

LONDON BOROUGH OF BARNET
CORPORATE PLAN 2015 -2020
DELIVERING THE PLAN – TECHNICAL APPENDIX

COUNCIL COMMITTEE COMMISSIONING PRIORITIES & OUTCOMES

In June 2014, the Council moved to a **Committee system of governance**, with elected Councillors taking decisions through a range of cross-party Committees. These Committees have responsibility for the entire range of statutory duties, service areas and policy responsibilities relating to the Council.

This section sets out the **priorities for each Committee**; what each Committee will focus on in order to **achieve those priorities**; and what the desired results – or **outcomes** – are intended to be. The final section of the appendix provides a table showing measures of success which we will **use to track the delivery of effective services to residents**.

ADULTS AND SAFEGUARDING COMMITTEE

The Committee's remit includes **social care services for adults with a learning disability; mental health needs; physical disability or sensory impairment; older people and carers**; information and advice about **social care support** and **community based preventative services**; and **leisure services** provided by the Council.

Our priorities:

1. That all adults are given the opportunity to live well, age well and stay well, with people feeling safe.
2. That social care outcomes are delivered through a partnership with NHS, Job Centre Plus, housing providers and local communities;
3. That people are able to plan for the future, but are supported to get back on their feet if crises occur; and
4. That those with longer term need have access to support which is creative, individual to their needs and local.

Outcomes:

The Committee will focus on achieving the following outcomes:

| | |
|---|--|
| 1. Planning for life | Working age adults and older people live a healthy, full and active life. They live in homes that respond to their changing requirements and have sufficient finances to meet their needs. |
| 2. Early intervention & prevention | Older people have timely access to diagnosis and are helped to manage their condition. All residents know what is available to increase and maintain their well-being and independence. |
| 3. Integrated support | Working age adults and older people have timely access to health and social care support that avoids hospital admission or admission to residential care. |
| 4. Safeguarding | Working age adults and older people are supported to live safely, maximising their independence and minimise risk. |
| 5. Supporting carers | Carers are supported to continue caring for as long as they wish. Carers are valued as expert partners in supporting people to live independent lives. |

The Committee will focus on:

1. **Integrating social care and NHS health services** to deliver better results.
2. Introducing a **joined up disabilities service** for young people and adults, from birth to adulthood (0 – 25 years).
3. Providing better support for individuals with **mental health issues** to retain or regain employment and suitable housing that supports their well-being.
4. Joining up with public health to help people better **self-manage** their care.
5. Working with the NHS to **Implement the Care Act**, including improved advice and advocacy services for residents and greater support to enable carers to continue in their caring role.
6. **Going further with personalisation of care**, including more creative support plans for those who receive care and a shift to support in community settings and at home.

CHILDREN, EDUCATION, LIBRARIES AND SAFEGUARDING COMMITTEE

The Children, Education, Libraries and Safeguarding Committee covers **education services**; support to **children with disabilities**; **looked after children**; **children in need**; **family and youth support**; and **libraries**.

Compared with the rest of the country, Barnet’s children do well at school, have good health, benefit from low crime rates, live their lives safely and have access to high quality open spaces. The Council needs to ensure this success is maintained and that those who are at risk of missing out have a better start in life.

Our priorities

1. To ensure that Barnet remains one of the best places in the country for children to grow up;
2. To support children and families who currently do less well in life to overcome barriers to success allowing all children the opportunity to thrive; and
3. To ensure children and young people are safe in their homes, schools and around the borough.

Outcomes

The Committee will focus on improving the following outcomes:

| | |
|-------------------------------------|--|
| 1. Safeguarding | Children and young people are safe in their homes and, when children are at risk, to intervene early to improve outcomes for children, young people and families. |
| 2. Education | Continuing to maintain excellent school standards. Working with schools, we will continue to reduce the achievement gap between those children who receive free school meals, or are in care, and their peers. Our aim is to be in the highest performing 10% of all local authorities for reducing the achievement gap. |
| 3. Health & wellbeing | Every child in Barnet has a great start in life, with the security and safety to grow in a nurturing environment |
| 4. Preparation for adulthood | All young people are ambitious for their future, ready to contribute to society and have the ability to plan for the future. |
| 5. Parenting | All parents and carers are able to develop high quality relationships with their children, establishing effective boundaries and support physical and emotional well-being. |
| 6. Libraries | Children and adults benefit from reading and learning opportunities and community groups are supported to support a range of outcomes through library facilities. |

