

	<h2>Policy and Resources Committee</h2> <h3>11 June 2018</h3>
<b>Title</b>	<b>End of Year 2017/18 Performance Monitoring Report</b>
<b>Report of</b>	Commercial Director and Director of Finance
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	Appendix A: Corporate risk register
<b>Officer Contact Details</b>	Alaine Clarke, Head of Performance and Risk <a href="mailto:alaine.clarke@barnet.gov.uk">alaine.clarke@barnet.gov.uk</a> Gillian Clelland, Assistant Director of Finance (CSG) <a href="mailto:gillian.clelland@barnet.gov.uk">gillian.clelland@barnet.gov.uk</a>

## Summary

The report provides an **annual overview** of performance at the **End of Year (EOY) 2017/18**, including budget outturns for revenue and capital, progress on key activities, indicators that have not met the annual target and management of high level risks; along with information on staffing and customer service. The report is structured into two parts: Part A: Overall performance (Corporate Plan); and Part B: Performance by Theme Committee (Commissioning Plans).

## Recommendations

1. The Committee is asked to scrutinise the overall annual performance of the council, in relation to the Corporate Plan and Theme Committee Commissioning Plans.
2. The Committee is asked to note the 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 2017/18, as detailed in paragraph A.10.

## Recommendations

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 **annual 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 and Safeguarding Committee

- **Children's Services Improvement Plan** - Ofsted inspected the council's services for children in need of help and protection and children looked after between 25 April and 18 May 2017, the Barnet Safeguarding Children Board (BSCB) was also inspected. The full Ofsted Inspection Report was published on 7 July 2017; Ofsted gave Barnet Children's Services an overall judgement of 'Inadequate'; the BSCB was also judged to be 'Inadequate'. In response to the recommendations and areas for improvement identified by Ofsted, the Barnet Children Services Improvement Action Plan was developed and implemented. The Department for Education (DfE) confirmed on 31 October 2017 that 'the plan satisfactorily reflects the recommendations and priorities of the inspection report'.

Progress against the Ofsted Improvement Action Plan is reported to members via the Children, Education and Safeguarding Committee bi-monthly. All reports taken to committee since the Single Inspection can be found online at <https://barnet.moderngov.co.uk/ieListMeetings.aspx?Committeeld=697>.

Since the publication of the Ofsted report in July 2017, inspectors have since returned to undertake three monitoring visits. Following each visit, inspectors have confirmed that the pace of change within Barnet has been remained proportionate. In the most recent visit, inspectors noted that there was continued progress and consolidation of recent improvements seen in the first monitoring visit; they reported that senior leaders and managers are appropriately focused on embedding the cultural change required to improve and embed good social work practice.

The pace of change within Barnet has remained consistent and focused, with inspectors noting that it is beginning to raise practice standards. It has been recognised however, that senior leaders are aware that there are still areas of challenge before practice is of an overall good standard. See paragraph B.16 for more information.

- **Tackling gang activity** – the REACH (Resilient, Engaged, Achieving Children) team was formed in 2017/18 to work with young people to reduce their risk of, and vulnerability to, engaging in gangs, serious youth violence, child sexual exploitation, missing episodes and related vulnerabilities. The team is now embedded into standard practice, as part of the Intervention and Planning service. 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. Met Police figures

on knife injury victims under 25 years old showed a slight reduction of 2.1 per cent (47 from 48 last year)<sup>1</sup>. However, young people from Barnet were involved in knife crime outside the borough. REACH is building pathways to facilitate 'step-down' support for young people who reach 18 years and can no longer be supported by REACH. See paragraph B.16 for more information.

### **Adults and Safeguarding Committee**

- **Embedding strength-based practice** – the strength-based practice model was implemented as the core practice model across all social work and occupational therapy teams in the Adults and Communities Delivery Unit. With strength-based practice embedded, the focus has been on measuring the impact and continuous improvement of the model through key indicators such as reductions in residential admissions and case studies. The service recently showcased the Barnet strength-based model at a good practice event in Hampshire and regularly responds to requests from other councils for information on the approach. As part of the strength-based model, a new mental health social work structure was introduced, which brought mental health social workers back under council line management from the NHS and expanded the enablement and recovery model based in the Network mental health enablement service. As a result, referrals to the Network increased by 30 per cent and were effectively managed with a 10 per cent reduction in staffing costs in mental health overall. Mental health delayed transfers of care reduced. More mental health users have been using telecare and peer workers (people with lived experience) have been employed by the council in the Network service. See paragraph B.6 for more information.
- **Integrating local health and social care** - the council jointly leads the Care Closer to Home programme with NHS Barnet CCG. The programme aims to increase the levels of care provided through GP practices and, through this, prevent crises and admissions to hospital and delay the escalation of care needs. As part of the programme Care Closer to Home Integrated Networks (CHINs) have been introduced across the borough. These include extended hours GP appointments; groups of GP practices working together; and over time it is envisaged they will include community health services. CHINs will have links and referral routes to council services. The first CHIN (Burnt Oak) went live in February 2018, focusing on diabetes; with the second (Oakleigh and East Barnet) focusing on frailty in the elderly; and subsequent CHINs, focusing on paediatrics, due to go live in April and June 2018. Plans for full borough coverage of CHINs are being developed and will be presented to the Health and Wellbeing Board in July 2018. See paragraph B.6 for more information.

### **Assets, Regeneration and Growth Committee**

- **Regenerating Brent Cross Cricklewood** - in **Brent Cross North**, the application by Hammerson Standard Life (HSL) for the shopping centre expansion was approved at Planning Committee in October 2017 and seasonal works such as tree felling and vegetation clearance began in November 2017. HSL reported a delay to the start of the early and main works due in part to the challenge on the CPO1 and CPO2 decisions (a decision will be made by the High Court in July 2018). As a result, the overall scheme has been delayed by six months until January 2019. In **Brent Cross South**, the Reserved Matters Application for Plot 12 was submitted in October 2017 and the Phase 1BS application was approved by Planning Committee in February 2018. A temporary open space application was made to ensure an acceptable amount of open space is maintained during the development while work is taking place to

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<sup>1</sup> Source: Met Police, 47 (April 2017 to March 2018) and 48 (April 2016 to March 2017)

improve existing green areas. In **Brent Cross Thameslink**, the planning application for the rail freight facility was approved in February 2018, whilst the planning application for the waste transfer station was deferred until July 2018. Work is underway with Network Rail to mitigate impacts from Carillion. Discussions with Network Rail to sign the Asset Protection Agreement are nearing completion. See paragraph B.22 for more information.

