the Digital Inclusion Project.</p>
Customer Services	<p>See paragraph A.14 for Customer Services satisfaction measures. Performance throughout the quarter has remained mostly good, with some challenges. Web customer satisfaction has dipped for all three months of the quarter albeit it started to improve in December 2017, as a result of improvements to the new webforms and My Account. Extensive effort was invested into analysing root cause analyses and a set of actions has been agreed to improve the reporting tool.</p> <p>Customer satisfaction for other channels remained high, with face-to-face satisfaction featuring in Top 3 in channel satisfaction index.</p> <p>The new, improved IVR (Interactive Voice Response) telephony was successfully launched in November 2017, which resolves a number of issues with the previous version, including a much clearer automated voice and signposting to services and has had a positive impact on customer experience.</p> <p>Channel shift to customer contact via the website continues, with contact volumes at the end of December 2017 at 9.7% above the baseline for the contract year to date, which is within the payment threshold of 10%. A significant reduction in email contact has been achieved over the last six months, as well as a more modest reduction in calls. The customer services team is working with services to look at measures to continue to encourage people to contact the council via the website rather than by phone or email.</p> <p>The Social Care Direct overflow to Coventry was successfully mobilised, increasing the resilience particularly after the challenging period in November 2017 where nine staff were lost. The service was stable for the last five weeks of the quarter, including the busy Christmas period.</p>
Estates	<p>As part of the Estates Service improvement plan, the team commenced fortnightly reporting on an amalgamation of areas where improvements are required. This included the audit action points for Building Services. The team also created a focus list on areas for service improvement in Property</p>

Service	Update on service area
	<p>Services, which focuses on cases/issues that are important to the council leadership. Progress has been made since commencement on these.</p> <p>The Estates transformation/restructure was a significant part of the last quarter. The consultation came to a close in November 2017. Recruitment is progressing into the agreed Target Operating Model and the Management Team aim to have all roles filled and embedded by the end of March 2018.</p>
Finance	<p>Preparations are underway for the 2017/18 closure of accounts. An improvement plan to address the issues arising from the 2016/17 accounts closure and external audit was reported to Audit Committee in November 2017. The plan was reported to the Section 151 Officer and a progress report provided to Audit Committee in January 2018. Finance have been liaising with the external auditors on the early completion of audit work, which will assist in meeting the shorter accounts and audit deadlines.</p> <p>Changes to the Integra connection route to the data centre have had a positive effect on the speed and performance of the system. A targeted project commenced in January 2018 to address outstanding system issues.</p>
Human Resources (HR)	<p>Work on the priority areas previously highlighted for inclusion in the People Plan has continued. Conclusion of the Agency Transfer project was reached in December 2017, with more than 100 people transitioned into permanent staff, generating a significant saving for the council.</p> <p>The Employee Benefits solution went through its annual renewal cycle with an increased number of employees accessing benefits such as Child Care, Car Leasing, GymFlex and Cycle to Work. However, take-up remains below expectation and work is continuing to promote this scheme.</p> <p>HR has continued to support the roll-out of TW3 ahead of the move to Colindale, including updating HR policies. These will be approved by the appropriate committee ahead of implementation, where necessary.</p> <p>HR has continued to provide significant focus on the Pensions Service with an Improvement Plan in place and being closely monitored by the council and Capita team. Progress continues but there is plenty to be completed in readiness for forthcoming Annual Benefit Statements and the next valuation in 2019, including a focus on data quality checks and governance. There are continued concerns over gaps in the service identified by the council and the requirement for the Pensions Service to be provided in a proactive manner in relation to advice and expertise. Therefore, focus on the service via the monthly pensions reports, Improvement Plan and Audit Committee will continue to ensure the service progresses.</p> <p>HR has jointly set up with Family Services a managed service provision to ensure timely and successful onboarding of Social Care staff.</p>

Service	Update on service area
	After council review and due diligence, the sign-off of a new recruitment solution has been completed. This will move into the implementation cycle next quarter.
Information Systems	<p>Following the introduction of Service Now in July 2017 (which is a service desk support application), there have been notable improvements in performance. The average time to answer calls on the service desk has seen all-time lows of 22 seconds in Q3 from the highs of 1 minute in early 2017. Over 20% of all contacts with the Service Desk are now made online, via the Service Now Portal.</p> <p>Following a review of the change management process, an Improvement Plan was implemented. As a result, the Change Management Process has much improved, with the number of changes processed per month rising from 30 to nearly 90, and passed the recent audit by internal audit.</p> <p>A structured and robust patching regime has continued to protect the IT estate from a global increase in malwares and cyber-attacks</p>
Procurement	<p>The Annual Procurement Forward Plan 2018 was approved by Policy and Resources Committee in December 2017. To support service areas, Procurement has rolled out enhanced training on maintaining contract registers and a forward training programme is in development. A trial of new contract monitoring technology has started. Tailored management information packs for service areas have been well received. A gainshare working group has been meeting to review the application and reporting of procurement gainshare.</p> <p>Key procurement activities in the quarter include: leading on development of the West London Alliance (WLA) Children's and Families Dynamic Purchasing System, which is due to go live with the Independent Fostering Agencies service in January 2018; supporting development of a Making Services Accessible guide for people with disabilities; tendering for Term Maintenance; and awarding the Day Opportunities contract for adults with mental health and disabilities.</p>
Revenue and Benefits	<p>Additional work from the Department of Work and Pensions (DWP) – resulting from changes to people's benefit entitlements - has generated increased customer contact for the call centre; this will continue to happen until year end.</p> <p>A vacancy on the inspection team led to a backlog of property inspections. The vacancy is filled and a remedial action plan is in place.</p> <p>Action plans have been put in place to address issues raised in the Housing Benefit Subsidy Audit and recommendations made by DWP. This will improve subsidy audits in future years and increase income from recovered overpayments.</p> <p>There remains a volume charge for Business Rates and Net Benefit caseload. This is a known pressure that relates to the increased number of small business premises in the borough and the expectation that</p>

Service	Update on service area
	<p>Universal Credit would have been implemented by now. The Brent Cross development work will add to this pressure and will create a volume charge for Council Tax properties in future.</p>
Safety, Health and Wellbeing (SHaW)	<p>The move to Oakleigh Depot went very well with most issues being dealt with at the time, however there were some residual issues that SHaW are working with management towards resolving.</p> <p>Campaigns for raising staff awareness of health and safety should lead to an improved safety culture but will likely lead to a rise in the number of incidents reported. To offset this, an Accident/Incident Prevention Plan will be rolled-out alongside campaigns around slips and trips and other common causes of incidents, which should help to reduce the number of preventable incidents.</p> <p>There has been positive feedback from service users and Health and Safety Champions regarding increased training provision, general support and responses to queries raised via the helpdesk.</p> <p>The new Contractor Management processes and Contractor Incident Notification (CIN) reporting mechanism are expected to lead to improved contractor management and safety. A programme to provide Contract Managers with information and training to ensure they are aware of their responsibilities and how to effectively manage them is also expected to lead to improved contractor management and safety.</p> <p>SHaW has been working closely with schools towards Premises Compliance, including raising awareness of Legionella and how to manage it.</p> <p>Partner audits are ongoing towards ensuring partners' health and safety is suitable and sufficient.</p>

Budget position

Revenue							
Service	Original Budget £000	Revised Budget £000	Q3 Projected Outturn £000	Variance from Revised Budget Adv/(fav) £000	Reserve Movements £000	Variance after Reserve Movements Adv/(fav) £000	Variance after Reserve Movements Adv/(fav) %
CSG and Council Managed Budgets	21,161	21,836	26,882	5,046	(3,806)	1,240	5.7

C.11 The projected overspend for CSG and Council Managed Budgets before drawdowns from reserves is £5.046m which represents 23.1% of the total Delivery Unit budget (£21.836m). The net overspend for CSG and Council Managed Budgets after

forecast reserve drawdowns is £1.240m which represents 5.7% of the total Delivery Unit budget.

There is a projected overspend for Estates Managed Budgets of £2.856m. There are a number of factors which contribute to this value. Additional costs have been incurred for the relocation of Street Scene and Greenspaces services that were historically accommodated at the Mill Hill Depot including additional security requirements. The Estates budget also includes management of building compliance of the entire council maintained asset portfolio and the cost of managing and maintaining void buildings, both of which are presenting a pressure. This pressure is expected to be one off and overall an overspend of £2.900m forecast. This is partially offset by circa £0.044m of additional income over and above the £3.746m target. The net overspend on estates of £2.856m is forecast to be funded from reserves.

There is an overspend on the CSG management fee of £0.100m mainly due to approved change requests. This is forecast to be funded from reserves. Procurement and Collection Fund gainshare payments total £2.836m. Procurement savings are generating benefit across the Council, however the gainshare payments are paid for centrally. This is offset by a rebate from Comensura and administration charges to other services, totalling £1.986m. The net overspend of £0.850m is forecast to be funded from reserves.

Income is forecast to be below budget due to a shortfall in schools traded income of £0.704m and in print / photocopying recharges of £0.431m. The corporate programmes budget is based on historical levels or recharge and does not reflect the current service delivery arrangement leading to an overspend of £0.467m. Other areas of income, primarily court costs awarded, are overachieving by £0.362m.

Performance indicators

- C.12 There are no Corporate Plan or Commissioning Plan indicators reported directly by CSG. However, the contract with CSG includes a number of operational indicators (KPIs).

	Green	Green Amber	Red Amber	Red	Improved/ Same	Worse ned	Monit or only	No. indicat ors
CSG ⁵⁹	90% (18)	0.0% (0)	0.0% (0)	10% (2)	65% (13)	35% (7)	1	21

- C.13 Two KPIs have not met the quarterly target resulting in a contractual failure.

- **SKPI 36 Compliance with Authority Policy (RAG rated RED).** This indicator has failed due to repeated non-compliance with the Freedom of Information Policy. FOIs should be responded to within 20 working days and this has not happened on multiple occasions or been resolved when escalated operationally and commercially.

⁵⁹ Includes indicators in the Corporate Plan reported in Part A under Central Services.

- **HR17a CSG/C14 Payroll Accuracy - Payroll Error Rates (RAG rated RED)** – 0.0011% against a target of 0.1%. Due to administration errors, there were two staff overpayments and 13 inaccurate payments in November 2017.

Contract Indicators (not met target)											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
SKP I	SKPI 36	Compliance with Authority Policy	Bigger is Better	Pass	Pass	Fail (R)	Pass	▼ (Worsening)	Pass	▼ (Worsening)	No benchmark available
KPI	HR17a CSG/C14	Payroll Accuracy - Payroll Error Rates	Smaller is Better	0.1%	0.1%	0.001% (R)	0.7%	▲ (Improving)	0.2%	▲ (Improving)	No benchmark data available

Risk management

C.14 The CSG joint risk register includes 51 risks overall, which are being managed in line with the council's risk management framework. Three are high level risks with a residual risk score of 15 or above. These are being managed as 'treat'.

- **NEW - CSG56 – Pension scheme member data inaccurate (risk score 16).** The pension service is responsible for effective administration of the Barnet Pension Scheme. Incomplete and / or inaccurate data could lead to incorrect benefits and calculation results. A Service Improvement Plan has been put in place with specific actions relating to data quality: common data cleanse for current and legacy member data; conditional data analysis and data cleanse of current and legacy data; implementation of an ongoing record keeping plan. The Service Improvement Plan is being monitored on a monthly basis and scrutinised by the Pension Board on a quarterly basis.
- **NEW - CSG57 – Pension administration getting accurate data (risk score 16).** If employers and admitted bodies fail to notify the pension scheme of changes in their workforce in a timely way member data could be inaccurate ultimately resulting in a breach of law. A Service Improvement Plan has been put in place with specific actions including a communication strategy to ensure employers and admitted bodies are fully aware of their responsibilities for informing the scheme of workforce changes, the timescales for notification and the penalties that can be applied by the scheme for failure to comply. The Service Improvement Plan is being reviewed by the Strategic Lead and monitoring will continue on a monthly basis.
- **CSG26 - Inadequate awareness of LBB staff relating to data protection (risk score 15).** This risk focuses on inadequate security controls and governance training for council staff that could lead to a loss of sensitive personal information or breach of data protection. The risk is being mitigated through training and communications, along with ensuring PSN compliance is in place and security standards are applied to all projects. Training has been included in the GDPR action plan and will take place over the next few months.

Contract variations

C.15 There have been two variations to the CSG contract in the last quarter (see table 12 below).

Table 12: Contract variations (Q2 2017/18)

Ref	Title	Description	Change Raised by	Status at 31 Dec 2017	Financial Impact (over the life of the contract)	Service Impacted
No financial impact						
CR133	FSR KPI Changes	Customer Services IT, Revs and Bens, HR and Estates	Council	Approved	£0	All services

Ref	Title	Description	Change Raised by	Status at 31 Dec 2017	Financial Impact (over the life of the contract)	Service Impacted
With financial impact						
CR139	Dilapidation Fund NLBP 4	To increase the funds to cover cost until October 2018	Service Provider	Approved	£1,004,038	All services

Special projects initiation requests

C.16 There have been nine SPIRs in the last quarter (see table 13 below).

Table 13: SPIRS (Q3 2017/18)

Ref	Title	Description	Project Type	Status at 31 Dec 2017	Financial Impact (over the life of the project)	Service Impacted
211	Family Services Recruitment	HR to work with family services to re-design and deliver the recruitment process currently in place.	Other	Approved	£78,908.65	HR
222	Condition Survey 4 No Schools Barnet	Condition Surveys for Compton, Fairways, Northways and Colindale Schools	Capital (Schools)	Approved	£38,090.00	Estates
223	Condition Survey Christs College	Condition Survey for Christ College	Capital (Schools)	Approved	£9,510.00	Estates
227	Adults and Communities Recruitment	HR to work with Adults to re-design and deliver the recruitment process currently in place.	Other	Approved	£50,936.15	HR

Ref	Title	Description	Project Type	Status at 31 Dec 2017	Financial Impact (over the life of the project)	Service Impacted
240	OPE Phase 5 (West Hendon Broadway)	The site is to be appraised as a potential development for a health/retail/community hub at ground and / or first floor levels, with residential units above.	Other	Approved	£100,000.00	Estates
251	EO-906 Liquidlogic Portals	Cost for hosting two portals to enhance the Liquidlogic Children's Social Care solutions.	ICT	Approved	£42,817.78	ICT
254	Physic Well	External fabric restoration works for Well House required to return the building to a wind and watertight condition thereby preventing further deterioration.	Capital (Non-Schools)	Approved	£42,225.00	Estates
255	Church End Library	Provide IT networking and infrastructure to relocate the existing Church End library from its current premises into a new building at Gateway House.	ICT	Approved	£58,719.44	ICT

Ref	Title	Description	Project Type	Status at 31 Dec 2017	Financial Impact (over the life of the project)	Service Impacted
256	EDMS	TW3 Programme: Pilot of Electronic Document Management (EDM)	ICT	Approved	£186,188.00	ICT

REGIONAL ENTERPRISE (RE)

C.17 Re is the joint venture with Capita to deliver a full range of property, development and regulatory services. A progress update on each service area has been provided below, along with an update on the Re review.