In achieving this, the Committee will focus on:

1. **Redesigning services**, including a **new delivery model for education services to schools**, with schools setting the direction; an **early years service** which is more targeted, collaborative and with greater community involvement; and a **modernised library service** which uses the latest technology, maximises commercial opportunities and promotes literacy and access to information.
2. **Targeting support early to those who do less well**, working with schools to help children and young people overcome barriers to wellbeing and success.
3. Continuing to invest in **preventive services**, such as children’s centres, to improve outcomes for families and achieve medium to long term savings.
4. Working with partners to improve outcomes for disabled children through a **0-25 disability service**.
5. Allowing more people to have **personalised budgets**, with spend proportionate to individual needs.

ENVIRONMENT COMMITTEE

The Environment Committee covers **environmental services**, including **waste collection and disposal; parks and green spaces; parking; regulatory services, highways, and cemetery and crematorium**. Barnet has a high quality natural and urban environment that is appealing to both residents and visitors. However, we need to go further by looking at different ways of maintaining the quality of our parks and green spaces; increasing how much waste is recycled; and reduce pollution.

Our priorities

1. To drive an increase in overall resident satisfaction with Barnet as a place to live to among the highest of any outer London borough; and
2. To create the environment for economic growth and the success of residents, ensuring high quality infrastructure is in place, and removing any barriers or unnecessary costs of growth to successful businesses.

Outcomes

The Committee will focus on improving the following outcomes:

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|---|--|
| 1. Recycling | Increasing recycling rates and minimising waste sent to landfill to the best 10% compared with similar boroughs in London and nationally, focusing on encouraging behaviour change and waste minimisation. |
| 2. Parks & green Spaces | Protecting, conserving and enhancing green space and the leafy character of Barnet for current and future generations, so that they can support and improve the health and wellbeing of the population. |
| 3. Highways, pavements and parking | Ensuring that highway services in the borough – including roads and pavements – are maintained to a high quality, and improvements are focused on areas with highest use or growth. |
| 4. Regulatory services | Making regulatory services like licencing and environmental health high quality and efficient, while prioritising key risks to health and safety. |
| 5. Cemeteries & Crematoria | Delivering a service that is high quality and efficient, and responds to changing resident preferences. |

In achieving this, the Committee will focus on:

1. **Redesigning services, including** a new delivery model for **waste removal services from homes and businesses**, giving residents a range of options about how their waste is collected; and providing businesses with access to **premium regulatory services** if they want their application dealt with in a more speedy way.
2. **Managing parks and green spaces differently**, including working with communities to run activities and help manage some parks.
3. Working with our delivery partner Regional Enterprises (Re:) to deliver high quality **regulatory services**, ensuring that services such as environmental health and licencing are easy to access and efficient.
4. Continuing to deliver **highways services** that make it as easy as possible for people to get around by car and on foot.
5. Using encouragement, behaviour change and, where necessary, enforcement to persuade people to **not drop litter in the borough**.

ASSETS, REGENERATION AND GROWTH COMMITTEE

The Assets, Regeneration and Growth Committee oversees a number of areas including regeneration; development; economic growth; Town Centres; Community Assets, and Council assets and accommodation. Barnet’s growth and regeneration programme covers three core areas of work:

1. The borough’s physical regeneration scheme
2. Economic development and growth
3. Wider programmes to make the council estate operate in a more efficient and cost-effective way.

Our priorities

1. Providing new and replacement community, leisure, education and health facilities, as well as housing, infrastructure and parks for residents;
2. Increasing the prospect of better paid employment by generating new jobs and providing residents and businesses with the tools and support to prosper;
3. Supporting the growth of businesses by reducing red tape and bureaucracy, helping residents of all ages to succeed in the labour market;
4. Implementing a range of activity to make Barnet an attractive place to operate a business in, including to invest and recruit people locally; and
5. Managing the Council’s land and property assets so that they deliver operational and financial benefits.