- **Regenerating Colindale** - the Colindale programme continued to take shape with resources agreed to project manage a range of activities from public parks, public realm, highway improvement proposals and a proposed initiative to improve accessibility at Colindale Station. Subsequent to approval of the application for Montrose and Silkstream parks improvements in the autumn 2017, work has progressed on the Youthzone project and various funding applications have been made. Transport for London (TfL) approved in principle the new tube station and over station development in January 2018. The Liveable Neighbourhood Bid for Colindale Avenue was re-submitted. Consultation was carried out with key stakeholders on the Controlled Parking Zones (CPZ) required as part of the council office development, which led to minor changes. This was presented to Hendon Area Committee in February 2018. Secure tenants from the Grahame Park Concourse moved into Plot 6 social rented properties. The Mayor of London refused the planning application for Plots 10, 11 and 12, delaying the whole scheme. New designs are being drawn up for Plots 10, 11, 12, 13, 14 and 15. Following the Mayor's direction, the council issued a refusal notice paving the way for Genesis to submit an appeal to the Secretary of State. See paragraph B.22 for more information.
- **Delivering the Development Pipeline** – completion of the 53-unit extra care scheme at Moreton Close has been delayed until December 2018 due to the foundations of the scheme being under-engineered. The Full Business Case for the 50-unit extra care scheme at Stag House was approved in March 2018. The vacant possession of the ground floor commercial property is subject to a court hearing in June 2018. A 75-unit extra care scheme is planned as part of the development of Cheshir House. The Business Case for the Microsites programme, delivering affordable and specialist housing on smaller scale infill sites across the borough, was approved. Phase 1 will deliver 10 affordable rented homes across four sites, including eight wheelchair accessible bungalows.

Tranche 1 (mixed tenure schemes) sought to deliver 289 new homes of mixed tenure. Planning consent was obtained for the bulk of the new homes in June 2015 with Moxon Street following in November 2016. However, a pre-contract services agreement with Wates concluded in September 2016 when the council opted not to proceed with Wates as the construction contractor. Discussions are continuing with Re in respect of the commercial implications of this decision; and a report on the way forward will be submitted to ARG Committee. For Tranche 3 (affordable housing on infill sites), the timely transfer of land to Open Door Homes has been a challenge, delaying progress and resulting in financial costs to the council and The Barnet Group (TBG). See paragraph B.22 for more information.

- **Helping people into work** – Barnet is part of the West London Alliance (WLA), which is leading on sub-regional work on employment and skills. The WLA Skills, Employment and Productivity Strategy was agreed at the Economic Prosperity Board in February 2018. The devolved Work and Health programme was implemented, with Groundwork as the provider in Barnet.

Work to support the roll out of the apprenticeship levy continues. The council has taken on 14 apprentices (against a target of 44). Barnet's community schools have taken on 10 apprentices and Re has taken on 49 apprentices with developers on Barnet's regeneration sites. This has been the first year of the new national apprenticeship framework and while progress has been 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.

A range of employment projects are available to local residents, including the BOOST Projects, Skills Escalator, Mental Health and Employment trailblazer and the Work and Health Programme. The BOOST projects engaged 750 people this year and supported over 180 into work. See paragraph B.22 for more information.

- **Improving planning and enforcement** – the planning service is in the top 10 nationally for both application numbers and planning enforcement activity. The service was shortlisted for 'Team of the Year' in the 2018 Local Government Chronicle Awards demonstrating that improvements have been sustained. The 20 per cent planning fee increase, which came into effect in January 2018, will be used to fund service improvements. See paragraph B.22 for more information

### Housing Committee

- **Building compliance and fire safety** – the Housing Committee approved £17.5m of additional fire safety works to 26 high rise blocks of flats within the borough in October 2017. This included works on the Whitefield Estate (replacement of doors to communal areas and upgrading of rubbish chutes) and Grahame Park Estate (works to ceilings), as well as the replacement of cladding on three blocks at Granville Road (which are due to be installed in May 2018). All works are due to be completed by September 2019. See paragraph B.29 for more information.

### Environment Committee

- **Modernising environmental services** - the modernisation of Street Scene services has been supported by a series of transformation projects, focused on a new service offer for street cleansing, increased income via commercial recycling services and in waste collection by a trial of time-banded collections, and environmental enforcement and education. A service-wide restructure took place to facilitate the rationalisation of staffing structures and service operations; and appointments were made to Assistant Director, Head of Service and Managerial posts. See paragraph B.36 for more information.
- **Delivering highways improvements** –substantial volumes of work were completed for Year 3 (2017/18) of the Network Recovery Programme (NRP), including footway and carriageway re-surfacing at a cost of c.£7m. Year 4 (2018/19) of the NRP was approved by Environment Committee in March 2018 for £7.2m. The Proactive Patching programme covered 10,261 square metres (149 roads), repairing 872 potholes and surface defects at a cost of c.£350k before they worsened and presented a greater risk to Highway users. In July 2017, Category 1 and 2 responsive repairs were transferred from the Direct Labour Organisation (DLO) to Conway Aecom. IT and resource issues impacted on performance throughout the year; of which some issues remain unresolved. The council is finalising an action plan with the contractor to ensure all known issues are captured and resolutions are agreed going forward. See paragraph B.36 for more information.

## Community Leadership and Libraries 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. As part of the work to prevent violence against women and girls, during the last 12 months, 220 Domestic Abuse<sup>2</sup> cases were assessed at the multi-agency Domestic Violence MARAC group and intervention plans put in place. In addition, the partnership has been working to hold perpetrators to account. During the same period, over 300 perpetrators were arrested and charged for Domestic Abuse offences. See paragraph B.40 for more information.