Service	Update on service area
Planning	<p>Development Control – 375 requests were received to investigate an alleged breach of planning control, which is the highest number of requests in the past year. 64 Enforcement Notices (of all types but excluding Planning Contravention Notices) were served, which is an increase from the 57 last quarter. Whilst notices relating to building works continue to constitute the most common type of notices served across the borough, the last quarter showed a continued increase in the number of more complex notices served against unlawful residential uses: 8 notices were served against unlawful flat conversions, 2 against unlawful Houses in Multiple Occupancy and 7 against Beds in Sheds.</p> <p>Building Control – statutory timescales for completing major, minor and other planning applications have been consistently met over the quarter.</p> <p>In October 2017, the Ark Academy was given planning permission; and the West Hendon CPO was confirmed by the Planning Inspectorate. The CPO will allow the West Hendon Regeneration site to be assembled and work start on delivery of a sustainable new place for residents.</p> <p>The Enforcement team successfully investigated a series of junk and disorderly adverts promoting a waste removal business on six parked cars across the borough. The company was fined and ordered to remove the vehicles after being prosecuted. The offender was fined £2,100, ordered to pay £2,800 in costs, plus a £50 victim surcharge and instructed to remove the cars.</p> <p>In November 2017, planning agents who had recently submitted a planning application were invited to a forum to discuss the effectiveness of the service. Many commented that the standard of service was far more efficient than in neighbouring boroughs.</p> <p>Strategic Planning - £1.088m Mayoral Community Infrastructure Levy (CIL) and £5.800m of Barnet CIL was received in October 2017; along with £9.232m of Section 106 payments: £4.7m from Colindale Gardens for Colindale Tube Station improvements and £4.4m for affordable housing from the viability review mechanism from the British Library Newspapers, 130 Colindale Avenue scheme.</p>
Regeneration	<p>Key decisions confirmed in December 2017 have seen some resulting challenges for the regeneration programme. Brent Cross Cricklewood and Grahame Park – the biggest growth areas of the borough - are dependent on external decisions by the GLA and Secretary of State. Both programmes are going to be delayed as a result.</p> <p>The Brent Cross CPO 1 and 2 was confirmed at the beginning of December 2017. The delay in obtaining the decision has impacted on the programme, with works now due to commence later in the year.</p>

Service	Update on service area
	<p>On Grahame Park, the Mayor of London has directed refusal of the planning application for Plots 10, 11 and 12. This has delayed the whole scheme and a CPO cannot be progressed without planning permission.</p>
Environmental Health/Trading Standards	<p>The highest number of mandatory HMO licences for the year (47) was issued this quarter. Furthermore, the number of accredited landlords in Barnet is now 661 (above target of 658). This means more landlords have been trained in running their premises properly and are more likely to meet the minimum legal requirements and ensure safe premises are maintained. A new policy that introduces a new Financial Penalty Regime linked with the Housing and Planning Act with effect from 1st January 2018 was approved by Housing Committee and P&R Committee.</p> <p>Barnet has received £375k, as part of a £1.5m grant awarded to a consortium of four North London authorities, to install gas fired central heating in properties of any tenure. The grant will be used to improve the boroughs housing stock, including housing association and Barnet Homes properties. fuel poverty and means local contractors will be provided with work.</p> <p>The Trading Standards team participated in three simultaneous raids on shops in Golders Green, North Finchley and a residential premise outside the borough resulting in the seizure of suspected fake high-end merchandise. 130 evidence bags of goods were collected, which included handbags sporting Chanel, Prada and Louis Vuitton labels.</p> <p>The owners of Gertie Browns have been successfully prosecuted in relation to street trading without a licence in High Road N2. The owners were fined a cumulative total of £1,500 costs and £60 victim surcharge.</p>
Cemetery and Crematorium	<p>Approval has been given to start negotiations for a new cemetery, which will help to address burial space running out at Hendon Cemetery. Agreement for the mess hut to be knocked down and rebuilt by April 2018 was also given. The gatehouse will be redeveloped into main offices, café, reception and a bereaved quiet room by summer 2018 and the North and South Chapels will be decorated by January 2018.</p> <p>A Remembrance Service took place at Hendon Cemetery on 11th November 2017 and tributes were laid at the War Memorial, and considering it was the first ever service, there was a good turnout.</p>
Highways Network Management	<p>Substantial volumes of work have been completed for the Network Recovery Plan, including 67,444m² of resurfacing works at 40 sites (both footways and carriageways) in the borough; and the dedicated Proactive Patching machine visited 112 roads and completed 706 patches to repair potholes and surface defects before they could worsen and present a greater risk to Highway users.</p> <p>Significant progress has been made on the LIP and Area Committee programmes, with approximately 30 schemes completed and 130</p>

Service	Update on service area
	<p>schemes being progressed, either in design or with the contractor for construction. There is an ongoing ‘pipeline’ of work available for implementation.</p> <p>The highway network in Barnet has been subject to ongoing wear and tear exacerbated by freezing conditions and heavy use. To ensure standards are maintained discussions are focusing on contractor resource and finance. In addition, agreement is being sought on the inspection and maintenance of Public Rights of Way and Scheduled Footpaths to ensure the Network Management Duty is discharged comprehensively.</p>

Budget position

Revenue							
Service	Original Budget £000	Revised Budget £000	Q3 Projected Outturn £000	Variance from Revised Budget Adv/(fav) £000	Reserve Movements £000	Variance after Reserve Movements £000 Adv/(fav)	Variance after Reserve Movements £000 Adv/(fav) %
Re	(824)	326	611	285	(241)	44	13.6

- C.18 The projected overspend of £0.044m for Re represents 13.6% of the total Delivery Unit budget (£0.326m) and relates mainly to legal costs payable by the council. This is not an overspend on the part of Re as an organisation as this sum represents contractual liabilities due to be paid by Barnet Council.

Capital						
Service	2017/18 Revised Budget £000	Additions/ (Deletions) £000	(Slippage)/ Accelerated Spend £000	Projected Outturn £000	Variance from Approved Budget Adv/(Fav) £000	Slippage %
Re	116,938	(1,115)	(41,189)	74,634	(42,304)	(35.2)

- C.19 The Re capital programme has decreased by £42.304m. The slippage relates mainly to the Colindale Station works (£13.500m), the Thames Link station (£18.489m) and the Strategic Opportunities Fund (£8.000m), all of which have been re-profiled into future years.

Performance indicators

- C.20 Corporate Plan and Commissioning Plan indicators for Re have been reported in the ARG, Housing and Environment Committee sections (see paragraphs B.21, B.28 and B.35). Two indicators in the Environment Commissioning Plan have not met the quarterly target and have been reported in paragraph B.35:

- KPI 2.1-2.3 (NM) Highways defects made safe within agreed timescales
- TSLKPI02 Appropriate response to statutory deadlines in relation to the Licensing and Gambling Act

	Green	Green Amber	Red Amber	Red	Improve d/Same	Worse ned	Monit or only	No. indicators
Re ⁶⁰	80% (43)	13% (7)	2% (1)	6% (3)	65% (31)	35% (17)	14	68

C.21 The contract with Re also includes a number of operational indicators (KPIs). Six KPIs have not met the quarterly target resulting in a contractual failure.

- **KPI001 (BC) Number of building regulation decisions within statutory timescales (RAG rated RED)** – 91.4% against a target of 98%. The service fell behind target in October 2017 (85%) and as a result daily performance monitoring was put in place and performance improved in November and December 2017.
- **EH07 Unit cost of disabled adaptations (RAG rated RED)** – £8,248 against a target of £7,500. Performance has been impacted by high value cases, inflation and indexation.
- **KPI 2.2 (NM) Highways Category 1 Defects Rectification Timescales completed on time (48 hours) (RAG rated GREEN AMBER)** – 96% against a target of 100%. The data is still under review for December 2017, as there was an issue relating to a number of cases not being pushed through to Re's system for processing over the Christmas/New Year period.
- **KPI 2.3 (NM) Highways Category 2 Defects Rectification completed on time (RAG rated RED AMBER)** – 66.0% against a target of 100%. The December 2017 data appears to be incomplete from the contractor and so likely to change. Re has requested further details and clarifications from the contractor. This performance has been flagged as a high level challenge and priority agenda for the next contract meeting with the contractor.

Re have initiated process improvements with Conway Aecom with regards to KPI 2.2 and 2.3 (NM), which will contribute to improvements in performance going forward. In addition, Re are conducting real-time tests of the customer-facing 'Fix My Street' and 'Barnet Report It' systems by logging defects on the website to check for data inaccuracies and timeliness of data transfer through the systems.

- **KPI 2.7 NM Processing of Vehicle Crossover Applications - timescale for providing quotes (RAG rated GREEN AMBER)** – 98.8% against a target of 100%. 82 out of 83 crossover applications were completed on time. Early indications are that a staffing issue resulted in the single case delayed by seven days. An investigation is underway.

⁶⁰ Includes indicators in the Corporate Plan and ARG, Housing and Environment Commissioning Plans reported in Part B.

- **KPI 3.7 NM Section 74 (S74) Compliance and sanctions correctly imposed for failures (RAG rated GREEN AMBER)** – 99.85% against a target of 100%. 1,950 out of 1,953 Section 74 inspections were carried out, but due to snowfall in December 2017 and freezing temperatures three sites could not be visited for safety reasons.

Contract Indicators (not met target)											
	Ref	Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
KPI	KPI001 (BC)	Number of building regulation decisions within statutory timescales	Bigger is Better	96%	98%	91.4% (R)	99.2%	▼ (Worsening)	95.4%	▼ (Worsening)	No benchmark available
KPI	EH07	Unit cost of disabled adaptations	Smaller is Better	£7,500	£7,500	£8,248 (R)	£7,859	▼ (Worsening)	£7,005	▼ (Worsening)	No benchmark available
KPI	KPI 2.2 NM	Highways Category 1 Defects Rectification Timescales completed on time (48 hours)	Bigger is Better	100%	100%	96.0% (GA)	98.2%	▼ (Worsening)	Fail	Not comparable	No benchmark available

Contract Indicators (not met target)											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
KPI	KPI 2.3 NM	Highways Category 2 Defects Rectification Timescales completed on time	Bigger is Better	100%	100%	66.0% (RA)	Fail	Not comparable	Fail	Not comparable	No benchmark available
KPI	KPI 2.7 NM	Processing of Vehicle Crossover Applications - timescale for providing quotes	Bigger is Better	100%	100%	98.85% (GA)	100%	▼ (Worsening)	100%	▼ (Worsening)	No benchmark available
KPI	KPI 3.7 NM	Section 74 (S74) compliance and sanctions correctly imposed for failures	Bigger is Better	100%	100%	99.8% (GA)	100%	▼ (Worsening)	100%	▼ (Worsening)	No benchmark available

Risk management

C.22 Joint risks with Re have been reported in the ARG Committee section (see paragraphs B.22).

Contract variations

C.23 There have been no variations to contract in the last quarter.

Special projects initiation requests

C.24 There have been 14 SPIRs in the last quarter (see table 13 below).

Table 14: SPIRS (Q3 2017/18)

Ref	Title/Description	Project Type	Status at 31 Dec 2017	Financial Impact (over the life of the project)	Service Impacted
HW024	Area Committee Apr-May 17	Highways	Approved	£40,860	Highways
HW025	Area Committee Feb- Mar 17	Highways	Approved	£27,000	Highways
HW026	Area Committee Jul-Aug 17	Highways	Approved	£46,500	Highways
CC01	Hendon Cems Capital works	Capital works	Approved	£64,260	Regulatory
SPR028a	Burnt oak town centre variation	Town centre development	Approved	£92,623	Regeneration
HW020	Moving Traffic Contraventions Phase 3 installation	Highways	Approved	£10,000	Highways
SPR032	Westthorpe Lodge	Regeneration	Approved	£38,342	Regeneration
SPR036	Watling MSCP Feasibility	Regeneration	Approved	£64,848	Regeneration
SPR023a	Colindale Community manager	Regeneration	Approved		Regeneration
SPR040	Colindale redevelopment Project manager	Regeneration	Approved	£28,069	Regeneration

Ref	Title/Description	Project Type	Status at 31 Dec 2017	Financial Impact (over the life of the project)	Service Impacted
HW036	Colindale pedestrian enhancement	Highways	Approved	£24,000	Highways
SPR043	Green Belt Land Study	Regeneration	Approved	£10,918	Regeneration
SPR042	Brownfield land Study	Regeneration	Approved	£12,065	Regeneration
HW023	Will Warrington	Highways	Approved	£34,867	Highways

2 REASONS FOR RECOMMENDATIONS

- 2.1 These recommendations are to provide this Committee with the necessary information to oversee the performance of the corporate plan and service and contract performance. This paper enables the council to meet the budget agreed by Council on 7 March 2017.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 None.

4 POST DECISION IMPLEMENTATION

- 4.1 None.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The report provides an overview of performance for the quarter, including budget position for revenue and capital, progress on key activities, indicators that have not met target and management of high level risks, along with information on staffing, customer experience and resident satisfaction, and any variations in CSG and Re contracts.

5.1.2 The quarterly results for all Corporate Plan and Commissioning Plan indicators are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>

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 and Commissioning Plans. 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 2015-2020
- Corporate Plan - 2016/17 Addendum and 2017/18 Addendum
- Commissioning Plans
- Medium Term Financial Strategy
- Treasury Management Strategy
- Debt Management Strategy
- Insurance Strategy
- Risk Management Framework
- 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 and Value for Money, Procurement, Staffing, IT, Property,

Sustainability)

5.3 Legal and Constitutional References

- 5.3.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.
- 5.3.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority’s financial position is set out in sub-section 28(4) of the Act.
- 5.3.3 The council’s Constitution, Article 7 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Performance and Contract Management Committee including:
- a. Overall responsibility for quarterly budget and performance, oversight of contract variations, including monitoring trading position and financial strategy of council services and external providers.
 - b. To make recommendations to Policy and Resources and Theme Committees on relevant policy and commissioning implications arising from the scrutiny of performance of council services and external providers.
 - c. Specific responsibility for risk management and treasury management performance.
 - d. To consider any decisions of the West London Economic Prosperity Board which have been called in in accordance with this Article.
- 5.3.4 The council’s Constitution, Financial Regulations Part 17, 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 Policy and Resources 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 Policy and Resources 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 Policy and Resources Committee. 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 Policy and Resources Committee.

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

5.3.6 The council's Constitution, 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 virements 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
Policy & Resources Committee 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: 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
Policy and Resources Committee approval is required for all capital additions to the capital programme. Capital additions should also be included in the quarterly budget monitoring report to Performance and Contract Management Committee for noting.
Funding substitutions at year end in order to maximise funding are the responsibility of the Section 151 Officer.

5.4 Risk Management

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

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

5.5 Equalities and Diversity

- 5.5.1 The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been paid to equalities in:
- Elimination of unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
 - Advancement of equality of opportunity between people from different groups.
 - Fostering of good relations between people from different groups.
- 5.5.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation.
- 5.5.3 In order to assist in meeting the duty the council will:
- Try to understand the diversity of our customers to improve our services.
 - Consider the impact of our decisions on different groups to ensure they are fair.
 - Mainstream equalities into business and financial planning and integrating equalities into everything we do.
 - Learn more about Barnet's diverse communities by engaging with them.

This is also what we expect of our partners.