Committee outcomes

To achieve these priorities within the resources available up to 2020, the committee will focus on delivering the following outcomes:

| | |
|------------------------|---|
| 1. Regeneration | Regeneration schemes completed to a high standard, including the new communities in Brent Cross and Colindale. Success will be measured by good quality homes, safe attractive environments and integration of new developments and the people who live, work and visit them integrating with existing areas. |
|------------------------|---|

| | |
|---------------------------------|--|
| 2. Economy | Barnet is established as the best place in London to be a small business. |
| 3. Thriving town centres | Key town centres are thriving, creating pleasant places for people to shop, live, work and socialise in. |
| 4. Council assets | Continue to improve the management of the council's assets to achieve savings, maximise income and support longer term growth. |
| 5. Housing growth | New developments meet housing need, contribute to Barnet's reputation as a desirable place to live and maximise benefits to the council. |

In achieving this, the Committee will focus on:

1. Successful delivery of the **existing regeneration programme**, including Brent Cross and Colindale, and identification of **future development opportunities** across the borough.
2. More effective use of **community assets**, with discounts on full market rent and development of a "community hub" approach for community assets with community groups identified to run these.
3. Developing stronger relationships with **local businesses**, through business training and mentoring, and by improving access to council contracts.
4. Increasing the prospect of better paid employment by creating **new jobs** and providing residents and businesses with the tools and support to prosper and grow.
5. Streamline **planning, regulation** and **customer access** for businesses.
6. Identifying major, district and local **town centres** and develop a tailored offer to support each.
7. Reducing council office **accommodation costs**, through relocation and selling vacant sites, using the public sector estate in a more efficient and joined up way.

COMMUNITY LEADERSHIP COMMITTEE

The Community Leadership Committee covers **community safety; community participation and involvement**; and **emergency planning**. The Committee is not a large consumer of council resources, but rather supports co-ordination of a range of public sector activities in the borough.

Barnet is a safe borough with strong, cohesive communities - 87% of respondents to the council's Residents' Perception Survey agree that people from different backgrounds get on well together in the borough and 78% feel that people treat each other with respect and consideration.

The Council aims to build on these strengths, encouraging wellbeing, acting early when giving support to the most vulnerable or at risk, and mobilising community capacity and resources to support the priorities of the borough.

Our priorities

1. To ensure safe communities, supporting the police to address anti-social behaviour and crime;
2. To reduce the fear of crime and anti-social behaviour, especially for the most vulnerable members of the community;
3. To facilitate the council's community leadership role, encouraging community participation and supporting residents and communities to become more active, independent and resilient; and
4. To ensure the borough is well prepared for any emergency that may arise.

Outcomes

The committee will focus on improving the following outcomes:

| | |
|--|--|
| 1. Safe communities | Crime levels remain low and people feel safe to live and work in Barnet; victims of crime and anti-social behaviour are well supported; reoffending reduces and fewer areas experience persistent crime and anti-social behaviour. |
| 2. Strong communities | Residents and community groups are independent, resilient and take on responsibility for their local areas; communities are more cohesive. |
| 3. Active, involved communities | Residents and community groups are more involved in designing and delivering services; there are more options to get things done in the borough. |
| 4. Emergency preparedness | The borough is well prepared for emergencies and responds quickly and appropriately when any arise. |

In achieving this, the Committee will focus on:

1. **Improving community safety** through strong, co-ordinated partnership approaches to **crime, anti-social behaviour, domestic violence; violence against women and girls; and hate crime**.
2. Co-ordinated **offender management**, to reduce re-offending.
3. Moving the **CCTV** service to a revenue neutral position, preferably by finding alternative funding sources so that the service continues to benefit Barnet.
4. Improving levels of **community participation and involvement in council services**, including by bringing together resources, such as grants and funding and our community buildings, to support community groups who help deliver our outcomes.
5. Providing strategic and operational direction for **emergency planning, preparedness and response**, making the public more aware of how agencies respond to emergency incidents and engaging with faith and community leaders to make sure they can play a part in planning for, and responding to, large scale emergency situations.