## 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. The office move has been re-scheduled for January to March 2019 to allow enough time for construction and fit-out of the building. Office 2016 and Skype for Business have been installed for approximately 1,400 staff and Skype telephony training rolled-out. See paragraph A.14 for more information
- **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. The new MyAccount service has been launched, helping to increase website visits by 12 per cent (818,947) from last year (731,448). Webforms also increased by 37 per cent (17,943 from 13,113); whilst volumes using traditional channels (telephony, face-to-face and email) fell from last year. Overall satisfaction with customer services achieved 91 per cent for the year, whilst issues with the website resulted in satisfaction falling below target to 48 per cent for the year (36 per cent in Q4 2017/18). See paragraphs A.14-A.15 for more information.
- As noted in the CAFT Annual Report 2017/18 to Audit Committee on 19 April 2018, there is an ongoing financial fraud investigation. Due to the ongoing nature of this investigation, this was reported to the Audit Committee members separately and in exempt session, in accordance with Sections 100A-H and Schedule 12A Local Government Act 1972. Once the investigation is concluded and the information is in the public domain it will be reported within the main body of relevant Committee reports.

## Corporate Plan indicators

A.2 The EOY 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 (66%) have met the annual target; and most (70%) have improved or stayed the same since last year.

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<sup>2</sup> The term 'Domestic Violence' has been broadened to 'Domestic Abuse' and now includes emotional and coercive control, which is not always violent.

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

	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened	Monitor only	No. of indicators
All CPIs	66% (31)	19% (9)	2% (1)	13% (6)	70% (37)	30% (16)	14	61

A.3 Four indicators in the Corporate Plan for Central Services have not met the annual target<sup>3</sup>.

- **CG/S14 Percentage of residents who are satisfied with the way the council runs things (RAG rated RED)** - 65% against annual target of 74%. This was an autumn 2017 survey indicator reported in Q3 2017/18. Satisfaction fell from autumn 2016 (71%). Previously, Barnet had been above the LGA national and London averages, but this decrease brought Barnet in line with these benchmarks. Satisfaction with local authorities had been declining nationally and research had shown a direct correlation between this and the effects of austerity on local services.
- **CG/S19 Percentage of residents who report that it is easy to access council services (RAG rated RED AMBER)** – 60% against annual target of 70%. This was a spring 2017 survey indicator reported in Q1 2017/8. Whilst satisfaction with customer services improved; resident satisfaction with accessing council services decreased from spring 2016 (66%).
- **CG/C34 Percentage of residents who agree that Barnet is a family-friendly place to live (RAG rated RED)** - 75% against annual target of 87%. This was an autumn 2017 survey indicator reported in Q3 2017/18. Families with children were most positive about Barnet being a family-friendly place to live; whilst older people were less positive (bringing the overall result down). This was in line with autumn 2016 when the question was first asked. The council has continued 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 GREEN AMBER)** – 48% against annual target of 55%. Satisfaction with the website fell below target last quarter due to issues with the launch of My Account and inaccurate bin collection dates, which prompted higher negative ratings. It was also identified that earlier GovMetric satisfaction scores had been inflated. See paragraphs A.14 to A.15 for more information.

A.4 All other Corporate Plan indicators, along with any Commissioning Plan indicators that have not met the annual target, are captured in **Part B: Performance by Theme Committee**.

A.5 The annual results for all Corporate Plan and Commissioning Plan indicators are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>

<sup>3</sup> 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.

## Central Services

Corporate Plan Indicators <sup>4</sup>									
Ref	Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking	
CPI	CG/S22	Council Tax collection (Not in-year)	Bigger is Better	Apr 2017 - Mar 2018	98.5%	98.6% (G)	98.5%	▲ Improving	Outer London 97.0% (2016/17, DCLG)
CPI	CG/S23	Business rate collection (Not in-year)	Bigger is Better	Apr 2017 - Mar 2018	99.0%	99.4% (G)	99.1%	▲ Improving	Outer London 98.6% (2016/17, DCLG)
CPI	CG/S14 (RPS - Biannual)	Percentage of residents who are satisfied with the way the council runs things <sup>5</sup>	Bigger is Better	Autumn 2017	74%	65% (Autumn 2017) (R)	71% (Autumn 2016)	▼ Worsening	London 63% (2016/17, LGA) National 66% (June 2017, LGA)
CPI	CG/S19 (RPS - Annual)	Percentage of residents who report that it is easy to access council services <sup>5</sup>	Bigger is Better	Spring 2017	70%	60% (Spring 2017) (RA)	66% (Spring 2016)	▼ Worsening	No benchmark available
CPI	CG/C34 (RPS - Biannual)	Percentage of residents who agree that Barnet is a family-friendly place to live <sup>5</sup>	Bigger is Better	Autumn 2017	87%	75% (Autumn 2017) (R)	78% (Autumn 2016)	↔ Same	No benchmark available
CPI	CG/S24	Overall satisfaction with customer services	Bigger is Better	Apr 2017 - Mar 2018	89%	91% (G)	91%	↔ Same	No benchmark available
CPI	CG/S25	Satisfaction with the council's website	Bigger is Better	Apr 2017 - Mar 2018	55%	48% (GA)	55%	▼ Worsening	No benchmark available

<sup>4</sup> The Monitor indicators have been included for information.

<sup>5</sup> 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.

## OVERVIEW OF BUDGET AND STAFFING

A.6 The General Fund **revenue outturn** was £290.674m, which was an overspend of £13.479m (4.9%) compared with the revised budget of £277.195m. See table 2 below. The outturn is stated before the net drawdown from specific and general earmarked reserves totalling £5.5946m. Including net drawdowns from reserves, the outturn is £285.080m, which is an adverse variance of £7.885m (2.8%) compared with the revised budget of £277.195m.

All proposed reserve drawdowns and contributions were approved by the Director of Finance as part of the year-end closure processes. It is important to note that these reserve movements are over and above the planned use of £7.669m of reserves approved by the Council in April 2017 to achieve a balanced budget.