- 5.5.4 This is set out in the council's Equalities Policy together with our strategic Equalities Objective - as set out in the Corporate Plan - that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles.
- 5.5.5 Progress against the performance measures we use is published on our website at: www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity

5.6 Consultation and Engagement

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

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

Phase	Date	Summary
Phase 3: Engagement through Committees	Summer 2014	Focus on developing commissioning priorities and MTFS proposals for each of the 6 committees Engagement through Committee meetings and working groups
Phase 4: Strategic Plan to 2020 Consultation	December 2014 – March 2015	A series of 6 workshops with a cross section of residents recruited from the Citizens Panel and Youth Board, plus two workshops with users ⁶¹ of council services. An online survey (17 December 2014 – 11 February 2015)

6 BACKGROUND PAPERS

- 6.1 Council, 3 March 2015 (Decision item 12) – approved Business Planning 2015/16 – 2019/20, including the Medium-Term Financial Strategy.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=7865&Ver=4>
- 6.2 Council, 14 April 2015 (Decision item 13.3) – approved Corporate Plan 2015-2020.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=7820&Ver=4>
- 6.3 Council, 4 April 2016 (Decision item 13.1) – approved 2016/17 addendum to Corporate Plan.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8344&Ver=4>
- 6.4 Council, 7 March 2017 – approved 2017/18 addendum to Corporate Plan.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8819&Ver=4>

⁶¹ 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.

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Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls/Mitigations in Place	Residual Risk (with controls in place)			Target Risk		Response Option
						Impact	Likelihood	Risk Score	Impact	Likelihood	
Strategic risks (21)											
STR004	Future financial pressures and uncertainty	The uncertainty and therefore lack of clarity on impact of changes in the national and regional political landscape, legislative changes and local government funding changes (e.g. lack of new funding for pressures in Adult Social Care and business rates localisation) that affect LBB services could lead to further reduction of the in-year budget resulting in non-achievement of MTFS target, reduction in service quality, resident dissatisfaction, deterioration of services, use of reserves and reputational damage. This could also have an impact on the existing overspend by increasing it.	Chief Executive	Finance	We have some contingency and reserves in place to mitigate the short term impact. We undertake forward planning, regularly updating our budget assumptions and monitoring the Government's fiscal announcements. However, we also maintain flexibility within existing plans to instigate recruitment freezes in non-front line services whilst long term plans are being put into place. We also maintain good contacts with central Government, to remain as informed as possible.	5	4	20	5	2	Tolerate
STR003	Delivery of transformation programmes	If there are challenges with resource recruitment, changes in market conditions, changes in political decisions, change resistance, poor project management, budgetary management and engagement (staff and residents), this could lead to failure to deliver major transformation programmes, specifically Brent Cross, Mill Hill depot, Colindale office relocation, Adults and Communities ADM, Libraries programme and Social Care Practice Improvement and failure to maintain a balanced budget over the MTFS period resulting in resident dissatisfaction, disruption to services, financial loss, and reputational damage.	Chief Executive	Finance	We have clear leadership in place through our Strategic Directors, and the decision-making process is well understood. Our governance structure is set up to support delivery, with member challenge through Performance and Contract Management Committee and theme committees. Our annual finance and business planning processes also support this.	5	3	15	5	2	Treat
STR007	Significant safeguarding incident	If council services and partners do not effectively manage their relevant safeguarding risks, this could lead to a safeguarding incident resulting in potential harm to individuals and/or families, potential legal challenge, resident dissatisfaction, public scrutiny.	Chief Executive	Statutory duty	Children: elements of the Practice Improvement Plan have been implemented, including training. We also have a supervision policy and practice standards, and undertake quality assurance activity. We adhere to Pan London safeguarding procedures and processes, and ensure scrutiny and oversight of safeguarding via assurance reports to the lead member, SCB Assurance, Barnet Safeguarding Board, and the Children's Services Improvement Board. Adults: adherence to the London multi-agency safeguarding adults policy and procedures. Training programme. Supervision policy and practice standards. Quality assurance programme in place including case audit, supervision audit, performance monitoring. Assurance reports to SCB Assurance, Barnet Safeguarding Adults Board and PQA sub-group; also to Adults Committee and HWB annually.	5	3	15	5	3	Treat
STR020	Lack of fully functioning case management system	If the programme plan to complete the substantial remedial work required to the Mosaic case management system is not agreed and implemented in a timely manner, the lack of a fully functioning case management system will have an impact on key business processes which may become unable to function, and on data and information which may become incomplete or misunderstood. This may lead in turn to a risk of harm to individuals, lack of compliance with statutory duties, financial loss or penalties, legal challenge, and reputational damage.	Assistant Director, Community and Well-being (Adults)	Statutory duty	A joint programme board is in place to drive delivery with escalation routes agreed into the Barnet Partnership senior structures. Timescales have been agreed for development of a confirmed programme plan covering the remedial work, and these are being closely monitored by Capita and LBB. Regular reports are being used to confirm that frontline social care business processes are running to expectations and that any issues are quickly identified. Mitigation measures are in place to manage specific risks such as provider failure or bad debt, arising from delays to key business processes such as paying invoices or issuing bills to clients. Assurances have been sought in relation to information governance controls within the programme.	5	3	15	1	1	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls/Mitigations in Place	Residual Risk (with controls in place)			Target Risk		Response Option
						Impact	Likelihood	Risk Score	Impact	Likelihood	
STR021	Delivery of Ofsted Improvement Action Plan	The Ofsted Improvement Plan is not delivered across the partnership quickly enough, which could lead to outcomes for children, young people and families not improving at the pace required, resulting in negative monitoring reports and future inspection outcomes.	Strategic Director of Children and Young People	Statutory duty	Delivery of robust action plan to take recommendations forward. Monitoring of impact of action plan on outputs and outcomes for children, young people and families, and taking action if outcomes don't improve as expected. Refresh of the Barnet Safeguarding Children's Board functions, membership and work programme. Leadership from the Chief Executive to drive forward action plan, and galvanise resources from across the council to support improvement (including support services). Strong communication/engagement plan at all levels of the partnership and organisation, to keep the focus, energy and momentum at all level (particularly when moving at pace).	5	3	15	3	2	Treat
STR023	Commercial viability of strategic suppliers	If the commercial viability of a strategic supplier declines this could lead to operational failures resulting in service disruption/ reduction; failure to discharge statutory duties; and financial costs	Commercial Directors	Business continuity	Contract management framework, with policy and procedures for commercial activity. Contract monitoring takes place monthly with quarterly reporting to Performance and Contract Management Committee Contract register kept under review with checks on financial status of strategic suppliers Contract management arrangements in place, including indicators to identify financial stress Business continuity plans in place	5	3	15	5	2	Treat
STR001	Ability to attract and retain scarce skills or those in high demand	If LBB is unable to attract and retain scarce skills or those in high demand within the labour market e.g. children's social workers there could be an impact on the ability to deliver outcomes for residents and statutory responsibilities resulting in financial pressure, reputational damage and poor customer satisfaction.	Assistant Chief Executive	Statutory duty	Targeted interventions are underway to attract social workers in adult social care. Targeted interventions are underway to attract social workers in children's social care, and a further intervention is underway to convert agency social workers to permanent staff. A new recruitment system is being implemented to improve and streamline the recruitment process making it easier for both hiring managers and prospective candidates. The council is investing in new office accommodation in Colindale which will provide a new, modern working environment where staff can work in a more flexible, agile way. The council is investing in its training and development offer so that staff can continuously develop within their profession and the council can 'grow its own' in areas of skills shortages. An audit of the staff onboarding process is about to commence reviewing and seeking improvement to the processes for new starters.	4	3	12	4	2	Treat
STR006	Complexity of partnership working in the borough	Differences of geographical footprint and governance structures of key strategic partners (e.g. NHS, NLWA) exacerbated by any changes in leadership may lead to conflicting priorities between partner agencies, including in the use of critical local infrastructure, resulting in non achievement of targets, increased risk of safeguarding incidents, resident dissatisfaction, ineffective allocation of resources and reputational damage.	Chief Executive	Statutory duty	We maintain good relationships with strategic partners, and have aligned our strategic plans where possible. We also hold regular update meetings with these partners, and members and senior officers are represented on key strategic boards.	4	3	12	4	2	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls/Mitigations in Place	Residual Risk (with controls in place)			Target Risk		Response Option
						Impact	Likelihood	Risk Score	Impact	Likelihood	
STR011	Impact of change in policies	If there is a change in policies or in priorities across the council / for specific committees, this would result in increased workloads across the council associated with reworking of strategies, impacting on finances and ability to operate within budget.	Chief Executive	Business continuity	Decisions are made in accordance with legal advice, and the council undertakes forward planning at the corporate level. The risk to the budget is controlled by the MTFS and business planning process, and members are fully engaged. A draft budget for 2017/18 is out for public consultation, and has been updated to reflect the Local Government Finance Settlement. Briefings have been sent to all Councillors and senior management.	4	3	12	4	3	Tolerate
STR012	Potential health and safety incident or negative impact on wellbeing of Barnet employees, members and members of the public	If health and safety / compliance policies and procedures are not sufficiently developed, tested or adhered to by officers, members or the council's contractors, this could lead to an incident resulting in harm to Barnet employees/council members/members of the public, legal challenge and reputational damage.	Chief Executive	Health and safety	Health and safety policies and processes around managing compliance are in place (available on the intranet), and the five civic buildings are being managed effectively. There are plans to identify gaps for other council stock (though these are not yet implemented). Training is undertaken so staff can find the right information, with some advertising on the intranet, and first team messaging to staff. Leaflets are distributed among the workforce. We have a web-based portal for referrals, with HR leading on some of these. There is a "split" service, allowing access to additional health and safety advice available as required, but alongside Barnet-based staff with health and safety knowledge of local issues carrying out monitoring activities (including health and safety audits and inspections) as well as a statutory officer in place. We have systems to collect information on incidents, and undertake regular health and safety audits and reports to senior officers and committees.	4	3	12	4	2	Treat
STR008	Successful challenge to the decision-making process	If statutory obligations to consult as are not considered as part of the decision making process by any part of the organisation (retained or commissioned) when they are required to be, this may lead to successful legal challenges to the decision-making process resulting in judicial review of process, which has implications for officers and members, and could lead to reputational damage.	Chief Executive	Statutory duty	Corporate advice and guidance on decision-making are in place, with a clearance process. Senior officers and members have oversight of decisions.	5	2	10	5	2	Tolerate
STR013	Effective response to internal and external changes (political and economic)	Due to the complex nature of services provided, demographic changes and macroeconomic changes, the council may be unable to effectively respond in an agile way to internal and external changes (political and economic) resulting in not being able to deliver organisational objectives, financial impact and reputational damage.	Chief Executive	Business continuity	The council undertakes forward planning at the corporate level, as well as business planning. The corporate risk management framework and audit process also control this risk.	5	2	10	5	1	Treat
STR019	Fire health and safety	Failure to sufficiently manage policies and procedures around Hands (including fire) could lead to an incident that results in structural damage to property, litigation/compliance breach; financial loss, personal injury or death.	Director of Resources	Health and safety	Health and safety policies and processes for managing compliance in respect of the council's estate and homes are in place; health and safety audits and inspections are carried out in accordance with policy; and fire risk assessment (FRAs) are undertaken and reported and actioned for all residential housing managed by Barnet Homes and main housing association partners.	5	2	10	5	1	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls/Mitigations in Place	Residual Risk (with controls in place)			Target Risk		Response Option
						Impact	Likelihood	Risk Score	Impact	Likelihood	
STR010	Potential fraud, bribery or corruption incident	If there are ineffective internal controls, governance arrangements, and neither fit for purpose nor adhered to policies and procedures, this could lead to the council being unable to prevent an incident of organised or high value fraud, bribery or corruption resulting in loss of revenue, cost to the business (disposal and prosecution), staffing issues and reputational damage.	Section 151 Officer	Finance	The council observes financial regulations, internal controls and standing orders, and contract procedure rules. Responsibilities relating to fraud prevention, detections and investigation are set out in the council's constitution. There is a policy framework in place called the counter-fraud framework which contains counter-fraud, bribery and corruption policy and a whistleblowing policy. The council also has an employee code of conduct which includes a gifts and hospitality policy, also other HR policies are in place. There is oversight by the Audit Committee. The council has a dedicated fully qualified independent fraud team (CAFT), and an internal audit team who work closely together and have a risk based joint work plan which included a communication/publicity strategy to ensure fraud risks/issue are identified and the control environment is reviewed as well as consideration and continued planning in relation to new risks and outcomes from internal audits/fraud investigations. The CAFT also conduct proactive fraud drives and also provide Fraud Awareness programmes and advice. CAFT take part national data matching initiatives (such as the National Fraud Initiative) in high fraud risk areas. They are able to respond to referrals of fraud and investigate them through to the appropriate outcome. They work closely with HR where internal fraud also raises disciplinary issues and also are the only authorised team to conduct financial investigations on behalf of the council under Proceeds of Crime Act.	3	3	9	3	3	Treat
STR006	Neglecting corporate parenting duty	The council and its partners neglecting to fulfil their duty as Corporate Parents could lead to poorer outcomes for children in care and care leavers across key areas including education, health and placements, resulting in an increased gap between children in care/care leavers' and their peers in the shorter term and poorer outcomes in the longer term.	Strategic Director of Children and Young People	Statutory duty	A joint motion by Councillors to the full council in November 2015 resulted in the Barnet's Pledge for Children in Care and Care Leavers. The Children in Care council has been refreshed and the advocacy service is active across Family Services. A Children's Services improvement plan is being implemented. The Virtual School has invested in a strong structure and resources are targeted to improve outcomes, through the PEP process. The 'Onwards and Upwards' care-leaving service is located in a town centre, where care leavers can access support and a broad range of multi-agency services. Strategic links have been developed with key partners. A multi-agency forum, Corporate Parenting Officers Group, has been established to track and monitor planning for children in care and care leavers.	3	3	9	3	2	Treat
STR022	Development Barnet House	Colindale FBC has a challenge to remove the liabilities around Barnet House. Failure to buy Freehold and opportunity to negotiate the purchase/early termination of long lease agreement could result in increased costs, reduced margins, reduced stakeholder confidence, reputational damage and reduced revenues.	Director of Resources	Finance	An investment report has been commissioned and circulated detailing the current and potential liabilities. A BH development options report has been commissioned - March 16. Reviewing option agreement to buy Freehold and opportunity to negotiate the purchase/early termination of long lease agreement. Option on Freehold ceases in October 16. A draft of the Investment Case has been presented to the council for comment with an FBC model. Negotiations with the new freeholder are planned to facilitate and early lease	3	3	9	3	3	Treat
STR002	Capacity for business continuity responsiveness	If there is insufficient resource or capability to deal with crisis, such as those involving critical local infrastructure, and insufficient testing of Business Continuity Plans / incident response plans, the council may be unable to respond effectively in the event of a crisis resulting in financial loss, disruption to services, resident dissatisfaction and reputational damage.	Deputy Chief Executive	Business continuity	The council has a corporate Business Continuity Strategy and Plan, and we maintain a network of business continuity leads, with quarterly meetings on this subject. We carry out bi-annual desktop tests, including live reporting. Plans are in development to test our arrangements through live scenarios.	4	2	8	4	2	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls/Mitigations in Place	Residual Risk (with controls in place)			Target Risk		Response Option
						Impact	Likelihood	Risk Score	Impact	Likelihood	
STR017	Exposure to cyber-security attack	Connecting to untrusted networks (such as the Internet) exposes IT networks to attacks that seek to compromise the confidentiality, integrity and availability of ICT and the information they store and process.	Director of Resources	Business continuity	Policies and risk management approaches to protect IT networks developed and implemented; and security controls applied, including patch upgrades.	4	2	8	4	1	Treat
STR018	Incident management	Failure to respond effectively to an information security incident (e.g. a cyber-security attack) that disrupts IT networks leading to a loss of access to information assets and disruption to council services.	Director of Resources	Business continuity	Incident management policies in place to improve resilience, and support business continuity, including regular assessment of information assets.	4	2	8	4	1	Treat
STR009	Contract management and clienting of contracts	If commercial and commissioning roles and responsibilities are not clearly defined or understood then this may lead to ineffective contract management and clienting, resulting in delivery of poor level of service or a financial loss/overspend.	Chief Executive	Statutory duty	We have a contract management framework, with policy and procedures in place for commercial and commissioning activity. The council's Commercial Team oversee this work, with SROs. We undertake contract monitoring, and members have oversight through the Performance and Contract Monitoring Committee and the Audit Committee. Opportunities for improving this work have been highlighted through the CSG contract review.	3	2	6	3	2	Treat
STR014	Implementation of elections reviews	If the recommendations of the Smith Review into Barnet's election processes and procedures are not implemented, this could lead to an inability to deliver elections in compliance with national legislation and statutory guidance - raising the risk of: a successful challenge of election results, the loss of confidence in the electoral function, and ultimately a court ruling to re-run an election (with subsequent financial consequences and reputational damage).	Chief Executive as the Returning Officer	Statutory duty	The recommendations of the Heath review were implemented (May/June 2016). The wider electoral services review independent Smith review was completed in November and presented at the November General Functions Committee. In summary, Dr Smith's review found that the Electoral Registration and Elections Services in Barnet has strong and effective professional knowledge and experience and is compliant with both the law and Electoral Commission guidance, but that there are areas in which the services can be challenged to perform at a higher level and achieve beyond compliance. Dr Smith's report proposed 16 recommendations for Barnet's Electoral Registration and Elections services. These recommendations were all accepted by the council and the Returning Officer and initial responses were presented with further work for full implementation of the review's recommendations within 2017.	3	2	6	3	2	Treat
High level service risks (9)											
Adults, Communities and Health (6)											
AC002	Failure of care provider	A care provider could suddenly be unable to deliver services, due to: - provider going into administration. - failure of regulatory inspection relating to quality of service. - care provider chooses not to deliver services. - HS&E breach. leading to operational disruption to manage the situation, harm to individuals by not having their care and support needs met, unexpected financial consequences and breach of statutory duty.	Head of Integrated Care Quality	Business continuity	For contracted services, extensive due diligence is carried out before and during any contract. The Delivery Unit carries out ongoing contract management and monitoring to ensure it continues to engage with providers, complemented by relationship management work, and monitoring of individuals placed with providers. The council also works with the market as a whole, making a programme of best practice and improvement initiatives available to the provider sector. A regular report setting out provider risks and concerns is circulated to the DASS and to the DU's Leadership team on a monthly basis and discussed through the regular DASS assurance meeting.	4	4	16	4	3	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls/Mitigations in Place	Residual Risk (with controls in place)			Target Risk		Response Option
						Impact	Likelihood	Risk Score	Impact	Likelihood	
AC003	Unacceptable level of quality services provided by care providers	Unacceptable levels of quality of services provided by care provider could lead to additional dedicated Barnet resource needing to be put in place to address the situation, resulting in reduced ability to manage BAU, financial consequences. If the additional resource is not able to address the underperformance of the care provider, this could also lead to harm to individuals, reputational consequences.	Head of Integrated Care Quality	Compliance	For contracted services, extensive due diligence is carried out before and during any contract. The Delivery Unit carries out ongoing contract management and monitoring to ensure it continues to engage with providers, complemented by relationship management work, and monitoring of individuals placed with providers. The council also works with the market as a whole, making a programme of best practice and improvement initiatives available to the provider sector. A regular report setting out provider risks and concerns is circulated to the DASS and to the DU's Leadership team on a monthly basis and discussed through the regular DASS assurance meeting.	4	4	16	3	3	Treat
AC019	Capacity in the provider market	Market conditions could create shortages in both generalist and specialist service provision (such as specialist accommodation or Personal Assistants) which in turn could drive up placement prices and challenge the council's ability to meet service users' needs in accordance with its strategic objectives or within the desired budget.	Interim AD JCU	Compliance	The council has developed commissioning strategies and a five year commissioning plan which is updated each year to ensure the market is kept informed about current and future direction. The council also works with the market as a whole, making a programme of best practice and improvement initiatives available to the provider sector. The Delivery Unit carries out ongoing contract management and monitoring to ensure it continues to engage with providers, complemented by relationship management work, and monitoring of individuals placed with providers.	4	4	16	2	2	Treat
AC001	Increased overspend in 2017/18 to meet statutory duties	Adults and Communities Delivery Unit could have insufficient resources to meet its statutory duties due to operating in an environment in which there is inherent uncertainty in future demand for services, exacerbated by a potential inability to deliver savings, reduced ability to raise income from clients, the rising cost of care, other in year financial pressures due to unexpected demand, the increasing complexity and cost of care packages, and legislative changes. This could result in harm to individuals, legal challenge, worsening budget overspend, and reputational damage.	Adults and Communities Director	Compliance	The council's budget management process (MTFS) forecasts demographic growth and pressures over a 3 year period. Budget and performance monitoring and management controls are used throughout the year. Work to reduce addressable spend (such as expenditure on agency staff) is being carried out in year. The Joint Strategic Needs Assessment will identify future demand pressures, and the council will undertake initiatives focused on reducing and managing future demand in response, including the Adults' New Operating Model/ Alternative Delivery Vehicle which focus on reducing demand for services and finding more creative ways to manage complex need.	5	3	15	3	3	Treat
AC004	Surge in demand from NHS	An unpredictable surge in demand from the NHS in situations where there is limited capacity could lead to the DU being unable to meet this demand within the NHS's required timescales. This could result in financial consequences, operational disruption leading to rushed decisions being made that have unintended negative consequences, potentially for individuals that have been discharged, and increased central government scrutiny.	Assistant Director Adult Social Care	Compliance	System-wide resilience money is available on top of BCF and IBCF funding. These are used across a number of activities whether to create extra capacity, increase assessment capability or support new initiatives such as Discharge to Assess. There are monthly meetings between LBB, CCG and NHS Provider Trusts to discuss and manage pressures in the system, and to deliver actions across the system. These include the A and E Delivery Board and Urgent Care Transformation Programme. There are regular calls throughout the week which focus on management of patients who are delayed in hospital.	3	5	15	3	3	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls/Mitigations in Place	Residual Risk (with controls in place)			Target Risk		Response Option
						Impact	Likelihood	Risk Score	Impact	Likelihood	
AC028	Lack of fully functioning case management system	If the programme plan to complete the substantial remedial work required to the Mosaic case management system is not agreed and implemented in a timely manner, the lack of a fully functioning case management system will have an impact on key business processes which may become unable to function, and on data and information which may become incomplete or misunderstood. This may lead in turn to a risk of harm to individuals, lack of compliance with statutory duties, financial loss or penalties, legal challenge, and reputational damage.	Assistant Director, Community and Well-being	Compliance	A joint programme board is in place to drive delivery with escalation routes agreed into the Barnet Partnership senior structures. Timescales have been agreed for development of a confirmed programme plan covering the remedial work, and these are being closely monitored by Capita and LBB. Regular reports are being used to confirm that frontline social care business processes are running to expectations and that any issues are quickly identified. Mitigation measures are in place to manage specific risks such as provider failure or bad debt, arising from delays to key business processes such as paying invoices or issuing bills to clients. Assurances have been sought in relation to information governance controls within the programme.	5	3	15	1	1	Treat
Public Health (1)											
PH06	Pandemic Influenza type disease outbreak	A Declaration of Pandemic Influenza by the World Health Organisation (WHO) could lead to severe resource and capacity issues for the council and partner agencies impacting on the delivery of services and the health protection of the boroughs residents. [Pandemic Influenza is a national risk and is recorded on the Borough Resilience Forum Risk Registers for both Barnet and Harrow. Local Authority management of a Pandemic Influenza outbreak is in accordance with the council's category 1 statutory responsibilities and obligations, in line with the Civil Contingencies Act (2004)].	Director of Public Health	Statutory duty	London Boroughs of Barnet and Harrow Multi-Agency Pandemic Influenza Plans (2017). LB Barnet Pandemic Influenza Action Plan and Risk Matrix (2017). Delivery Unit Business Continuity Plan (including Long-Term Loss of Staff considerations). National and Regional Plans and Guidance including: The UK Influenza Pandemic Preparedness Strategy (2011), The London Resilience Partnership Pandemic Influenza Framework (v.6 2014), Health and Social Care Influenza Pandemic Preparedness and Response Guidance (2012), Local Authority threat specific plans. Business Continuity Plans and multi agency partner Pandemic Influenza and Business Continuity Plans. Borough Resilience Fora Pandemic Influenza annual reviews and thorough training and exercising programmes in line with best practice. Exercise Corvus (Public Health England led off the shelf Pandemic Influenza exercise) has been delivered in both boroughs prior to Exercise Cygnus (National Pan 'Flu exercise). Continued cyclical planning, development, training/exercising, risk analysis and review by the BRFs in line with current and emerging local, regional and national guidance.	4	4	16	4	4	Treat
Children and Young People (2)											