HOUSING COMMITTEE

The Housing Committee covers all aspects of housing including **maintaining and managing the stock of social housing; temporary accommodation; housing advice; homelessness and housing needs**, and the **regulation of private sector housing**.

Barnet has one of the largest housing stocks of any London borough, reflecting its large and relatively affluent population. However, we can more to ensure that high quality housing is accessible to as wide a range of people as possible, including younger people and those facing more difficult circumstances.

Our priorities

1. To enable those who add to the economic, civic or cultural life of the borough to have the opportunity to live in Barnet.
2. To facilitate growth and the success of residents by delivering a sufficient long- term supply of new housing of all types and tenures.

Outcomes

The committee will focus on improving the following outcomes:

| | |
|--|---|
| 1. Housing Supply | Prioritise increasing the housing supply, including the use of our own resources to build new homes. |
| 2. Affordable Housing | The delivery of homes that people can afford, including homes for rent at local housing allowance levels and low cost home ownership. |
| 3. High quality private rented sector | The increased level of private renting means that we will focus on quality in the Private Rented Sector, including the use of discretionary powers to improve poorly managed houses in multiple occupation. |
| 4. Homelessness | Continue to help those that need assistance by tackling homelessness, with a focus on prevention as well as making best use of our existing housing stock. |
| 5. Vulnerable residents | Providing suitable housing to support vulnerable people will be a priority, including older residents, those with disabilities and mental health problems and young people leaving care. |
| 6. Delivering new homes | Ensure that housing finances are optimised to maximise the amount of money available to invest in delivering new homes, including a review of our rents policy. |
| 7. An efficient, effective service | Work with Barnet Homes, our Arm's Length Management Organisation, to review housing services to ensure that they are fit for the future, able to deliver our wider objectives and deliver efficient and effective services to tenants and leaseholders. |

In achieving this, the Committee will focus on:

1. Ensuring that **new developments** on council land **meet the borough's housing need** and **provide maximise benefits to the Council**.
2. Developing priorities for investment in new and existing **council homes** and **bringing empty properties back in to use**.
3. Delivering **affordable housing** in the borough in a way that meets the needs and aspirations of the population.
4. Creating a new **Homelessness and Temporary Accommodation Action Plan** to support those with the greatest need benefit.
5. Implementing a **supported housing pathway for children leaving care**.
6. Improving the quality of the **private rented sector**, by supporting good landlords and intervening where necessary, including houses in multiple occupation (HMOs).
7. Providing **specialist housing** including extra care accommodation and homes that are **wheelchair accessible** and creating a supported housing pathway for people with mental health needs which promotes independence and recovery.

PUBLIC HEALTH AND HEALTH AND WELLBEING

Public Health is about the promotion of good health and the prevention of ill-health, rather than the cure of illness. Barnet's Health and Well-Being Board is the Commissioning Committee for public health, and decides how the public health grant is spent to improve the health and well-being of Barnet's population.

Barnet’s residents live longer and in better health than in many parts of London and England. Nevertheless, there are also worsening health trends in the borough, a number of which are connected to lifestyle choices made by individuals, such as whether they smoke, take regular exercise, eat healthily, or misuse alcohol or drugs.

Promoting good health and healthy behaviours, particularly in the early years, and empowering individuals to take responsibly for their own health, are priority actions.

Public Health Outcomes

To achieve the Health & Wellbeing Board’s priorities, the Board will focus on improving the following outcomes:

| | |
|--|--|
| 1. Give every child the best start in life | Children, young people and families are supported to be physically, mentally and emotionally healthy. |
| 2. Enable all children, young people and adults to have control over their lives | People are discouraged from adopting unhealthy behaviours, and encouraged to make healthier choices. |
| 3. Create fair employment and good work for all | Those furthest from the labour market are supported to access training and employment opportunities, retain job opportunities, and return to employment. |
| 4. Create and develop healthy and sustainable places and communities | The built environment is conducive to healthy and active living choices such as walking, active travel, sports and recreation. |
| 5. Strengthen the impact of ill health prevention | Older people are supported to stay well during winter. People at risk of, or living with, a long term condition are supported to manage these risks or self-manage their condition, resulting in fewer crisis responses. |