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

- £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
- An ongoing allocation of £1.300m to Housing Needs and Resources in recognition of the sustained increase in the cost of temporary accommodation.

**Table 2: General Fund revenue outturn (2017/18)**

Service	Original Budget £000	Revised Budget £000	Outturn £000	Variance from Revised Budget Adv/(fav) £000	Reserve Move-ments £000	Variance after Reserve Move-ments Adv/(fav) £000	Variance after Reserve Move-ments Adv/(fav) %
Adults and Communities	87,145	87,177	90,101	2,924	(1,717)	1,207	1.4
Assurance	5,859	6,089	6,803	714	(76)	638	10.5
Central Expenses	52,723	41,421	37,264	(4,157)	1,189	(2,968)	(7.2)
Commissioning Group	33,834	34,479	32,665	(1,814)	675	(1,139)	(3.3)
CSG and Council Managed Budgets	21,161	21,833	27,285	5,452	(2,635)	2,817	12.9
Education and Skills	6,525	6,718	6,584	(134)	84	(50)	(0.7)

Service	Original Budget £000	Revised Budget £000	Outturn £000	Variance from Revised Budget Adv/(fav) £000	Reserve Move-ments £000	Variance after Reserve Move-ments Adv/(fav) £000	Variance after Reserve Move-ments Adv/(fav) %
Family Services <sup>6</sup>	52,445	58,504	60,985	2,481	(43)	2,438	4.2
Housing Needs and Resources (Barnet Homes)	5,560	6,859	7,763	904	(16)	888	12.9
Re	(824)	321	7,021	6,700	(2,746)	3,954	1,231.8
Street Scene	12,881	13,794	14,203	409	(309)	100	0.7
Total	277,309	277,195	290,674	13,479	(5,594)	7,885	2.8

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

- The revenue budget for **Adults and Communities** overspent by £2.924m but this was reduced to £1.207m following the drawdown from reserves, predominantly driven by an overspend of £3m in the care placements budgets.

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. The outturn includes c£0.275m spend on three 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 average weekly cost for LD Supported Living increased by 18 per cent from 2016/17.

The overspend also includes expenditure relating to backdated claims for Ordinary Residence that have been lost. This resulted in a one-off impact on the 2017/18 outturn of £0.479m and an ongoing budget pressure of £0.116m.

In terms of ongoing commitments, there is also significant pressure resulting 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 led to an increase of 7 per cent in commissioned homecare hours (£0.933m) compared with 2016/17. The increase in homecare activity was also compounded by an 8 per cent average increase in contractual rates (£1.066m) as a result of inflation and changes in market conditions. This increase followed a period of suppressed inflationary increases and contributes to stabilising the care market. The weekly cost of Nursing Care in Older Adults increased by 6 per cent in 2017/18, with new clients costing

<sup>6</sup> This includes Family Services and Libraries. Later in the report the libraries budget is presented separately in line with the new Theme Committee remits.

£144 per week above the council's minimum sustainable price given market pressures and additional complexity of need.

Non-placements budgets underspent by £1.3m, which offsets some of the pressures against the placements budgets. The underspends in this area are from in-year vacancies, one-off savings and additional income identified.

Community equipment costs have increased by £1m predominantly on items funded by the CCG. Equipment costs capitalised via the Disabled Facilities Grant (DFG) budget (£0.483m) resulted in a £0.3m underspend. The Deprivation of Liberty Safeguards (DOLS) service continues to be a significant cost pressure (£0.145m) in 2017/18 as a result of Supreme Court judgements in 2014/15 and a loss of grant funding since 2015/16.

- **Assurance** was overspent in 2017/18 by £0.638m (10.5%). This relates to instructions to HB Law and therefore activity and disbursements being greater than the budgeted level. For example, there was a 42 per cent increase in instructions for children's cases; 200 more instructions in relation to regeneration housing cases; and HB Law where instructed on a large public inquiry in 2017/18.
- The underspend for **Central Expenses** in 2017/18 was £2.968m, which represents 7.2% of the budget. The underspend is mainly due to the cost of financing the borrowing related to the Capital Programme (£3.700m). This is due to slippage on the anticipated profiling of capital expenditure and as such, is not expected to be a recurrent underspend. This is offset by a one off overspend on Insurance of £0.702m which has been caused by a requirement to increase the value of the insurance provision.
- The underspend for the **Commissioning Group**, which includes elements of environment, parking and infrastructure, was £1.139m after contributing a net £0.675m to reserves. There were three significant variances in this area, firstly the Public Health budget delivered an underspend of £1.754m. In line with the ringfenced grant arrangements this has been transferred to the Public Health reserve. The second major variance relates to the Resources section. One off hypothecated funding for the One Public Estate was received and this has been transferred to a ring-fenced reserve. Additionally, funding from Housing Benefit overpayment recovery within the Resources section has been transferred to fund the council's portion of associated LA error costs. The other major variance within the Commissioning Group is the NLWA Waste Levy underspend of £0.876m. This is a one off variance and primarily relates to the waste authority utilising their balances to keep levy levels low. There are a series of variances below £0.250m relating to staff costs in a number of areas, including one off redundancy costs, and the income budget for the registrar service was not achieved.
- The overspend for **CSG and Council Managed Budgets** before drawdowns from reserves was £5.452m, which represents 25.0% of the total Delivery Unit budget (£21.833m).

The Estates Managed Budgets have had significant challenges to manage during the year which has resulted in an overspend of £2.550m. Additional costs have been incurred as a result of additional security requirements and management of

operational, void and/or vulnerable sites totalling £0.776m. The relocation of Street Scene and Greenspaces services that were historically accommodated at the Mill Hill Depot has created an adverse budget variance of £0.757m which forms an ongoing budget pressure. The outturn includes an overspend of £0.680m due to the unbudgeted costs of leasing Building 4 at NLBP following an inability to relocate the services contained within when the original lease expired. The Estates service's responsibilities include the management of building compliance of the entire council maintained asset portfolio and the cost of managing and maintaining void buildings. The budget level has remained unchanged whilst the portfolio of buildings managed by the service has increased from 5 to approximately 95. Operationally, this provides much more assurance that statutory building compliance is being managed appropriately, however has resulted in an overspend of £0.390m. Other miscellaneous variances total an underspend of £0.053m.