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls/Mitigations in Place	Residual Risk (with controls in place)			Target Risk		Response Option
						Impact	Likelihood	Risk Score	Impact	Likelihood	
FS001	Significant safeguarding incident	If council services and partners do not effectively manage their relevant safeguarding risks, this could lead to a safeguarding incident resulting in potential harm to individuals and/or families, potential legal challenge, resident dissatisfaction, public scrutiny.	Operational Director, Early Help, Children in Need and Child Protection	Statutory duty	The Ofsted Action Plan has been developed - building on previous work to strengthen the service. Delivery of the plan is monitored regularly and overseen by a board chaired by the Chief Executive. Signs of Safety training is being rolled out as part of the toolkit to implement resilience-based practice across the service and partnership, which supports purposeful practice. Supervision and practice standards help to control this risk, as well as quality assurance activity. We provide assurance reports to the lead member, SCB Assurance, Barnet Safeguarding Board, and the Social Work Improvement Board, to ensure scrutiny and oversight. The lead member meets monthly with service leads to provide oversight.	5	3	15	5	3	Treat
FS023	Delivery of Ofsted Improvement Action Plan	The Ofsted Action Plan is not delivered across the partnership quickly enough, which could lead to outcomes for children, young people and families not improving at the pace required, resulting in negative monitoring reports and future inspection outcomes.	Director of Children's Services	Statutory duty	Development of robust action plan to take recommendations forward. Monitoring of impact of action plan on outputs and outcomes for children, young people and families, and taking action if outcomes don't improve as expected. Refresh of the Barnet Safeguarding Children's Board functions, membership and work programme. Leadership from the Chief Executive to drive forward action plan, and galvanise resources from across the council to support improvement (including support services). Strong communication/engagement plan at all levels of the partnership and organisation, to keep the focus, energy and momentum at all level (particularly when moving at pace).	5	3	15	3	2	Treat
High level joint risks (4)											
Customer and Support Group (3)											
CSG56	Pension scheme member data inaccurate	The pension service is responsible for effective administration of the Barnet Pension Scheme. Incomplete and / or inaccurate data could lead to incorrect benefits and calculation results. The pension regulations require all pension schemes to maintain accurate data.	Strategic HR lead	Information governance	Service Improvement Plan is in place with the following specific actions relating to data quality: Common data cleanse for current and legacy member data. Conditional data analysis and data cleanse of current and legacy data. Implementation of an ongoing record keeping plan. Monitor Pension service improvement plans monthly basis and scrutiny by the pension board on a quarterly basis.	4	4	16	2	2	Treat
CSG57	Pension administration getting accurate data	If employers and admitted bodies fail to notify the pension scheme of changes in their workforce in a timely way member data could be inaccurate ultimately resulting in a breach of law.	Strategic HR lead	Information governance	A service improvement plan is in place with the following specific actions: Communication strategy to ensure employers and admitted bodies are fully aware of their responsibilities for informing the scheme of workforce changes, the timescales for notification and the penalties that can be applied by the scheme for failure to comply.	4	4	16	2	2	Treat
CSG26	Inadequate awareness of LBB staff relating to data protection	Inadequate security controls and governance training for LBB staff could lead to loss of sensitive personal information or breach of data protection resulting in contractual and DPA breaches, breaches of PCI compliance obligations, penalties and compensation.	Information Security Manager	Information governance	Training and awareness of all LBB staff in place. Regular briefings and reminders. PSN compliance in place and Capita group security standards applied to all projects. Council Security forum, PEN tests, PCI tests and PSN compliance assessments in place and reviewed annually. Audits completed on processes and controls with good compliance reported.	5	3	15	2	2	Treat
Regional Enterprise (1)											

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls/Mitigations in Place	Residual Risk (with controls in place)			Target Risk		Response Option
						Impact	Likelihood	Risk Score	Impact	Likelihood	
OP18	Poor management of S106 agreement, collection and spend which does not deliver value for money	Audit of services has identified: (i) Poorly managed processes and governance. (ii) Incomplete and poor quality data. (iii) late and incomplete reporting. (iv) Outcomes not delivered. If S106 funding is not collected and applied appropriately then it could result in poor outcomes and reputational damage to the council.	Deputy Chief Executive (LBB)	Finance	New group meeting has been set up monthly; this provides a means of overseeing that the action plan is delivered. Spend audit is underway – outcome will be complete EXACOM database and accurate reconciliation with Integra. New staff have been appointed in 2017 to remedy contractual failures, deliver system improvements, and bolster administrative capacity. Further arrangements for additional infrastructure planning and delivery monitoring capacity have been agreed and posts need to be appointed.	5	3	15	2	1	Treat

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Adults and Communities

	Original Budget £000	Revised Budget £000	Actuals to 31/12/2017 £000	Month 9 £000	Variation £000	Reserve Movements £000	Variation after Reserve Movements £000	Comments	% Variation of revised budget
Performance & Improvement	1,411	1,457	991	1,397	(60)	0	(60)	Underspend due to part year vacancies whilst recruitment was underway and not using agency staff unless business critical.	-4.1%
Safeguarding	682	666	586	843	186	(31)	155	Overspend relates to Deprivation of Liberty Safeguards (DOLS) assessments. This service continues to be a significant cost pressure in 2017/18 as a result of Supreme Court judgements in 2014/15 and a loss of grant funding since 2015/16.	28.4%
Care Quality	3,675	3,131	3,149	3,115	(16)	0	(16)	Underspend due to part year vacancies whilst recruitment was underway and not using agency staff unless business critical.	-0.5%
Community Wellbeing	541	604	(8,375)	604	0	0	0		0.0%
Customer Care	254	216	149	191	(25)	0	(25)	Underspend due to part year vacancies whilst recruitment was underway and not using agency staff unless business critical.	-11.5%
Customer Finance	840	851	550	851	0	0	0		0.0%
Director - Adult Services & Health	518	115	63	115	0	0	0		0.0%
Integrated care - Learning Disabilities & Mental Health	35,972	39,359	29,603	39,754	395	0	395	The learning disability budgets have been experiencing pressure as a result of the transforming care (Winterbourne) agenda. The projections include c.£275k spend on three supported living placements where needs would previously have been met and funded by the NHS plus £210k from two similar cases where placements were made at the end of the last financial year. Though responsibility for this cohort of individuals has been transferred from the NHS to local authorities, funding has not followed for new clients like these. The impact of North Central London Transforming Care Plan is an increase in those with learning disabilities and autism living in the community to prevent the need for long term hospital care. The current overspend includes expenditure relating to backdated claims for Ordinary Residence that have been lost. Previous legal advice was that LBB was likely to gain a favourable judgement in a number of cases and so no provision was included for these but this has not been borne out. As a result, there is a one-off pressure of £479k and an ongoing pressure of £116k. As social care is a demand led service, the position may change if demand or complexity increases during the remainder of the year above current levels.	1.0%
Integrated care - Older People & Physical Disabilities	41,946	39,608	32,142	41,260	1,652	(338)	1,314	There is significant pressure from homecare, equipment and nursing care placements. The Council has been working hard to support local NHS partners to cope with the pressures on the health system and reduce delayed discharges of care. The growing demand from health has led to an increase of 14% of commissioned homecare hours from last year and a £235k increase in projected costs for the community equipment service. The later has been mitigated through the capitalisation of equipment via the DFG budget. As social care is a demand led service, the position may change if demand or complexity increases during the remainder of the year above current levels.	4.2%
Prevention & Wellbeing	565	490	326	297	(193)	(24)	(217)	Underspend due to part year vacancies whilst recruitment was underway and not using agency staff unless business critical.	-39.4%
Social Care Management	741	696	396	664	(31)	0	(31)	Underspend due to part year vacancies whilst recruitment was underway and not using agency staff unless business critical.	-4.5%
Total	87,145	87,184	59,581	89,092	1,908	(393)	1,515		2.2%