In achieving this, the Health & Wellbeing Board will focus on:

1. Maintaining investment in activities that promote **physical activity**.
2. More investment in preventive services, such as children’s centres, to improve outcomes for families and achieve medium-term savings; retaining current **early years’ investments**, and reviewing **school nursing arrangements** while maintaining current investment.
3. Retaining investment in the community-based **Ageing Well programme** and develop a targeted prevention offer for elderly residents with long term conditions.
4. Reviewing **drug and alcohol services** to improve treatment outcomes, while maintaining the current level of investment, redesigning the model for **sexual health services provision** and **targeting smoking cessation** services toward at-risk populations.
5. Extending the **employment support programme**, to improve support for clients with motivational, mental health, and alcohol/substance misuse issues.
6. Develop a comprehensive **weight management offer** with the NHS.
7. Developing an emotional wellbeing programme in the community to compliment CAMHS, adult mental health and community resilience plans.

Delivering effective services to residents

We have a number of targets in place which we will use to track achievement of the vision for 2020; and which we will use to ensure the delivery of effective and efficient services to residents.

Adults and Safeguarding

Planning for life

| Measure | 2015/16 target | 2020 target |
|---|--------------------------------|--------------------|
| Percentage of people who use adult social care services satisfied with their care and support | Top 25% of comparable boroughs | Top 25% in England |
| Service users who find it easy to get information | England Average | Top 25% in England |

Person-centred integrated support

| Measure | 2015/16 target | 2020 target |
|---|--------------------------------|--------------------------------|
| Percentage of adults with learning disabilities who live in stable accommodation | 60% | England average |
| Percentage of adults with learning disabilities in paid employment | 10.6% | Top 10% of comparable boroughs |
| Percentage of adults with mental health needs in paid employment | 7% | Top 25% of comparable boroughs |
| Percentage of adults with mental health needs who live in stable accommodation | 75% | Top 25% of comparable boroughs |
| Percentage of people who use services, who reported that they had as much social contact as they would like | Top 25% of comparable boroughs | Top 25% in England |
| Percentage of new clients, older people accessing enablement | 50% | 70% |
| Permanent admissions to residential and nursing care homes, per | 378.4 | Top 10% of comparable |

| | | |
|----------------------------|--|----------|
| 100,000 population age 65+ | | boroughs |
|----------------------------|--|----------|

Early intervention and prevention

| Measure | 2015/16 target | 2020 target |
|--|--------------------------------|--------------------------------|
| Percentage of people who feel in control of their own lives | Top 25% of comparable boroughs | Top 25% in England |
| Percentage of older people remaining at home 91 days after discharge | 87.9% | Top 25% of comparable boroughs |

Carers

| Measure | 2015/16 target | 2020 target |
|---|----------------|--------------------------------|
| Percentage of carers satisfied with social services | 35.7% | Top 25% of comparable boroughs |
| Carers' reported quality of life | 7.8% | Top 25% of comparable boroughs |
| Percentage of adult carers who have as much social contact as they would like | 36.5% | Top 25% of comparable boroughs |

Safeguarding

| Measure | 2015/16 target | 2020 target |
|---|--------------------------------|----------------------------|
| Percentage of people who use services who feel safe | Top 25% of comparable boroughs | Top 25% of London boroughs |

Assets, Regeneration and Growth

Regeneration

| Measure | 2015/16 target | 2020 target |
|---|----------------|--------------------|
| Total number of new homes created through regeneration schemes | 1,423 | 5,457 ¹ |
| Number of affordable homes created through regeneration schemes | 248 | 1,795 ¹ |