There was an overspend in 2017/18 on the CSG management fee of £0.037m, mainly due to approved change requests. Procurement and Collection Fund gainshare payments totalled £2.428m. Procurement savings generate benefit across the Council, however the gainshare payments are paid for centrally. This was offset by a rebate from Comensura and administration charges to other services, totalling £2.178m. The net overspend was £0.250m.

Income levels were below the budget due to a shortfall in schools traded income of £0.704m and in print / photocopying recharges of £0.432m. The corporate programmes budget is based on historical levels of recharge and does not reflect the current service delivery arrangement leading to an overspend of £0.467m. These income targets have been identified as structurally unachievable and will be reviewed as part of the MTFs programme during 2018/19. The use of reserves was approved during 2017/18 to fund non-recurrent elements of expenditure. The net overspend for CSG and Council Managed Budgets after reserve drawdowns was £2.817m which represents 12.9% of the total Delivery Unit budget.

- The final revenue outturn for **Education and Skills** was broadly in line with budget.
- The overspend of £2.438m for **Family Services** represents 4.2% of the total Delivery Unit budget (£58.504m). This represents an increase of £2.161m from Q3 2017/18 relating to expenditure on placements and employee costs. There was a £2.300m overspend relating to external high cost specialist placements and associated services and the additional directed requirement for two assistant heads of service, three duty assessment team managers and eight duty assessment team social workers resulted in a £0.400m pressure. The ongoing improvement programme will continue to place pressure on existing resources. These pressures were offset by additional one-off grant funding (£0.416m) and realignment of the additional budget allocated by Policy and Resources Committee in June 2017 to high cost placements (£1.200m).
- The overspend of £0.888m for **Housing Needs and Resources** represents 12.9% of the total Delivery Unit budget (£6.859m). The 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. This overspend is after a permanent allocation from contingency of £1.300m.

- The overspend of £3.954m for **Re** represents 1,231.8% of the total delivery Unit budget (£0.321m). The overspend relates to income recovered from developers, specifically income generated under all existing and new Planning Development Agreements, which recover the council's costs relating to the services provided by Re and will contribute to the achievement of guaranteed income values for each contract year. The Council budgets for the guaranteed income within the Re line however a significant proportion of the income to be counted is actually received within the Housing Revenue Account (HRA). As there is a statutory ringfence of the HRA this causes an income shortfall within the General Fund. A contractual amount of £2.647m was also paid to Re connected to the development pipeline. This has been recognised in 2017/18 and has been funded from earmarked reserves.
- The overspend of £0.100m for the **Street Scene** service represents 0.7% of the total Delivery Unit budget (£13.794m). The service has a number of variances both favourable and adverse which broadly equal out to leave a residual overspend of £0.100m.

A.8 The outturn on the council's 2017/18 **capital programme** was £163.456m, £114.077m of which relates to the General Fund programme and £49.379m to the HRA capital programme. This is a variance of £65.057m less than the revised 2017/18 budget of £228.513m. Table 3 below summarises the actual expenditure, budget and variance by service.

**Table 3: Capital programme outturn (2017/18)**

Service	2017/18 Revised Budget £000	Additions/ (Deletions) £000	(Slippage)/ Accelerated Spend £000	2017/18 Outturn £000	Variance from Approved Budget £000	Variance from Approved Budget %
Adults and Communities	2,032	272	(71)	2,233	201	9.9
Commissioning Group	36,651	-	(3,079)	33,572	(3,079)	(8.4)
Education and Skills	27,933	-	(13,285)	14,648	(13,285)	(47.6)
Family Services <sup>7</sup>	10,551	(648)	(2,332)	7,571	(2,980)	(28.2)
Housing Needs and Resources (Barnet Homes)	20,758	-	(5,605)	15,153	(5,605)	(27.0)
Parking and Infrastructure	2,247	(11)	(314)	1,922	(325)	(14.5)
Re	74,634	(582)	(35,973)	38,079	(36,555)	(49.0)

<sup>7</sup> This includes Family Services and Libraries. Later in the report the libraries budget is presented separately in line with the new Theme Committee remits.

Service	2017/18 Revised Budget £000	Additions/ (Deletions) £000	(Slippage)/ Accelerated Spend £000	2017/18 Outturn £000	Variance from Approved Budget £000	Variance from Approved Budget %
Street Scene	3,293	(5)	(2,389)	899	(2,394)	(72.7)
<b>General Fund Programme</b>	<b>178,099</b>	<b>(974)</b>	<b>(63,048)</b>	<b>114,077</b>	<b>(64,022)</b>	<b>(35.9)</b>
HRA (Barnet Homes)	50,414	196	(1,231)	49,379	(1,035)	(2.1)
<b>Total Capital Programme</b>	<b>228,513</b>	<b>(778)</b>	<b>(64,279)</b>	<b>163,456</b>	<b>(65,057)</b>	<b>(28.5)</b>

A.9 The 2017/18 capital outturn is £65.057m (28.5%) 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 £3.079m, £2.693m of which relates to the office build which has slipped further into 2018/19. £0.210m slippage on the ICT strategy is also linked to office build delay. Tarling Road and the Depot relocation have £0.557m of accelerated spend due to the amount of construction that has been completed. There is also slippage of £0.625m on the Sports and Physical Activities project due to delays in construction works commencing.

Within the schools capital programme, there is slippage of £1.976m on schools modernisation, and £1.418m on the Blessed Dominic / St James project, due to planning delays. There is also slippage of £0.553m on alternative provision due to delays in procurement. Special Educational Needs (SEN) schemes are being developed, resulting in slippage of £1.264m. There is also slippage of £2.422m on primary and secondary places earmarked funding, £4.580m on school managed schemes and £1.103m on other projects.