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

- a) cost centres over £100,000
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c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

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Assurance

	Original Budget £000	Revised Budget £000	Actuals to 31/12/2017 £000	Month 9 £000	Variation £000	Reserve Movements £000	Variation after Reserve Movements £000		% Variation of revised budget
Elections	358	549	354	548	(2)	0	(2)		-0.3%
Assurance Management	579	560	405	560	0	0	0		0.0%
Governance	2,158	2,168	1,541	2,168	0	0	0		0.0%
Internal Audit & CAFT	752	783	455	884	101	(92)	9		12.9%
HB Law	2,011	2,036	2,535	2,317	281	0	281	An underachievement in income versus budgeted income of £457k is forecast. The income target set is challenging to achieve by the service. This is partially offset by a £176k underspend in core hours.	13.8%
Total	5,859	6,096	5,291	6,477	380	(92)	288		6.2%

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

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Central Expenses

	Original Budget £000	Revised Budget £000	Actuals to 31/12/2017 £000	Month 9 £000	Variation £000	Reserve Movements £000	Variation after Reserve Movements £000		% Variation of revised budget
Capital Financing	16,780	16,780	15,996	14,635	(2,145)	2,144	0		0.0%
Car Leasing	2	0	0	0	0	0	0		0.0%
Central Contingency	12,403	1,352	0	1,352	(0)	0	(0)		0.0%
Corporate Fees & Charges	234	234	77	210	(24)	24	0		0.0%
Corporate Subscriptions	194	194	152	140	(54)	54	(0)		0.0%
Early Retirement	3,577	3,577	93	3,036	(541)	541	(0)		0.0%
Local Area Agreement	105	105	75	76	(29)	29	0		0.0%
Levies	18,688	18,688	13,137	17,791	(897)	897	(0)		0.0%
Miscellaneous Finance	740	742	5,072	1,306	564	(564)	(0)		0.0%
Total	52,723	41,673	34,602	38,547	(3,126)	3,126	0		0.0%

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

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c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

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Commissioning Group

	Original Budget £000	Revised Budget £000	Actuals to 31/12/2017 £000	Month 9 £000	Variation £000	Reserve Movements £000	Variation after Reserve Movements £000		% Variation of revised budget
Strategic Commissioning Board Resources	560	567	522	589	21	0	21	Unfunded amount of salary costs £21k	3.8%
Information Management	930	1,046	(3,975)	1,084	38	(40)	(2)		3.6%
Programme & Resources	878	988	838	1,249	261	(191)	69	Overspend from the use of agency staff and some consultancy costs	26.5%
Commercial Management	820	845	476	834	(10)	(5)	(15)	Underspend mainly in staffing - to be offset against Commercial Management	-1.2%
Communications	902	929	880	992	63	0	63	Underspend in Programme & Resources being used to meet staffing overspend in Commercial Management.	6.8%
Commissioning Strategy	639	670	796	950	279	(294)	(15)	Currently forecasting an underspend due to posts being held vacant to help offset pressures elsewhere	41.7%
Human Resources	655	506	19	537	31	(64)	(33)		6.0%
Adults & Health	0	33	(46)	136	103	(103)	(0)		309.5%
Children & Young People	1,271	1,286	2,025	1,286	0	0	0	Recruited permanent staff which has reduced the overspend significantly compared to last year, however post holders now exceed budget allocations. There is also a risk of £70k not projected for a potential recharge from the CCG. The CCG have been asked to confirm. Agreed staff recharges for months 1-6 (£62k) are to be invoiced to the CCG.	0.0%
Growth & Development	218	224	554	233	10	0	10		4.3%
Births, Deaths and Marriages	(160)	(160)	(40)	108	268	0	268	Births, deaths and marriages is forecasting an overspend of £268k due mainly to the historic income budget not being achieved as a result of lower levels of marriage ceremonies.	167.5%
Mortuaries	99	99	114	149	50	0	50	The service are paying the management fee as per the Inter-Authority Agreement (IAA), however LB Brent have increased costs for the service, which has resulted in additional budget pressures.	50.5%
Public Health	17,610	17,610	11,807	17,610	0	0	0		0.0%
Environment, Parking and Infrastructure	13,430	13,516	9,650	13,152	(364)	364	0	Offsetting other service area pressures	-2.7%
- Environment	255	260	758	517	257	0	257		95.7%
- Highway Inspection/Maintenance	(538)	(538)	(523)	(538)	0	0	0		0.0%
- Parking	(10,210)	(10,210)	(2,289)	(10,273)	(63)	(194)	(257)		-0.6%
- Special Parking Account	6,218	6,339	4,694	6,339	0	0	0		0.0%
- Street Lighting	33,834	34,343	26,664	35,440	1,098	(641)	457		3.2%

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

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c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

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Customer Support Group and Council Managed Budgets										% Variation of revised budget
	Original Budget	Revised Budget	Actuals to 31/12/2017	Month 9	Variation	Reserve Movements	Variation after Reserve Movements			
	£000	£000	£000	£000	£000	£000	£000			% Variation of revised budget
Estates Managed Budgets	835	1,901	2,891	4,757	2,856	(2,856)	0			150.2%
Contractual Payments	27,842	28,895	23,520	29,845	950	(950)	0			3.3%
Retained Income	(7,516)	(8,960)	(2,430)	(7,720)	1,240		1,240	Variance includes schools traded income shortfall (£704k), corporate programmes (£467k) and document solutions (£432k). This is offset against a higher than budgeted recharge to the pension fund (£100k) and court costs awarded (£263k).		-13.8%
Total	21,161	21,836	23,981	26,882	5,046	(3,806)	1,240			23.1%

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- c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Education and Skills										% Variation of revised budget
	Original Budget	Revised Budget	Actuals to 31/12/2017	Month 9	Variation	Reserve Movements	Variation after Reserve Movements			
	£000	£000	£000	£000	£000	£000	£000			% Variation of revised budget
Education & Skills Management	6,525	6,715	8,739	6,718	3	0	3			0.0%
Education Partnership & Commercial	0	0	(1,370)	55	55	0	55			100.0%
Post 16 Education & Skills	0	0	(53)	0	0	0	0			0.0%
School Improvement	0	0	(7)	0	0	0	0			0.0%
SEND & Inclusion	0	0	187	0	0	0	0	Actuals relate to costs that will be transferred to Cambridge Education		0.0%
Total (excluding SDM)	6,525	6,715	7,497	6,774	59	0	59			100.0%

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

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- 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.

Family Services										% Variation of revised budget
	Original Budget	Revised Budget	Actuals to 31/12/2017	Month 9	Variation	Reserve Movements	Variation after Reserve Movements			
	£000	£000	£000	£000	£000	£000	£000			% Variation of revised budget
Family Services Management	351	1,880	548	905	(975)	0	(975)	£1,693k currently held within the area which relates to the £5,700k additional budget allocated by June 2017 P&R Committee. Of this amount, £567k has been earmarked to various areas. £970k has been used to offset pressures across Family Services and £156k is not yet allocated.		-51.9%
Commissioning & Business Improvement	3,776	3,818	2,292	3,685	(132)	0	(132)	Underspend due to additional approved Practice Support Admin posts having been forecast but recruitment is proving difficult		-3.5%
Early Years	4,160	4,198	2,920	3,951	(247)	0	(247)	Early Years cost of £330k now changed to DSG Early Years Centrally Retained Funding.		-5.9%
Youth & Family Support	1,872	1,884	1,176	1,864	(20)	(14)	(5)	(34) Continued delays in appointing to vacant posts and staff turnover.		-11.1%
Libraries & Community Engagement	3,416	3,681	3,064	3,749	68		63	A Corporate Landlord has not yet been formally established within the Borough and therefore rates and utility charges will remain the responsibility of the library services for the current financial year.		1.9%
Social Care Management	1,996	1,367	827	1,080	(286)	0	(286)	Budget held here to cover spend on agency staff. Two additional Assistant Heads of Service as instructed by Ofsted have been employed. This is causing a £150k pressure over and above the additional funding allocated by P&R Committee, which is currently being contained through underspends in staffing and non pay budgets.		-21.0%
Assessment, Intervention & Planning	7,661	9,245	7,519	9,893	648	0	648	An additional three DAT managers and eight DAT Social Workers as instructed by Ofsted in early Autumn have been employed. This is causing a £237k pressure over and above the additional funding allocated by P&R Committee. The Persons with No Recourse to Public Funds forecast has been increased by £123k, as the previous forecast position has already been exceeded. The remaining pressure relates to staffing costs.		7.0%
Permanence Transitions & Corporate Parenting	3,419	4,124	3,245	3,989	(135)	0	(135)	Agency costs pressure offset by centrally held budget and additional budget allocated by P&R Committee. Additional government support for Unaccompanied Asylum Seeking Children (UASC) was announced in January.		-3.3%
Placements	16,768	17,935	15,272	19,612	1,677	0	1,677	£1,595m pressure relates to external high cost specialist placements. The remaining pressure relates to 'As and When' staff for childrens' homes.		9.3%
Safeguarding	1,142	1,149	841	1,149	(0)	0	(0)			0.0%
Workforce & Quality	1,041	1,044	681	1,044	0	0	0			0.0%
CSC 0-25	6,842	8,147	5,122	7,846	(300)	0	(300)	Transfer of cost from adults for transitions is forecasting an underspend of £300k		-3.7%
Total	52,445	58,471	43,508	58,767	296	(19)	277			0.8%

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- c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Housing Needs and Resources										% Variation of revised budget
	Original Budget	Revised Budget	Actuals to 31/12/2017	Month 9	Variation	Reserve Movements	Variation after Reserve Movements			
	£000	£000	£000	£000	£000	£000	£000			% Variation of revised budget
Housing Needs Resources	5,560	6,860	2,864	7,113	253	0	253	The overspend is largely due to a shortfall in rental income as a result of temporary accommodation rents being fixed at January 2011 Local Housing Allowance rates, in addition to income loss from hostels, temporary accommodation preventions and one-off private sector leasing prepayments.		3.7%
Total	5,560	6,860	2,864	7,113	253	0	253			3.7%

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

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- 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.

Regional Enterprise										% Variation of revised budget
	Original Budget	Revised Budget	Actuals to 30/09/2017	Month 9	Variation	Reserve Movements	Variation after Reserve Movements			
	£000	£000	£000	£000	£000	£000	£000			% Variation of revised budget
Guaranteed Income	(14,661)	(16,249)	(6,877)	(15,197)	1,053	0	1,053	Income deferral to contract year 6 offset by management fee reduction		6.5%
LBB Client Costs	-	-	-	135	135	0	135	Legal costs funded by LBB		100.0%
Re Management Fee	14,739	16,639	25,407	15,431	(1,207)	(241)	(1,448)	Management fee reduction in line with income deferral		-7.3%
Re Managed Budgets	(901)	(63)	(1,230)	242	305	0	305	Income shortfall mainly in respect of income for highways.		480.3%
Total	(824)	326	17,300	611	285	(241)	44			87.7%

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- c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Street Scene

	Original Budget	Revised Budget	Actuals to 31/12/2017	Month 9	Variation	Reserve Movements	Variation after Reserve Movements		% Variation of revised budget
	£000	£000	£000	£000	£000	£000	£000		
Business Improvement	327	696	338	432	(264)	0	(264)	Forecast underspend due to staff vacancies held pending the restructure.	-37.9%
Green Spaces	3,956	4,136	2,903	4,078	(58)	0	(58)	An overall underspend of £0.058m due to savings on vehicle running costs and additional rental income. The underspend takes account of maintenance costs for King George Playing Fields.	-1.4%
Recycling Waste	364	0	66	0	0	0	0	Forecasting an overspend due to increased costs in staffing, agency, overtime and equipment. Income targets are being reviewed by the service.	0.0%
Street Cleaning	6,861	6,891	6,075	7,473	582	0	582	Overspend relates to staffing costs	8.5%
Street Scene Management	2,835	3,355	2,874	3,478	124	0	124	Overspend due to £0.200m ADM savings previously allocated to Refuse now included here while further work on the Street Scene restructure is carried out.	3.7%
Trade Waste	542	294	442	421	127	0	127	An overall underspend of £0.411m which includes £0.113m overachievement of the income target.	43.3%
Transport	(1,960)	(1,958)	(2,252)	(2,368)	(411)	0	(411)		-21.0%
Total	12,881	13,695	12,819	13,794	99	0	99		-0.4%
									0.7%

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

- a) cost centres over £100,000
- 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.

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Dedicated Schools' Grant

	Original Budget	Revised Budget	Actuals to 31/12/2017	Month 9	Variation				% Variation of revised budget
	£000	£000	£000	£000	£000				
Individual school budgets	139,265	139,265	156,083	139,759	494			NNDR pressure and reduction to ISB related funding	0.4%
Growth Fund	1,300	1,300	1,095	1,300	0				0.0%
Central schools expenditure	1,652	1,652	548	1,656	4				0.2%
ESG retained funding	798	798	0	798	0				0.0%
Early years block	25,060	25,060	363	25,597	537			Revised Early Years expenditure based on census returns	2.1%
High needs block	43,578	43,578	28,337	44,804	1,226			Revised High Needs Place funding	2.8%
DSG income	(209,831)	(209,831)	(154,463)	(209,831)	0				0.0%
DSG carry forward	(1,822)	(1,822)	0	(4,083)	(2,261)				-124.1%
Total	0	0	31,965	0	0				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
- 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.

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Housing Revenue Account

	Original Budget	Revised Budget	Actuals to 31/12/2017	Month 9	Variation				% Variation of revised budget
	£000	£000	£000	£000	£000				
HRA Other Income & Expenditure	(2,706)	(3,389)	(21,222)	(1,683)	1,706			The net position relates to the under-recovery of rental income due to lower than expected stock numbers and additional expenditure on running costs.	50.3%
HRA Regeneration	669	1,351	(52)	675	(676)			Recovery of costs from developers for regeneration projects	-50.0%
HRA Surplus/Deficit for the year	2,185	2,185	0	1,073	(1,112)			Reduced contribution to HRA balances	-50.5%
Interest on Balances	(147)	(147)	(7)	(65)	82			Reduced interest on HRA balances	55.8%
Total	0	0	(21,281)	(0)	0				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
- 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.