Economy

| Measure | 2015/16 target | 2020 target |
|---|---------------------------------------|-------------------------------------|
| Business satisfaction | TBC – baselining | TBC |
| The proportion of new businesses which survive in Barnet, compared with other local authorities * (Measure TBC) | 2%pts more than comparable boroughs | 5%pts more than comparable boroughs |
| Unemployment | 4.9% (Monitor only) | 4.2% (Monitor only) |
| Youth Unemployment | 0.5%pts more than comparable boroughs | 2%pts more than comparable boroughs |
| Sickness benefit, as measured by the Employment Support Allowance (ESA) claimant count (0-65 weeks) or equivalent benefit | Reduce by 5% (7,686) | 5% year-on-year reduction |
| Long term sickness | Reduce by 5% (347) | 5% year-on-year reduction |

Thriving town centres

| Measure | 2015/16 target | 2020 target |
|------------------------------|------------------------------|--------------------------------------|
| Vacancy rates on high street | Equal to comparable boroughs | 2.5% better than comparable boroughs |

¹ Excluding Brent Cross and Colindale

Housing growth

| Measure | 2015/16 target | 2020 target |
|--|----------------|-------------|
| Number of new homes provided in Barnet each year (net) | 1,253 | 10,840 |

Children, Education, Libraries and Safeguarding**Safeguarding**

| Measure | 2015/16 target | 2020 target |
|---|--|---|
| Child Protection Plans basket: <ul style="list-style-type: none"> Children made subject to Child Protection Plans; Children made subject to Children Protection Plan for a second or subsequent time; and number of Children subject to CPPs for two or more years | <ul style="list-style-type: none"> Monitor Monitor Perform in line with statistical neighbours (currently 5%) | <ul style="list-style-type: none"> Monitor Monitor Perform in line with national |
| Number of referrals to social care | Monitor | Monitor |
| Stability: <ul style="list-style-type: none"> Number of children adopted; and percentage of children in LBB foster care | <ul style="list-style-type: none"> Adopted 20 Foster 39% | <ul style="list-style-type: none"> Adopted 20 Foster 53% |
| Percentage of care leavers age 19 – 21 in education, employment or training | Top 10% in the country | Top 10% in the country |

Education

| Measure | 2015/16 target | 2020 target |
|--|--|--|
| Percentage of pupils achieving 5 or more A*-C GCSE's including English and Maths | 68% | Top 10% in the country |
| Percentage of primary pupils achieving- two levels progress between key stages 1 and 2 in: | <ul style="list-style-type: none"> Reading 94% Writing 94.5% | <ul style="list-style-type: none"> Top 10% in the country |

| Measure | 2015/16 target | 2020 target |
|---|--|--|
| <ul style="list-style-type: none"> • Reading, and • writing | | <ul style="list-style-type: none"> • Top 10% in the country |
| Achievement gap between pupils eligible for FSM and their peers achieving end of key stage expectations in nationally reported subjects (Reading Writing and Maths) at Key Stage 2 ² | 13%pts | Top 10% in the country |
| Percentage of looked after children making the expected level of progress between Key Stages 2 and 4 in <ul style="list-style-type: none"> ○ English, and ○ Maths | National average | Top 10% in the country |
| Percentage of schools rated as 'good' or better <ul style="list-style-type: none"> • Primary, and • Secondary | <ul style="list-style-type: none"> • Primary 92% • Secondary 87.5% | <ul style="list-style-type: none"> • Primary 100% • Secondary 100% |
| Percentage of young people who are not in education, employment or training (16 to 18 year olds) | 2.3% | Top 10% in the country |
| Percentage of free entitlement early years places taken up by parents/ carers that are eligible for a place. | 50% | 85% |
| Percentage of 17 year olds recorded in education and training (participation rates 17 year olds) (incl part time) and work based learning. | 91% | Top 10% in the country |

Please note: A new assessment regime for educational outcomes begins from 2015/16. The targets for 15/16 relate to assessments undertaken in the academic year 14/15, results reported in 2015.

Parenting

| Measure | 2015/16 target | 2020 target |
|---|----------------|-------------------------------------|
| Percentage of the target groups that are registered with the children | 65% | Perform in line with government set |

² A new assessment regime for educational outcomes begins from 2015/16. The targets for 15/16 relate to assessments undertaken in the academic year 14/15, results reported in 2015.

| | | |
|----------------------------------|--|------------------------|
| centre within the area it serves | | target (set by Ofsted) |
|----------------------------------|--|------------------------|

Libraries

Library measures and indicators will be developed as part of the library review, due to be reported to Children, Education, Libraries and Safeguarding in June 2015.