- The 2017/18 capital outturn for **Family Services** shows slippage of £2.332m.
  - There have been delays to the Youth Scheme project with planning taking longer than expected, resulting in slippage of £0.300m.
  - A delay in the planning application for a children's home scheme has resulted in slippage of £0.140m.
  - The early education and childcare place sufficiency project slippage of £0.195m will be used for three projects to be completed in 2018/19.
  - In Family services Estates, the majority of spend relating to building compliance, repairs and maintenance, health and safety and disabled access works will occur in 2018/19, resulting in slippage of £1.150m.
- The capital outturn for **Housing Needs and Resources** shows slippage of £5.605m. The Open Door Homes funding requirements have been reprofiled and the drawdown of £4.882m of the total £10.000m loan will now take place in 2018/19. Within the

project to bring empty properties back into use, two properties are in the pipeline but will not complete this year; this has resulted in £0.843m slipping to 2018/19.

- The **Re** capital programme has decreased by £36.555m. £33.320m of this relates to Brent Cross land acquisitions as the CPO process and subsequent legal challenge have resulted in acquisitions being delayed to 2018/19, and £2.114m relates to investments in roads and pavements where works have been delayed until 2018/19.
- The capital outturn for **Street Scene** shows a variance from budget of £2.394m due to purchases of vehicles and equipment slipping into 2018/19.
- The **HRA** outturn shows an underspend of £1.035m. This is due to delays in the purchase of four flats as part of the Development Pipeline Stag House project (£1.066m) and the re-cladding of Granville Road not completing until 2018/19 (£1.500m), offset by earlier than expected completion of foundation remedial works at Moreton Close accelerating spend that had previously been slipped (£2.319m).

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. In total, £17.531m of savings has been delivered by year end, which represents 88.4% of the target.

**Table 4: Savings (2017/18)**

Theme Committee	2017/18 MTFS Savings Target £000	Savings £000	Savings Unachiev- able £000	Savings 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 and Safeguarding <sup>8</sup>	2,155	2,011	144	93.1
Community Leadership and Libraries	1,501	1,501	-	100
Environment	3,965	3,315	650	83.6
Policy and Resources	2,361	2,361	-	100.0
	<b>19,825</b>	<b>17,531</b>	<b>2,294</b>	<b>88.4</b>

A.11 Agency expenditure has reduced by £1.7m (8.3 per cent) over the year (see table 5).

<sup>8</sup> This includes Family Services and Libraries. Later in the report the libraries budget is presented separately in line with the new Theme Committee remits.

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

Service	2017/18 £000	2016/17 £000	Increase / (Decrease) £000	Increase / (Decrease) %
Adults and Communities	2,510	3,715	(1,205)	(32.4)
Assurance	16	73	(57)	(78.8)
Commissioning Group	1,355	2,654	(1,299)	(48.9)
CSG	50	-	50	100.0
Education and Skills	-	27	(27)	(100.0)
Family Services	10,396	9,723	673	6.9
HRA	-	36	(36)	(98.8)
Parking and Infrastructure	163	346	(183)	(53.0)
Re	-	91	(91)	(100.0)
Street Scene	2,429	2,686	(257)	(9.6)
Capital projects	2,274	1,578	696	44.1
<b>Total</b>	<b>19,193</b>	<b>20,929</b>	<b>(1,736)</b>	<b>(8.3)</b>

\*Service lines include transformation projects

A.12 There were 1,713 staff in established posts (1,406 FTEs) across the three months of the quarter (a 100-odd increase on last year). This was reflected by a reduction in agency staff to 328 (220 FTEs) from 441 last year, particularly between February (243) and March 2018 (212). See tables 6a, 6b, 7a, 7b and 7c.

**Table 6a: LBB staff headcount (Q4 2017/18)**

Service	Headcount*				
	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18
Adults and Communities	281	290	299	319	319
Commissioning Group	186	218	213	216	220
Family Services	642	699	655	664	672
Street Scene	476	504	523	517	502
<b>Overall</b>	<b>1,585</b>	<b>1,711</b>	<b>1,690</b>	<b>1,716</b>	<b>1,713</b>

\*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 (Q4 2017/18)**

Service	FTE*				
	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18
Adults and Communities	249	257	266	285	287
Commissioning Group	175	202	195	195	201
Family Services	497	515	486	478	489
Street Scene	423	440	448	441	429

Service	FTE*				
	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18
<b>Overall*</b>	<b>1,344</b>	<b>1,414</b>	<b>1,395</b>	<b>1,399</b>	<b>1,406</b>

\*Figures exclude Education and Skills

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

**Table 7a: Agency (Q4 2017/18)**

Service	No. of agency staff*				
	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18
Adults and Communities	78	70	60	44	56
Commissioning Group	35	18	17	20	23
Family Services <sup>9</sup>	156	117	104	132	167
Street Scene	172	156	132	119	82
<b>Overall</b>	<b>441</b>	<b>362</b>	<b>312</b>	<b>315</b>	<b>328</b>

\*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 (Q4 2017/18)**

Service	No. of agency FTE			
	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18
Adults and Communities	52	35	44	49
Commissioning Group	18	11	20	21
Family Services <sup>4</sup>	45	33	83	105
Street Scene	52	33	60	44
<b>Overall</b>	<b>167</b>	<b>112</b>	<b>207</b>	<b>220</b>

\*Figures exclude Education and Skills

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

**Table 7c: Agency FTE (January - March 2018)**

Service	No. of agency FTE			
	Jan-18	Feb-18	Mar-18	Average for Q4 2017/18
Adults and Communities	50	58	40	49
Commissioning Group	22	25	17	21
Family Services <sup>4</sup>	92	112	110	105
Street Scene	40	48	45	44
<b>Overall</b>	<b>204</b>	<b>243</b>	<b>212</b>	<b>220</b>

\*Figures exclude Education and Skills

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

A.13 Sickness absence increased to 9.89 days from 9.59 days in the last quarter and continued to be higher than the 6 days target (see table 8a). This ongoing high rate was due to the higher rates of sickness absence over the summer and autumn 2017

<sup>9</sup> This refers to the whole service, including libraries, and not just social care staff.