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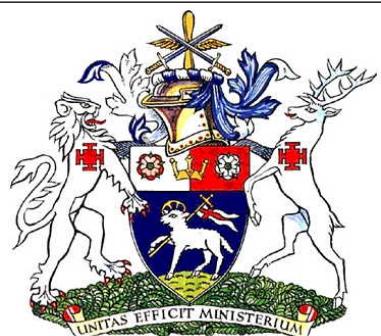
Appendix C - 2017/18 Forecast Capital Outturn

	2017-18 Revised Budget	Additions/Deletions Recommended	Slippage / Accelerated Spend Recommended	2017/18 Quarter 3	Variance from Approved Budget	% slippage of 2017/18	Comments	
							£000	£000
Adults and Communities	2,032	-	-	2,032	-	0.0%		
Adults and Communities	2,032	-	-	2,032	-	0.0%		
	2017-18 Revised Budget	Additions/Deletions Recommended	Slippage / Accelerated Spend Recommended	2017/18 Quarter 3	Variance from Approved Budget	% slippage of 2017/18	Comments	
							£000	£000
Commissioning Group	50,967	-	(14,316)	36,651	(14,316)	-28.1%	Slippage on the Sports and Physical Activities project - a re-profiling of the project is currently underway.	
Commissioning Group	50,967	-	(14,316)	36,651	(14,316)	-28.1%		
	2017-18 Revised Budget	Additions/Deletions Recommended	Slippage / Accelerated Spend Recommended	2017/18 Quarter 3	Variance from Approved Budget	% slippage of 2017/18	Comments	
							£000	£000
Modernisation Primary & Secondary	4,373	0	-	4,373	0	0.0%		
Urgent Primary Places								
Temporary Expansions - Allocated	996	-	-	996	-	0.0%		
Millbrook Park (MHE)	139	-	-	139	-	0.0%		
Orion Primary	75	-	-	75	-	0.0%		
Blessed Dominic/St James	488	-	-	488	-	0.0%		
St Mary's and St Johns	196	-	-	196	-	0.0%		
Martin Primary	9	-	-	9	-	0.0%		
Oakleigh School	3	-	-	3	-	0.0%		
Beis Yakov	25	-	-	25	-	0.0%		
St Joseph's RC Junior & St Joseph's RC Infants School	27	-	-	27	-	0.0%		
Monkrithi	347	-	-	347	-	0.0%		
Wren Academy	234	-	-	234	-	0.0%		
London Academy	166	-	-	166	-	0.0%		
St Agnes School expansion	770	-	(700)	70	(700)	-90.9%	This project is still in the design phase with construction not expected to start until 2018/19	
East Barnet Schools Rebuild	200	-	-	200	-	0.0%		
Permanent Secondary Expansion Programme	16,082	-	(1,287)	14,795	(1,287)	-8.0%	Delays to the start of the Blessed Dominic project have resulted in spend being re-profiled into 2018/19	
Primary Programme	750	0	-	750	0	0.0%		
Secondary Programme	783	-	-	783	-	0.0%		
SEN	1,692	-	-	1,692	-	0.0%		
Alternative Provision	2,647	-	(1,832)	815	(1,832)	-69.2%	This project is still in the early stages with the bulk of the expenditure expected from 2018/19 onwards	
Other Schemes	1,277	(903)	-	374	(903)	0.0%	The contingency in 2017/18 has not been required and has been deleted.	
Education and Skills	31,489	-	903	(3,819)	26,767	(4,722)	-12.1%	
	2017-18 Revised Budget	Additions/Deletions Recommended	Slippage / Accelerated Spend Recommended	2017/18 Quarter 3	Variance from Approved Budget	% slippage of 2017/18	Comments	
							£000	£000
Family Services	13,009	(303)	(2,155)	10,551	(2,458)	-16.6%	Additional requested works for the libraries has resulted in an increase in budget for this project. There have been delays to the Youth Scheme project with planning taking longer than expected and this has resulted in the project being re-profiled into 2018/19 (£1.7m). The information management project has also slipped into 2018/19 whilst options are appraised for the new youth offending system (£0.5m).	
Family Services	13,009	(303)	(2,155)	10,551	(2,458)	-16.6%		
	2017-18 Revised Budget	Additions/Deletions Recommended	Slippage / Accelerated Spend Recommended	2017/18 Quarter 3	Variance from Approved Budget	% slippage of 2017/18	Comments	
							£000	£000
Housing Needs Resources	36,979	700	(16,921)	20,758	(16,221)	-45.8%	The Open Door project started later than planned whilst the registered provider status was being obtained. As a result this project has been re-profiled.	
Housing Needs Resources	36,979	700	(16,921)	20,758	(16,221)	-45.8%		
	2017-18 Revised Budget	Additions/Deletions Recommended	Slippage / Accelerated Spend Recommended	2017/18 Quarter 3	Variance from Approved Budget	% slippage of 2017/18	Comments	
							£000	£000
Parking and Infrastructure	3,186	(800)	(139)	2,247	(939)	-4.4%	Car park improvement and lines and signs replenishment budgets for 2017/18 have been deleted due to a lack of funding. Other lines and signs projects will now not be completed until 2018/19.	
Parking and Infrastructure	3,186	(800)	(139)	2,247	(939)	-4.4%		
	2017-18 Revised Budget	Additions/Deletions Recommended	Slippage / Accelerated Spend Recommended	2017/18 Quarter 3	Variance from Approved Budget	% slippage of 2017/18	Comments	
							£000	£000
Highways TfL	5,418	-	-	5,418	-	0.0%		
Highways non-TfL	13,624	(1,115)	(437)	12,072	(1,552)	-3.2%	A number of small projects have been deleted, the largest of which being the Cool Oak Lane bridge (£600k). Slippage is primarily due to re-profiling of carriageways works.	
Parking General Fund Regeneration	-	-	(41,411)	53,956	(41,411)	0.0%	Slippage relates primarily to the Colindale Station works (£13.5m), the Thames Link station (£18.5m) and the Strategic Opportunities Fund (£8m), all of which have been re-profiled into future years.	
Disabled Facilities Project	1,787	-	800	2,587	800	44.8%	Requirements for 2017/18 have increased	
Other Projects	742	-	(141)	601	(141)	-19.0%	The Hendon Cemetery & Crematorium Enhancement has slipped into 2018/19 as a result of the detailed proposals taking longer than planned	
Regional Enterprise	116,938	(1,115)	(41,189)	74,634	(42,304)	-35.2%		145

	2017-18 Revised Budget	Additions/Deletions Recommended	Slippage / Accelerated Spend Recommended	2017/18 Quarter 3	Variance from Approved Budget	% slippage of 2017/18	Comments
	£000	£000	£000	£000	£000	%	
Greenspaces	548	102	(100)	550	2	-18.2%	Additional funding for Parks & Open Spaces and Tree Planting was received allowing further works to be completed.
Data and Works Management system	326	-	(326)	-	(326)	-100.0%	This system will now be implemented in 2018/19
Waste	3,729	-	(985)	2,744	(985)	-26.4%	Vehicle purchases have been re-profiled
Fuel storage	60	-	(60)	-	(60)	-100.0%	Fuel storage tank will now not be installed until 2018/19
Street Scene	4,663	102	(1,471)	3,294	(1,369)	-31.5%	
General Fund Programme	259,263	(2,319)	(80,010)	176,934	(82,329)	-30.9%	
	2017-18 Revised Budget	Additions/Deletions Recommended	Slippage / Accelerated Spend Recommended	2017/18 Quarter 3	Variance from Approved Budget	% slippage of 2017/18	Comments
	£000	£000	£000	£000	£000	%	
Housing Revenue Account	58,686	128	(8,401)	50,414	(8,273)	-14.3%	The HRA Fire Safety Programme has slipped into 2018/19 with re-cladding works taking longer than planned (£4.5m). Moreton Close continues to experience delays and has slipped further budget into 2018/19 (£4.7m).
Housing Revenue Account	58,686	128	(8,401)	50,414	(8,273)	-14.3%	
Total Capital Programme	317,949	(2,191)	(88,411)	227,347	(90,602)	-27.8%	

Customer and Support Group Benefits Realisation							
FINANCIAL YEAR	2013/14	2014/15	2015/16	2016/17	2017/18	Other years	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1) CSG baseline - revenue	17,573	30,125	30,125	30,125	30,125	171,809	309,881
CSG baseline - capital	3,400						3,400
CSG managed budget	5,036	8,633	8,633	8,633	8,633	38,128	77,695
Total baseline	26,009	38,758	38,758	38,758	38,758	209,937	390,976
1b Payments made to Capita	35,963	24,482	26,672	48,571	6,363	123,545	265,596
1a Payments made to Capita in relation to pre contract and interim service agreement	14,933						14,933
Adjustment for payments not relating to CSG contract	(1,174)						(1,174)
Adjustment for refund of part of the Interim Service Agreement	(4,056)						(4,056)
Accrual Adjustment for payment in advance	(24,870)	2,094	(511)	(20,924)	21,690	22,521	-
Prepayment Discount					(471)		(471)
Managed budgets payments / Forecast	5,036	8,633	6,225	4,073	4,145	15,845	43,957
Total in year cost of transferring services comparable to baseline	25,831	35,208	32,386	31,720	31,727	161,911	318,784
Savings on core contract	177	3,549	6,372	7,038	7,031	48,027	72,193
2) Reducing number of Single Persons Discounts (net)	191	382	509	509	509	2,543	4,643
Reductions in SPD achieved (net of cost of service & gainshare)	714	409	709	777			2,608
Gainshare paid on achieving reductions and contractor costs	259	254	151	174			839
3) Additional Council Tax Income	-	81	377	484	484	2,420	3,846
Additional CT income achieved (net of cost of service & gainshare)	-	148	174	12			334
Gainshare paid on additional income	-	148	174	12			334
4) Additional income achieved (net of cost of service & gainshare)	359	411	447	343			1,560
Gainshare paid on additional income	209	350	412	304			1,275
CONTRACT YEAR							
FINANCIAL YEAR	2013/14	2014/15	2015/16	2016/17	2017/18	Other years	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
5) Procurement savings on wider council spend guaranteed	624	5,916	2,634	3,393	4,234	30,173	46,974
Procurement savings achieved (net)	1,030	6,237	2,683	2,883			12,833
Gainshare paid on savings achieved	482	1,092	1,867	2,481			5,922
Savings expected	992	9,928	9,892	11,423	12,258	83,163	127,656
Savings made	2,280	10,754	10,384	11,052	7,031		41,501
FINANCIAL YEAR							
FINANCIAL YEAR	2013/14	2014/15	2015/16	2016/17	2017/18	Other years	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
6) Actual Payments made to Capita in relation to contractual adjustments	324	1,680	1,754	4,511	2,561		10,829
7) Project Spend							
Capital -							
Schools build	535	2,182	1,350	995	959		6,021
Non Schools Investment	295	840	935	1,989	1,611		5,670
Transformation programme -							
Childrens & Families Portfolio	630	1,951	1,561	2,439	1,186		7,767
Adults & Health Portfolio	322	1,481	3,511	1,907	321		7,542
Environmental Portfolio	301	602	290	1,124	314		2,631
Growth & Development Portfolio		158	83		303		544
Central	344	3,062	4,308	4,865	4,271		16,850
Programme Management							
Accrual Adjustment for payment in advance		717	698	2,452	372		4,239
Additional chargeable work outside of the contract							
Print and Postage, DBS checks, Occupational Health, etc.	381	837	911	1,040	973		4,142
IT requests (over and above refresh)		652	196	350	385		1,583
	2,808	12,483	13,843	17,161	10,880		57,175
Payments to Capita in relation to CSG	54,977	40,488	44,873	73,214	19,804		233,357
Actual amounts paid							

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AGENDA ITEM 8

Performance and Contract Management Committee

27 February 2018

Title	Contingency Planning Arrangements
Report of	Commercial Director
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None
Officer Contact Details	Duncan Tessier, Commercial Director duncan.tessier@barnet.gov.uk Deborah Hinde, Interim Assistant Commercial Director deborah.hinde@barnet.gov.uk

Summary

On 30th January 2018, Full Council passed a motion on public services and outsourcing, to be considered by the Policy and Resources Committee. Given the timeline of meeting dates, it was agreed that this item be considered at the February meeting of the Performance and Contract Management Committee.

This report provides Members with an outline of the council's contingency planning arrangements, in the event of the failure of one of its providers of significant outsourced services. The council has a business continuity planning framework, which applies to all services, including outsourced services. In respect of provider failure, the relevant contracts set out the key provisions that would enable the council to ensure continuity of service provision, in particular through the exercise of step in rights.

Recommendations

That the Committee notes the contingency planning arrangements set out in the report.

WHY THIS REPORT IS NEEDED

- 1.1 At its meeting on 30th January, full Council passed the following motion:

“Council notes the collapse of the giant outsourcing firm Carillion earlier this month following financial problems, a number of profit warnings, the departure of its Chief Executive and a drastic plunge in its share price.

Council notes the uncertainty and concern this causes for thousands of Carillion's workers, the small businesses in its supply chain, the projects it was contracted to deliver, and the public who use the services it was contracted to provide.

Council notes LB Barnet's use of mass outsourcing contracts to provide critical backoffice, regulatory and other services, and therefore requests that the Policy & Resources Committee receives a report on what contingency plans are in place should anything similar happen to outsourced services in Barnet.”

- 1.2 As the next scheduled meeting of the Policy and Resources is in June 2018, officers have, in agreement with the Chairmen of this Committee and the Policy and Resources Committee, been asked to bring this report to the Performance and Contract Management Committee.
- 1.3 The council has a business continuity planning framework in place, which applies to all services, including outsourced services. The key to effective business continuity planning is to take a prudent and proportionate approach, based on the likelihood of any particular event occurring, as well as the potential impact of that event. Monitoring of the various risks that might impact on the council's ability to operate is essential, as is the need to be prepared to move to the next stage of planning, should the likelihood of an event occurring increase.
- 1.4 In broad terms, the potential need for contingency arrangements for the council's largest outsourced services are anticipated in the relevant contracts, i.e. with Capita (for RE and CSG) and with Mott Macdonald (for Cambridge Education).
- 1.5 The council also outsources housing management, some aspects of development and some homecare to its trading company, the Barnet Group. The Barnet Group operates its own contingency arrangements for its key service suppliers.