Community Leadership

Safe

| Measure | 2015/16 target | 2020 target |
|--|----------------|------------------|
| Level of crime across the Mayor's Office for Policing And Crime set of crimes: <ul style="list-style-type: none"> • Burglary, • Vandalism, • Criminal damage, • Theft of motor vehicle, • Theft from motor vehicle, • Violence with injury, • Robbery, and • Theft from the person | 20% reduction | TBC ³ |
| Public confidence in police and council in dealing with anti-social behaviour and crime issues that matter in their area | 68% | 68% |

Strong communities

| Measure | 2015/16 target | 2020 target |
|---|----------------|-------------|
| Percentage of residents who report feeling they belong to their neighbourhood | 74% | 77% |

³ Targets are yet to be set for the Mayor's Office for Policing And Crime indicators for 2016/17 to 2019/20; this may be post the mayoral elections taking place in May 2016

Active, involved communities

| Measure | 2015/16 target | 2020 target |
|--|-----------------------|--------------------|
| Percentage of residents that volunteer at least once a month | 29% | 35% |
| Percentage of residents who agree that people pull together to help improve their area | 51% | 56% |

Environment**Parks and green spaces**

| Measure | 2015/16 target | 2020 target |
|--|-----------------------|--------------------|
| Percentage of residents who are satisfied with parks and open spaces | 72% | 75% |
| Percentage of households which have used parks, playgrounds or open spaces in the last 12 months | 86% | 90% |

Recycling and waste

| Measure | 2015/16 target | 2020 target |
|--|-----------------------|--------------------|
| Percentage of household waste sent for reuse, recycling and composting | 42% | 50% |
| Percentage of residents who are satisfied with refuse and recycling services | 80% | 85% |
| Recycling participation (blue bin) | 75% | TBC |

Highways, pavements and parking

| Measure | 2015/16 target | 2020 target |
|----------------|-----------------------|--------------------|
|----------------|-----------------------|--------------------|

| | | |
|--|--|--|
| Percentage of residents who are satisfied with: <ul style="list-style-type: none"> • repair of roads, and • quality of pavements | <ul style="list-style-type: none"> • 35% Roads • 35% Pavements | <ul style="list-style-type: none"> • London average • London average |
| Percentage of residents who are satisfied with street cleaning | 58% | 70% |
| Annual Programme relating to Carriageway Resurfacing schemes | 100% | 100% |
| Annual Programme relating to Footway Relay schemes | 100% | 100% |
| Highways defects made safe ⁴ | 100% | 100% |
| Street cleanliness – reducing the percentage of unacceptable levels of litter and detritus | <ul style="list-style-type: none"> • Litter 3% • Detritus 14% | <ul style="list-style-type: none"> • Litter 3% • Detritus 10% |
| Carbon and emissions (TBC) | TBC | TBC |
| Traffic Management (TBC) | TBC | TBC |

Parking

| Measure | 2015/16 target | 2020 target |
|---|----------------|----------------|
| Parking transaction in town centres and on street | 1,650,326 | 1,715,865 |
| Parking transactions in car parks | 278,036 | 289,047 |
| Percentage of residents who are satisfied with parking services | 28% | London average |

Regulatory services

| Measure | 2015/16 target | 2020 target |
|---|----------------|-------------|
| Compliance with planning application statutory timescales | 75% | 75% |
| Meet building regulation application within statutory timescales | 94% | 94% |
| Compliance with Environmental Health Service Standards (Priority 2) | 95% | 95% |

⁴ This includes defects classed emergency (2 hours fix target), category 1 – includes potholes and other serious defect (48 hours fix target) and Category 2 defects (7 days fix target)

| Measure | 2015/16 target | 2020 target |
|---|----------------|-------------|
| Compliance with Environmental Health Service Standards (Priority 1) | 100% | 100% |