(between 0.88 to 1.08 days lost per FTE), which continued to feed into the “rolling 12 months” average. Figures reported for the last quarter (January to March 2018) showed much lower rates of absence (between 0.61 and 0.77 days lost per FTE).

- Sickness absence in Street Scene remained high at 15.02 days (and increased from 14.45 days last quarter). Mitigations put in place to reduce sickness absence will take a while to filter through into the “rolling 12 months” average. The last quarter (January to March 2018) saw the lowest rates of absence (between 0.87 to 1.01 days lost per FTE since April 2017 (see table 8b).
- Measures to address sickness absence in Adults and Communities resulted in the second consecutive quarterly reduction to 10.30 days (from 10.42 days last quarter).

**Table 8a: Sickness absence (Q4 2017/18)**

Service	Average days lost per FTE (rolling 12 months)				
	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18
Adults and Communities	9.71	9.90	10.90	10.42	10.30
Commissioning Group (incl. CEO)	3.94	4.22	4.35	4.54	3.77
Family Services	6.92	6.15	6.11	6.99	7.73
Street Scene	9.59	10.47	12.96	14.45	15.02
<b>Overall*</b>	<b>7.83</b>	<b>7.85</b>	<b>8.86</b>	<b>9.59</b>	<b>9.89</b>

\*Figures include Education and Skills

Source: HR Dashboard (average over rolling 12 months)

**Table 8b: Sickness absence in Street Scene (April 2017 to March 2018)**

	Average days lost per FTE (rolling 12 months)												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Annual*
Street Scene	0.84	1.16	1.24	1.32	1.52	1.39	1.67	1.80	1.28	1.01	0.87	0.89	15.02

\*Annual figure affected by rounding

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. **Office build:** the ground floor design has been reviewed and changes suggested to extend the cafe area. The move has been re-scheduled for January to March 2019 to allow enough time for construction and fit-out of the building. In preparation for the move, clear-out sessions and space planning have been undertaken. **Technology:** Office 2016 and Skype for Business have been installed for approximately 1,400 staff and Skype telephony training rolled-out. **People and Change:** a recruitment campaign for Change Champions has resulted in an increase

from 63 to 130 across all services and partners. This was followed by a well-received Change Champion event in February 2018 at the RAF.

- **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. In Q3 2017/18, the council launched its new My Account service, which will be further developed in 2018 along with a re-design of the council’s website. Table 9 shows how contact volumes have changed compared with the same quarter last year: webforms have increased by 37 per cent (from 13,113 to 17,943), website visits have increased by 12 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 fell, with one not achieving target, but this was due an increase in telephone calls last quarter due to poor weather conditions. Customer Services responded to 99 per cent of webforms within the agreed timeframes.

**Table 9: Contact Centre volumes (Q4 2017/18)**

	Q4 2016/17	Q4 2017/18	Change
Website visits	731,448	818,947	+12%
Webforms	13,113	17,943	+37%
Telephony	309,143	272,972	-12%
Face-to-face	21,125	14,693	-30%
Emails (CSG only)	5,740	2,601	-55%

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 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 91 per cent. However, satisfaction with the **website** fell to 36 per cent (from 41 per cent last quarter). The following issues were identified: **My Account:** 8 per cent more ratings were submitted (2,948) compared with last quarter (2,736), with a significant volume of ‘poor’ ratings (1,787) that contributed (25 per cent) to the total negative responses received. In response to dissatisfaction from users not being able to access their My Account, a new process was introduced to contact users and resolve password issues. Other problems with users forgetting passwords or locked out of My Account and activation emails not being received are being addressed. **Accuracy of bin data:** an additional 74 per cent ratings (1,589) were made on the bin collection dates webpage than last quarter (913), and 63 per cent of these (1,001) were negative. This was mainly due to the inaccuracies in bin collection data (which is still affecting customers). Street Scene has formed a new Data and Systems team, which will ensure data updates are made to the collections dataset and uploaded to the website. The lack of a calendar format also continued to drive dissatisfaction. This is expected to be addressed by the procurement of a new system later in 2018. **Out of date content:** the poor weather conditions resulted in a higher number of information-driven website visits e.g. school closure dates. The content of the webpages most affected (homepage, school information, news, waste and recycling) have been updated. Despite these issues, users continued to visit the website and successfully transacted in higher numbers than ever (see table 9).

- **Complaints and Members' enquiries** – the complaints response rate exceeded target (92 per cent), with volumes slightly lower than last quarter. Of the 1,878 Members Enquiries received only eight were not responded to on time. There was an increase in Members Enquiries into Re (807, compared with 665 last quarter). Most of these were for Highways (604) and included a high number of pothole-related enquiries arising as a result of the poor weather.
- **Cases delivered within agreed timeframes<sup>10</sup> - remained below the 94 per cent target at 91 per cent.** This was an improvement from last year (87 per cent). The main driver of this measure is Revenues and Benefits, which accounts for 80 per cent of cases. The service's cases closed figure is understated. Despite this the service performed at 92 per cent and is operationally stable and well set-up to manage the increased seasonal demand that will materialise next quarter. Street Scene's performance (76 per cent) reflects a backlog of cases that need to be recorded on the reporting system. Poor weather conditions early in 2018 meant the service focused its resources on operational necessities. Four service support staff vacancies have been filled, which will allow improved record keeping. Re remains below target due to performance in Highways (72 per cent), which is responsible for over 45 per cent of Re cases (3,750 of 8,300 cases). This remains a priority and the case closure process is the subject of an internal review. Cases for **customers requiring additional support** performed at 99 per cent.
- **Waiting times for non-appointments** - this remained better than target at 3 minutes and 46 seconds for the two Customer Services access points. Barnet Homes' Housing Options appointment waiting times will not be available until reporting issues with the Qmatic platform are resolved.
- **Desk phones answered (CS17)** – this remained below the 95 per cent target at 86 per cent. The council is migrating to a Skype platform and resolving core data issues and this will impact negatively on the accuracy of reporting. Until these are completed this measure will not be reported, but will be monitored.