- 1.6 The outsourced service contracts each contain a “financial distress” section, which sets out a range of indicators that are designed to provide a warning that a provider may be in financial difficulty. If these indicators are triggered, the contracts provide the council with certain rights that protect its interests and enable it to maintain service delivery. The triggers, and associated rights, are set at a number of levels, depending upon the potential severity of the financial difficulty being experienced.
- 1.7 The indicators include key accounting ratios that measure liquidity and indebtedness. In respect of Capita, the council reviewed its performance against the ratios on two occasions in the last year, as part of the process for considering pre-payment against the CSG and RE contracts. The ratios have been reviewed again, following the publication of its trading statement on 31st January 2018, and Capita have confirmed that they are far from reaching the relevant thresholds.
- 1.8 At the lowest level of the financial distress thresholds, the council is entitled to request financial distress service continuity plans from the provider.
- 1.9 At the highest level of financial distress, in the event of a provider going into liquidation or administration, the key means of securing continuity of service are the contractual provisions that give the council the right to “step in” and directly take over the running of services. The contracts provide protections for the council in respect of intellectual property rights, assets and access to information, should the need to exercise step in rights be required. Ultimately, the council would have the right to terminate the contract.
- 1.10 Step in rights would need to be exercised in consultation with any administrator or receiver and would be taken with a view to transferring staff either back in-house or to an alternative provider in due course. In the event of the failure of a major supplier of public services, it is probable that the Cabinet Office would play an important role in the process and it is worth noting the current (13th February 2018) statement on their website in respect of Carillion:

“The government’s priority is to make sure all public services Carillion provided continue to run smoothly. We have put our plans into action to ensure all public sector services continue unaffected. No major disruptions have been reported and we will continue to monitor the situation. We will continue to pay workers on public sector contracts.”¹
- 1.11 In practical terms, step in would mean that all staff would report, through the relevant director of operations, directly to one of the council’s strategic directors. For the Cambridge Education and RE contracts, as well as elements of the CSG contract, this should be relatively straightforward, as services are provided predominantly by Barnet-based staff.
- 1.12 There are two aspects of the CSG contract where step in may be more complex, as set out below.

¹ <https://www.gov.uk/government/news/carillion-whats-happening-now>

- 1.13 Firstly, the council's ICT service is provided through the CSG contract. This covers the provision of hardware, networks, data storage, third-party software and core systems, some of which are hosted by Capita, but owned by third parties, and some of which (such as Integra) are themselves products owned by Capita. The key to planning for any potential issues in respect of ICT provision is the Configuration Management Database, which sets out the full details of how the infrastructure, systems and data are set up. An up to date version of this is held by council officers. There are business continuity and disaster recovery plans in place for ICT, which are reviewed on a regular basis in the light of emerging risks.
- 1.14 Secondly, a number of CSG services are provided from elsewhere in the country, at shared service facilities, the key ones being:
- Payroll (Belfast and Carlisle, for schools)
 - Customer service centre (Coventry, together with some local provision)
 - Revenues and benefits (Blackburn, Bromley and some local provision)
 - Pensions administration (Darlington)
- 1.15 These facilities are, primarily, used by central and local government clients, who would also have step in rights to ensure continuity of service. Should the need arise, the council would work together with these other clients (along with the Cabinet Office and the administrator or receiver, as circumstances dictate) to agree suitable arrangements.
- 1.16 As indicated above, the council's payroll service is provided from shared service facilities. Whilst this would be covered by the same step in arrangements as other services, it should be noted that additional contingency arrangements are already in place for the failure of the payroll service, which could be deployed in the event of there being any particular difficulties in mobilising step in arrangements.
- 1.17 Moving forwards, officers will take the same approach on managing the risk of the failure of an outsourced service provider as they would with any other business continuity risk, i.e.:
- Monitor the likelihood of the event occurring;
 - Ensure that plans are proportionate to the risk;
 - Be clear about what the next steps are, in the event that the likelihood of a risk occurring increases; and
 - Ensure that the council holds the necessary information to carry out these next steps.

2. REASONS FOR RECOMMENDATIONS

- 2.1 Performance and Contract Management Committee has a remit to consider the council's approach to risk management, as well as its arrangements for managing key strategic contracts.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 None.

4. POST DECISION IMPLEMENTATION

4.1 None.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The report outlines the contingency arrangements that are in place in respect of the council's key outsourced service contracts. These services are critical to the ongoing performance of the council and the achievement of its priorities.

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

5.2.1 In addition to providing for continuity of service, the outsourced contracts also give the council certain rights to protect its financial interests, in the event of financial distress. These include provisions that would enable the council to require a provider to make use of escrow accounts, whereby monies paid by the council to the service provider are kept in a ring-fenced account held by a third party, and provisions that would require the provider to take out a performance bond with a third party that would cover any additional costs incurred by the council.

5.2.2 Any unplanned costs in addition to those met by escrow accounts or bonds may need to be met by the council's reserves and general fund balances. It is, therefore, necessary to ensure that the scale and nature of potential risks that the council may be exposed to are reviewed regularly and that suitable mitigations are put in place, through the council's corporate risk approach.

5.3 Social Value

5.3.1 None in the context of this report.

5.4 Legal and Constitutional References

5.4.1 Under the Council's Constitution, Responsibility for Functions (Article 7), the Performance and Contract Management Committee has the following responsibility for functions:

- Overall responsibility for quarterly budget and performance monitoring; oversight of contract variations including monitoring trading position; and financial strategy of council services and external providers.

- To make recommendations to Policy and Resources and Theme Committees on relevant policy and commissioning implications arising from the scrutiny of performance of council services and external providers.
- Specific responsibility for risk management and treasury management performance.
- To consider any decisions of the West London Economic Prosperity Board which have been called in, in accordance with this Article.

5.5 Risk Management

5.5.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. All risks are reviewed on a quarterly basis (as a minimum) and the corporate risk register (comprising strategic and high-level service/joint risks) is reported to PCM Committee as part of the Performance Monitoring Report.

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.

5.7 Corporate Parenting

5.7.1 Not applicable.

5.8 Consultation and Engagement

5.8.1 Not applicable.

5.9 Insight

5.9.1 Not applicable.

6. BACKGROUND PAPERS

6.1 Motion to Full Council, 30th January 2018:

<https://barnet.moderngov.co.uk/documents/s44594/Opposition%20Motion%20in%20the%20name%20of%20Councillor%20Barry%20Rawlings%20-%20Public%20services%20and%20outsourcing.pdf>

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AGENDA ITEM 9

Performance and Contract Management Committee

27 February 2018

	Title Review of High Impact Risks
Report of	Commercial Director
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: High impact risks
Officer Contact Details	Alaine Clarke, Head of Performance and Risk alaine.clarke@barnet.gov.uk

Summary

This paper presents information on moderate/low level risks (scoring 12 or below) with a high impact score of 5 on the strategic and service/joint risk registers. It sets out the controls and mitigations in place to manage these risks and any additional mitigating actions carried out during the last quarter. As Members usually see only high level service/joint risks (scoring 15 or above) as part of the Corporate Risk Register, this is intended to provide additional assurance that all risks with a high impact score of 5 are being effectively managed, in line with the risk management framework.

Recommendations

That the Committee note the moderate/low level risks with a high impact score of 5, including the controls and mitigations in place to manage the risk

1. WHY THIS REPORT IS NEEDED

- 1.1 Members have requested information on the moderate/low level risks (scoring 12 or below) with a high impact score of 5, which would not normally be presented to PCM Committee as part of the Performance Monitoring Report, to seek assurances that all risks are being effectively managed, in line with the risk management framework.
- 1.2 To ensure consistency in the assessment of risks and to enable comparison and consistent reporting on the various levels of risk, the council uses a score of 1 to 5 to assess the impact and likelihood of a risk occurring within the next five years:
 - **Impact** represents the expected disruption to the council. This is summarised as negligible (1), minor (2), moderate (3), major (4) or catastrophic (5)
 - **Likelihood** represents the statistical chance of an event taking place. This can be rare ≤10% (1), unlikely 11-25% (2), moderate 26-50% (3), likely 51-90% (4) or almost certain >90% (5)
- 1.3 If the impact of an event taking place would be “**catastrophic**”, the risk would be given a high impact score of ‘5’. An example of a “catastrophic” impact would be a fatality, multiple breaches in statutory duty leading to prosecution or disruption to the business lasting more than seven days.
If the likelihood of an event taking place would be “**rare**” (10 per cent or less) or “**unlikely**” (between 11 and 25 per cent), the risk would be given a low likelihood score of ‘1’ or ‘2’.
- 1.4 The two main response options for managing the council’s risks are:
 - **Treat** – this means **actively managing the risk** through the implementation of additional mitigating actions
 - **Tolerate** – this means **accepting the risk** with the existing controls and mitigations in place
- 1.5 The council has different levels of risk registers:
 - **Operational risks** are captured on the **service** risk registers or **joint** risk registers, which are held with strategic partners (for The Barnet Group, Cambridge Education, Customer and Support Group (CSG) and Regional Enterprise (Re)). These are reviewed by the relevant senior management team or partnership board. Any risks scoring 12 or above are escalated quarterly for review by senior managers at Strategic Commissioning Board.
 - **Strategic and business critical** risks are captured on the **strategic** risk register, which is also reviewed quarterly by Strategic Commissioning Board.

All strategic risks and high level service/joint risks (scoring 15 or above) are presented quarterly to PCM Committee as part of the Performance Monitoring Report.

- 1.6 This paper presents information on moderate/low level risks (scoring 12 or below) with a high impact score of 5 and low likelihood score of 1 or 2, as at end December 2017. It sets out the controls and mitigations in place to manage the risks, alongside any additional mitigating actions carried out in the last quarter (October to December 2017). Further information is set out in Appendix A.

Strategic risk register

- 1.7 There are 21 risks on the strategic risk register. Of these, three are moderate/low level risks (scoring 12 or below) with a high impact score of 5.

- **STR008 - Successful challenge to the decision-making process (risk score 10).** This risk relates to the council's statutory obligations to consult as part of the decision-making process. Controls include the institution of corporate advice and guidance on decision-making and clearance process. Senior managers and Members also have oversight of decisions. This risk is being managed as 'tolerate'.
- **STR013 - Effective response to internal and external changes (risk score 10).** The risk concerns the council's ability to effectively respond in an agile way to internal and external changes (political and economic). To mitigate exposure to the risk the council undertakes forward and business planning at the corporate level. The risk management framework and audit process also control this risk. This risk is being managed as 'treat'. Additional mitigating actions include budget modelling that takes into account population projections, changes in legislation and emerging pressures. In the last quarter, the council continued its review process and updated its financial forecasts of the medium-term outlook for the organisation. This included reviewing the underlying assumptions and taking into account both macroeconomic factors together with prevailing internal performance in achieving savings, managing demand and balancing in-year budgets. The output is a Medium Term Financial Strategy (MTFS), which is provided to the Strategic Commissioning Board as a tool to assist decision-making. An updated MTFS was presented to Policy and Resources Committee in December 2017.
- **STR019 - Fire health and safety (risk score 10).** The risk focuses on the council's ability to sufficiently manage policies and procedures around health and safety, including fire. Controls centre around policies and processes for managing compliance in respect of the council's estate and homes, audits and inspections. This risk is being managed as 'treat'. In the last quarter, all urgent and advisory works arising from inspections were completed. The two Registered Providers with outstanding information about their remedial work submitted their actions and these were agreed with the Fire Brigade. Following a programme of fire risk assessments and comprehensive intrusive

surveys to all 26 tower blocks, a prioritised programme of work was developed. This programme was approved by the Housing Committee in October 2017 and the funding for the works, totalling £17.5m from the Housing Revenue Account was subsequently approved by Policy and Resources Committee. Works have commenced on site and will be completed by August 2019. An initial submission identifying residential private sector high rise buildings with Aluminium Composite Material (ACM) cladding was made to DCLG in November 2017. 16 buildings required further investigation and Re was commissioned to carry out surveys for these in December 2017. Additional mitigating actions include considering proposals for improvements to council tower blocks following the Hackett review (due Spring 2018).

Service risk registers

Adults, Communities and Health risk register

1.8 There are 30 risks on the Adults, Communities and Health risk register. Of these, three are moderate/low level risks (scoring 12 or below) with a high impact score of 5.

- **AC008 – Non-adherence to safeguarding policies and procedures (risk score 10).** This risk relates to insufficient staff (permanent and agency, at all levels) to meet rising demand and complexity, leading to non-adherence with policies and procedures (specifically safeguarding). Controls and mitigations include staff training; a quality assurance framework; regular case file audits; and monthly reporting to the leadership team on safeguarding activity. This risk is being managed as 'treat'. A programme of audit and assurance work for 2017/18 was agreed by the Quality Board and an internal and external audit cycle is in place, which scrutinises the adherence to safeguarding policy and procedures. In the last quarter, the internal audit cycle for Q3 2017/18 was completed and an external audit was started in January 2018. A report from the Subject Access Request (SAR) held in Q2 2017/18 was finalised and a second SAR will be carried out in Q4 2017/18. Multi-agency safeguarding training was commissioned and policies on "self-neglect and hoarding" and "recording" were signed off by the Safeguarding Adults Board and Quality Board.
- **AC011 - Breach of mental capacity act or code of practice (risk score 10).** This risk centres on insufficient staff (permanent and agency, at all levels) to meet rising demand and complexity, leading to a breach of the Mental Capacity Act or Code of Practice. As with the safeguarding risk, controls and mitigations include staff training; a quality assurance framework; and regular case file audits take place. This risk is being managed as 'treat'. In the last quarter, procedures within the Deprivation of Liberty Safeguards (DoLS) team were reviewed and implemented in the light of Association of Directors of Adult Social Services (ADASS) guidance and prioritisation of 'risk triggers'. The internal audit cycle for Q3 2017/18 was completed and the external audit started in January 2018. The findings will be reported to the Quality Board.

- **AC029 - Incomplete client records (risk score 10).** This risk relates to the possibility of incomplete or partial data having been migrated from the old Adults social care case management system Swift, to the new system, Mosaic. Controls and mitigations are being managed through the Investing in IT programme and include a data reconciliation exercise to confirm whether any data is missing, which will result in a project plan with resource in place to transfer any missing information. Communications have been issued to staff on how to resolve any issues relating to missing data; and Mosaic support tickets are being monitored to pick up any missing client data queries. This risk is being managed as ‘treat’. In the last quarter, actions focused on managing the Investing in IT programme team to complete the data reconciliation; and recruitment of extra resource into the programme team to support the update and transfer of data where necessary. Monitoring of Mosaic support tickets has continued to ensure all client data queries can be quickly resolved.

Environment

- 1.9 There are 31 risks on the Environment risk register. Of these, two are moderate/low level risks (scoring 12 or below) with a high impact score of 5.
- **SS006 – Health and Safety incident (risk score 10).** This risk concerns the need for Street Scene staff to work in high risk situations (use of plant and machinery, working on highways, use of chemicals and substances). Controls and mitigations in place include training for staff before they are deployed; requirement to wear personal protective equipment (PPE); policies and procedures; risk assessments; qualifications for use of chemicals, drivers and operating certain machinery; daily vehicle and machinery checks; the following of Health and Safety Executive guidance. This risk is being managed as ‘treat’. Information on health and safety conduct is discussed on a weekly basis at Street Scene Leadership meeting. Operational management health and safety assessment documentation is being reviewed to improve how data relating to incidents and risk assessments are recorded.
 - **GS015 - Personal injury from falling trees (risk score 5).** The council manages approximately 40,000 street trees, plus many more in parks and open spaces. This risk relates to the possibility of personal injury from falling trees and branches on passers-by, vehicles or property due to adverse weather conditions. The risk is being mitigated through cyclical inspections of street and park trees by qualified staff; service level agreement with Barnet Homes; and a budget for emergency works. This risk is being managed as ‘tolerate’.