Health and Wellbeing

Give every child the best start in life

| Measure | 2015/16 target | 2020 target |
|--|----------------|-------------|
| Smoking status at time of delivery | 5% | 3% |
| Excess weight in 4-5 year olds (overweight or obese) | 21.0% | 20% |
| Excess weight in 10-11 year olds (overweight or obese) | 34.4% | 33.4% |

Enable all children, young people and adults to have control over their lives

| Measure | 2015/16 target | 2020 target |
|--|--------------------|--------------------|
| Rate of hospital admissions related to alcohol | 458.76 per 100,000 | 458.76 per 100,000 |
| Smoking Prevalence | 15% | 13.5% |

Create fair employment and good work for all

| Measure | 2015/16 target | 2020 target |
|---|----------------|-------------------|
| Number of people with mental health problems who have accessed employment support programme | Pilot | To be established |

Create and develop healthy and sustainable places and communities

| Measure | 2015/16 target | 2020 target |
|---------|----------------|-------------|
|---------|----------------|-------------|

| | | |
|---------------------------------|-----|-------|
| Physical activity participation | 54% | 55.6% |
|---------------------------------|-----|-------|

Strengthen the role and impact of ill health prevention

| Measure | 2015/16 target | 2020 target |
|---|-----------------------------------|----------------------------|
| Cumulative percentage of the eligible population aged 40-74 who have received an NHS Health Check | 9,000 (8% of eligible population) | 10% of eligible population |

Housing

Housing supply and affordable housing

| Measure | 2015/16 target | 2020 target |
|---|----------------|-------------|
| Percentage of new build homes that are affordable | 40% | 40% |
| Percentage of residents who list <i>affordable housing</i> as a concern | Monitor | Monitor |

High quality private rented sector

| Measure | 2015/16 target | 2020 target |
|--|----------------|-------------|
| Compliance with Licensing Requirements for Houses in Multiple Occupation | 60% | 90% |

Homelessness

| Measure | 2015/16 target | 2020 target |
|--|----------------|-----------------------------|
| Number of homelessness preventions | 700 | TBC via Barnet Homes Review |
| Numbers in Emergency Temporary Accommodation | 500 | TBC via Barnet Homes Review |

Vulnerable residents

| Measure | 2015/16 target | 2020 target |
|---|----------------|-------------|
| Additional integrated specialist housing including extra care | 52 units | 150 units |

| | | |
|---------------------------------------|------------------------------|------------------------------|
| Provide additional wheelchair housing | 10% of new housing provision | 10% of new housing provision |
|---------------------------------------|------------------------------|------------------------------|

An efficient, effective service

| Measure | 2015/16 target | 2020 target |
|--|-----------------------|-----------------------------|
| Percentage of respondents very or fairly satisfied with the service provided by their social housing provider (Barnet Homes) | 81% | TBC via Barnet Homes Review |
| Current arrears as percentage of debit | Top 25% ⁵ | Top 25% |
| Temporary Accommodation arrears as percentage of debit | 5.5% | 4.6% |
| Length of stay in Emergency Temporary Accommodation | Monitor | Monitor |

⁵ As measured through Housemark – a housing benchmarking club

Outstanding customer service

Providing high quality service

| Measure | 2015/16 target | 2020 target |
|--|----------------|-------------|
| Percentage of residents who are satisfied with the way the Council runs things | 73% | 75% |
| Percentage of residents who report that it is easy to access Council services | 70% | 75% |

Reactive to residents' concerns

| Measure | 2015/16 target | 2020 target |
|--|----------------|-------------|
| The percentage of customer enquiries and contacts which are resolved at the first point of contact | TBC | 80% |

Providing value for money

| Measure | 2015/16 target | 2020 target |
|----------------------------------|--|--|
| Spend (total net spend per head) | Lowest 25% of comparable boroughs | Lowest 25% of comparable boroughs |
| Performance | Above average of comparable boroughs across all services | Above average of comparable boroughs across all services |

Barnet as a great place to live

| Measure | 2015/16 target | 2020 target |
|--|----------------|-------------|
| Percentage of residents who are satisfied with Barnet as a place to live | 90% | 90% |