Parking and Infrastructure

- 1.10 There are 14 risks on the Parking and Infrastructure risk register. Of these, one is a moderate/low level risks (scoring 12 or below) with a high impact score of 5.
- **PI013 - Enforcement contract extension (risk score 5).** This risk addresses the cessation of the enforcement contract in 18 months’ time and

the need to commence a full procurement exercise under the Official Journal of the European Union (OJEU) process. To mitigate the risk, the current contract's 18-month extension clause has been activated. The procurement process will need a specialist resource; and planning is underway for this exercise. Controls and mitigations in place include the development of a project plan; engagement with the internal procurement team; and the identification of a resource to carry the project forward. This risk is being managed as 'treat'. A project manager has been appointed with milestones for the project established with the aim to award the new contract in July 2018. In the last quarter, the procurement was advertised for expressions of interest and shortlisting will follow.

Joint risk registers

The Barnet Group

1.11 There are 9 risks on The Barnet Group risk register. Of these, one is moderate/low level risks (scoring 12 or below) with a high impact score of 5.

- **TBG006 – Health and Safety/Compliance incident (risk score 10).** The risk relates to failure to adhere to regulatory requirements: asbestos (current and historic); Care Quality Commission; temporary accommodation conditions; legionella; gas and fire safety; and data quality. Incorrect data records could lead to a health and safety/compliance incident. To mitigate the risk the service has in place a number of controls including policies and procedures; health and safety management system; supplier contracts/agreements for temporary accommodation providers; violent and abusive register; vulnerable tenant password scheme; CQC audit; and use of specialist partners. This risk is being managed as 'treat'. Actions to remedy the risk include: implementation of e-learn for safeguarding and learning from the British Safety Council; implementation of recommendations from internal audits on legionella water systems and asbestos; inspecting the cladding installations to all tower blocks and working with the DCLG to test this for fire integrity; and reviewing the fire safety system and processes following publication of the findings from Grenfell Tower enquiry in Spring 2018. Following the Grenfell Tower fire, immediate action was taken to ensure the safety of all tower blocks. These were all inspected and a prioritised Fire Safety programme costing £17.5m was approved by the Housing Committee in October 2017. The Granville Road recladding options appraisal was completed and approved by the Fire Safety Board in December 2017. An internal audit of both Gas Safety and Asbestos Management was carried out. The compliance arrangements for temporary accommodation were reviewed and an ongoing monitoring framework put in place.

Re

1.12 There are 25 risks on the Re risk register. Of these, one is moderate/low level risks (scoring 12 or below) with a high impact score of 5.

- **PB02 - Major project delivery failure - Brent Cross (risk score 10).** The risk relates to the periodic review of project management controls and

resource capacity as the programme expands. Controls and mitigations in place include the appointment of a Project Director and additional Programme Management Office (PMO) support; monthly project meetings and reviews; establishment of a Brent Cross Governance Board and integrated PMO (iPMO). This risk is being managed as ‘treat’. In the last quarter, governance has been tightened through the relevant boards and co-ordinated by the iPMO. The iPMO manages the interfaces between the projects and other key stakeholders such as Transport for London and produces monthly reports to both the Brent Cross Governance Board and the Brent Cross Government Assurance Board. The Infrastructure and Projects Authority (IPA) review was completed in November 2017 and the recommendations will be taken forward by September 2018. The capacity and capability of the iPMO is being reviewed to ensure it is able to proactively develop the management tools and information needed to support the programme into the delivery phase.

Other service/joint risk registers

- 1.13 The Public Health, Children and Young People, Customer Strategy, Communications and Assurance (CSCA), Growth, Resources and Commercial (GRC), Cambridge Education and CSG risk registers have no moderate/low level risks with a high impact score of 5.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The council developed a new risk management framework, which was approved by Performance and Contract Management Committee in January 2017. This report is intended to provide assurance to Members that risks are being managed in accordance with this framework.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 None.

4. POST DECISION IMPLEMENTATION

- 4.1 Risk owners are required to consider further actions to mitigate any risks being managed as ‘treat’. To support risk owners, comprehensive risk management training and guidance notes have been provided; and regular sessions are held with risk champions who support each service in reviewing risks and maintaining the risk registers.
- 4.2 The Strategic Commissioning Board will continue to review the strategic risks and any service/joint risks scoring 12 or above on a quarterly basis. If any concerns are raised, a deep dive can be instigated to investigate the risk further.
- 4.3 At an operational level, the service/joint risks will continue to be reviewed by the relevant senior management team or partnership board.

5. IMPLICATIONS OF DECISION

Corporate Priorities and Performance

- 5.1 All strategic and service/joint risks are reviewed on a quarterly basis (as a minimum). Any high level service/joint risks (scoring 15 or above) will be added to the Corporate Risk Register and published as part of the quarterly Performance Monitoring Report to the Performance and Contract Management Committee.

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

- 5.2 There are no specific financial and value for money, procurement, staffing, IT, property and sustainability implications associated with this paper. However, as part of the risk management framework, risk owners may identify risks around finance and value for money, staffing and culture, etc. to ensure that risks within these key areas of business are properly identified and managed.

Social Value

- 5.3 Not applicable in the context of this report.

Legal and Constitutional References

- 5.4 Under the council's Constitution, Article 7, Committees, Sub-Committees and Working Groups, the Performance and Contract Management Committee has specific responsibility for risk management.

Risk Management

- 5.5 The purpose of this paper is to provide assurance to Members that risks are being managed effectively and in line with the risk management framework. Attached to this report are the moderate/low level risks with a high impact score (5), including the controls and mitigations in place and further mitigating actions to manage any 'treat' risks.

Equalities and Diversity

- 5.6 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
 - advance equality of opportunity between people from different groups
 - foster good relations between people from different groups

The main equalities risk for the council is that Members and/or officers will fail to properly discharge their duties under the 2010 Equalities Act. Any equalities risks should be captured in the service/joint risk registers.

Corporate Parenting

- 5.7 Not applicable in the context of this report.

Consultation and Engagement

- 5.8 The risk management framework was developed in consultation with senior officers and approved by Performance and Contract Management Committee. Joint risk registers have been developed with partner agencies, including The Barnet Group, Cambridge Education, CSG and Re.

Insight

5.9 Not applicable in the context of this report.

6 BACKGROUND PAPERS

6.1 None.

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Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls/mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)		Target Risk		Response Option	
						Impact	Likelihood	Impact	Likelihood	Risk Score	Impact	Likelihood	
HIGH IMPACT STRATEGIC RISKS													
STR008	Successful challenge to the decision-making process	If statutory obligations to consult as are not considered as part of the decision making process by any part of the organisation (retained or commissioned) when they are required to be, this may lead to successful legal challenges to the decision-making process resulting in judicial review of process, which has implications for officers and Members, and could lead to reputational damage	Chief Executive	Statutory Duty	Corporate advice and guidance on decision-making are in place, with a clearance process. Senior officers and members have oversight of decisions	5	4	5	2	10	5	2	Tolerate
STR013	Effective response to internal and external changes (political and economic)	Due to the complex nature of services provided, demographic changes and macroeconomic changes, the council may be unable to effectively respond in an agile way to internal and external changes (political and economic) resulting in not being able to deliver organisational objectives, financial impact and reputational damage	Chief Executive	Business continuity	The council undertakes forward planning at the corporate level, as well as business planning. The corporate risk management framework and audit process also control this risk.	5	4	5	2	10	5	1	Treat
STR019	Fire health and safety	Failure to sufficiently manage policies and procedures around health and safety (including fire) could lead to an incident that results in structural damage to property, litigation/compliance breach, financial loss, personal injury or death.	Director of Resources	Health and safety	Health and safety policies and processes for managing compliance in respect of the council's estate and homes are in place; health and safety audits and inspections are carried out in accordance with policy; and fire risk assessment (FRAs) are undertaken and reported and actioned for all residential housing managed by Barnet Homes and main housing association partners.	4	3	5	2	10	5	1	Treat
HIGH IMPACT SERVICE RISKS													
Adults and Communities													
AC008	Non-adherence to safeguarding policies and procedures	Insufficient competent staff (permanent and agency, at all levels) to meet rising demand and complexity could lead to non-adherence with policies and procedures (specifically safeguarding within the Care Act, and London-wide safeguarding policies and procedures), resulting in death or serious harm to individuals, legal challenge, financial loss, decreasing staff morale due to greater pressure and reputational damage.	Head of Safeguarding Adults	Statutory Duty	Staff training is in place, supported by practice forums. Quality assurance framework, led by the Quality Board, monitors supervision (and responds to, for example, supervision and other quality audits). Regular case file audits take place (using a pool of auditors from across the Department). Monthly reporting to leadership team on safeguarding activity. Monthly quality and safeguarding meeting with DASS includes review of high risk cases. External case file audits are conducted. The Safeguarding Adults Board (multi-agency) meets regularly. Tools are available to support practitioners (e.g. recording templates, assessment tools etc.), as well as learning processes such as safeguarding adult reviews (SARs) and the domestic homicide review process.	5	4	5	2	10	5	2	Treat
AC011	Breach of mental capacity act or code of practice	Insufficient competent staff (permanent and agency, at all levels) to meet rising demand and complexity could lead to breach of the Mental Capacity Act or Code of Practice, resulting in Barnet not acting in someone's best interest (Mental Capacity Act), and as a result serious harm to individuals and/or the ongoing impact of such a breach on an individual's life; legal challenge, financial loss (legal costs) and reputational damage.	Assistant Director Adult Social Care	Statutory Duty	As with safeguarding issues, staff training is in place, supported by practice forums. Quality assurance framework, led by the Quality Board, monitors supervision (and responds to, for example, supervision and other quality audits). Regular case file audits take place (using a pool of auditors from across the Department). Monthly reporting to leadership team on safeguarding activity. Monthly quality and safeguarding meeting with DASS includes review of high risk cases. External case file audits are conducted. The Safeguarding Adults Board (multi-agency) meets regularly. Tools are available to support practitioners (e.g. recording templates, assessment tools etc.), as well as learning processes such as safeguarding adult reviews (SARs) and the domestic homicide review process.	5	4	5	2	10	5	2	Treat
AC029	Incomplete client records	There is a risk that client and service data in Mosaic (the new social care case management system) could be incomplete due to partial data being migrated from Swift (the old social care case management system) or to data not having been updated on Mosaic in a timely fashion, meaning that the totality of information about an individual and their care is not available. This could lead to issues managing and monitoring client care, which in turn leads a risk of harm to individuals by not having their care and support needs met, unexpected financial consequences, breach of statutory duty.	Adults and Communities Director	Statutory Duty	Data reconciliation commissioned to confirm all relevant data has been migrated. Project plan and resource in place to transfer any missing data. Communications issued to staff and managers on how to resolve any issues with missing client data. Mosaic support tickets monitored to identify any queries relating to missing client data.	5	5	5	2	10	1	1	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls/mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Target Risk		Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	Impact	Likelihood	
Environment													
SS006	H&S incident	The need for Street Scene staff to work in high risk situations (use of plant and machinery, working on highways, use of chemicals and substances) could lead to a health and safety incident, resulting in harm to employees or members of the public, legal action and reputational damage.	Street Scene Director	Health and safety	Street Scene has a number of controls in place including: training requirement before being deployed, regular briefings - toolbox talks, requirement to wear PPE, policies and procedures, risk assessments - routes looked at individually, supervisory checks, qualifications for use of chemicals, drivers and operating certain machinery, NVQ training and vehicles and machinery are checked daily before they go out of the depot. Street Scene also follows HSE guidance and takes part in audits.	5	3	5	2	10	5	1	Treat
GS015	Personal injury from falling trees	Personal injury risk from falling trees and branches on passers-by and vehicles or property (in streets and open spaces), due to adverse weather conditions could result in: health & safety incidents; high insurance claims; harm to members of the public or employees; legal action, and reputational damage.	Lead Commissioner	Health and safety	Cyclical Inspection of street and park trees by qualified staff. SLA with Barnet Homes. Storm procedures aligned with Grounds Maintenance. Budget for emergency works and fell and replace programme.	5	1	5	1	5	5	1	Tolerate
Parking and Infrastructure													
PI013	Enforcement contract extension	The current enforcement contract will cease within 18 months. There is a need to commence a full procurement exercise under the OJEU process. The risk identified in this area is service failure if procurement does not take place in a timely and planned manner.	Commissioning Director & Strategic Lead Effective Borough Travel	Business continuity	The current contract has a clause of an 18 month extension which has been activated. The procurement process will need a specialist resource; and planning is underway for this exercise.	5	1	5	1	5	5	1	Treat
HIGH IMPACT JOINT RISKS													
Barnet Group													
TBG006	H&S / Compliance incident	Failure to adhere to regulatory requirements (asbestos- current and historic, Care Quality Commission, Temporary Accommodation condition, legionella, gas, fire safety, incorrect data records could lead to a health & safety / compliance incident that results in harm / death to staff and public, legal challenge, financial costs, increased risk to individuals, reputational damage.	Barnet Group, Deputy Chief Executive	Statutory duty	- Policies and procedures - H&S management system - Training - Induction for new staff - Management structures for contract management - Supplier contracts/agreements for TA providers - Risk assessment - Violent and Abusive register - Vulnerable Tenant password scheme - Risk and compliance team that deals with technical risk - Risk and compliance risk register and action plan - Internal schedule of internal audit - Internal lead for safeguarding - Fire risk assessment - British Safety Council Audit - periodic (every 3 years) - CQC audit (ad hoc as decided by CQC) - Near miss analysis - Root cause analysis - Use of specialist partners	5	3	5	2	10	5	1	Treat
Regional Enterprise													
PB02	Major project delivery failure - Brent Cross	If project management controls and resource capacity are not periodically reviewed as the programme expands this could lead to the project being delayed and future growth plans undermined resulting in reputational damage, stakeholder dissatisfaction, delays delivering growth, financial and commercial damage.	Deputy Chief Executive (LBB)	Finance	- Project Director appointed - Additional PMO support appointed - Monthly Project meetings and reviews - Brent Cross Governance Board established - Integrated programme management office established	5	4	5	2	10	3	2	Treat

**London Borough of Barnet
Performance and Contract
Management Committee
Work Programme 2018**

Contact: Salar Rida 020 8359 7113 salar.rida@barnet.gov.uk

Title of Report	Overview of decision	Report Of (officer)	Issue Type (Non key/Key/Urgent)
7 June 2018			
Quarter 4 2017/18 Performance Monitoring Report	To review and approve quarter 4 2017/18 finance and performance report for internal and external delivery units.	Commercial Director Head of Performance and Risk	Non key
Quarter 4 2017/18 Financial Monitoring Report	To review and note the council's financial performance for the most recent six months.	Director of Resources Head of Finance Assistant Director of Finance (CSG)	Non key
Affordable Housing Report	To receive an update on the performance against the affordable housing target	Head of Strategic Planning Strategic Lead Housing	Non key
18 September 2018			
Quarter 1 2018/19 Performance Monitoring Report	To review and approve quarter 1 2017/18 finance and performance report for internal and external delivery units.	Commercial Director Head of Performance and Risk	Non key
Barnet Group Annual Report 2017/18	To note the Barnet Group Annual Report for 2017/18.	The Barnet Group Chief Executive	Non key
3 December 2018			

Subject	Decision requested	Report Of	Type
Quarter 2 2018/19 Performance Monitoring Report	To review and approve quarter 2 2017/18 finance and performance report for internal and external delivery units.	Commercial Director Head of Performance and Risk	Non key
Quarter 2 2018/19 Financial Monitoring Report	To review and note the council's financial performance for the most recent six months.	Director of Resources Head of Finance Assistant Director of Finance (CSG)	Non key
Items to be allocated			
Performance Governance Review	To note, comment and review information.	Commercial Director Head of Performance and Risk	Non key

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