**Table 10: Customer experience dashboard (Q4 2017/18)**

Indicators	Q4 2017/18 Target	Q3 2017/18	Q4 2017/18	DoT
Customers that rate customer service as 'Good' (GovMetric)	89%	90%	91%	↑
Customers that rate the website as 'Good' (GovMetric)	55%	41%	36%	↓
Self-service contacts	42%	45%	40%	↓
Right first time contacts	78%	85%	82%	↓
CSG Webforms responded to within SLA (5 days)	95%	99%	99%	→
CSG Emails responded to within SLA (5 days)	95%	100%	99%	↓
Complaints responded to within SLA	90%	91%	92%	↑
Members Enquiries responded to within SLA (5	98%	100%	100%	→

<sup>10</sup> 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	Q4 2017/18 Target	Q3 2017/18	Q4 2017/18	DoT
days)				
Members Enquiries cases closed in 5 days	-	79%	72%	↓
Contact centre calls answered in total, including IVR <sup>11</sup>	95%	93%	94%	↑
Cases delivered within SLA <sup>12</sup>	94%	90%	91%	↑
Cases delivered within SLA for customers needing additional support	94%	100%	99%	↓
Case Closure Survey (sum of 'Very good' and 'Good' ratings)	65%	58%	70%	↑
CSG Non-appointment average wait (min) <sup>13</sup>	5 min	4 min 32 sec	3 min 46 sec	↑
CSG Appointment average wait (min) <sup>14</sup>	5 min	N/A	N/A	→
FOIs resolved within SLA	90%	96%	95%	↓
Council desk phones answered in total	95%	85%	86%	↑

## 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 March 2018).

### Strategic risk register

A.18 The strategic risk register includes 22 risks overall, which are being managed in line with the council's risk management framework. Seven of these are high level risks with a residual risk score of 15 or above. All are being managed as 'treat', except for STR004 which is being managed as 'tolerate'.

- **STR021 - Delivery of Ofsted Improvement Action Plan (risk score 15).** If the Ofsted Improvement Action 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. The second Ofsted monitoring visit took place in January 2018, with the report identifying some key areas to be addressed: 1) Space for conference

<sup>11</sup> Re, CSG and Barnet Homes. Barnet Homes target is 92%.

<sup>12</sup> Data covers Parking, Assisted Travel, Highways and Planning and Revenues and Benefits.

<sup>3</sup> Average wait time = 930 hours/ 14,687 visits. Housing Options appointments have been excluded since accurate data are not available due to a reporting error (see narrative).

<sup>4</sup> Appointment data not available due to a software error (see narrative).

calling as part of S47 strategy discussions. This has been provided on the second floor; 2) Focus on supervision. The focus on all cases is to ensure there is effective, reflective supervision on file. Management action is being taken to ensure cases are being supervised and notes are on the file. Training has been undertaken by Team Managers and coaching and support is being offered across the service; 3) Quality of Assessment and Planning. This remains a clear focus across all aspects of the service. Training has been taken up and we have put in place a range of systems to drive up the standards; and 4) Inadequate work. Family Services is continuing to use the audit findings to direct the work of practice development and address poorer practice across the service. Some progress has been made in this area but the service needs to continually focus on embedding the changes. A third Ofsted monitoring visit took place in April 2018. Although the monitoring letter has not been received, verbal feedback indicated consolidated improvement.

- **STR020 - Lack of fully functioning Adults case management system (risk score 20 – increased from 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. Progress is further delayed and, as a result, the risk score has increased from 15 to 20. The programme plan has been refined to ensure delivery of the highest priority activity and to pursue the appropriate commercial process.
- **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. The Medium Term Financial Strategy (MTFS) for 2018/19 to 2020/21 has been approved by Council, where a significant budget gap was identified. As a result of funding uncertainty, the Priorities and Spending Review (PSR) process has been refocused on an enhanced Finance and Business Planning Process. This process will involve a robust challenge of agreed planned savings for 2018/19 and 2019/20 and a requirement to identify alternatives and new proposals to stay on track. The outcomes from this work will result in a revised and updated MTFS to be considered by Members from November 2018 onwards; which will be revised to ensure any unplanned funding reductions can be managed.
- **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. Key projects and programmes within the transformation portfolio have the required resources allocated to them to deliver against project and programme plans. An audit has been undertaken for TW3 programme and findings will be reported to Audit Committee. The possibility of staff resignations as a result of the office move to Colindale have been considered and actions will be developed to mitigate this. Work

will soon commence to update the project management toolkit; the updated methodology will also incorporate learning from project and programmes reviews and audits, for example benefits realisation.

- **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:** the children aspect of this risk is being managed by the delivery of the Ofsted Improvement Action Plan, which is monitored regularly and overseen by a Board chaired by the Chief Executive. Ofsted monitoring visits took place in November 2017 and January 2018. Inspectors noted that satisfactory progress had been made and there was a positive sense of direction. The third monitoring visit took place in April 2018 and focused on vulnerable adolescents; with the fourth monitoring visit due in July 2018 to focus on Children in Care, Care leavers and Children with Disability. There was also a CCG inspection in February 2018 under section 48 of the Health and Social Care Act 2008. The inspection focused on the quality of health services for looked after children, and the effectiveness of safeguarding arrangements for all children in the area. Following the inspection, the CQC will write a report about their key findings across the local health economy, and if necessary, make recommendations for improvement which will be considered in relation to this risk as appropriate. **Adults:** quality assurance and audit programmes are ongoing. The new Independent Chair of the Barnet Safeguarding Adults Board (SAB) started in January 2018 and has been working with partners to develop a refreshed multi-agency performance and quality assurance report that will be scrutinised by the SAB and Performance and Quality Assurance sub-group.
- **STR023 – Commercial viability of strategic suppliers (risk score 15).** 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. This risk is being mitigated by the use of Barnet's contract management framework, with policy and procedures for commercial activity. Contract monitoring takes place monthly with quarterly reporting to Policy & Resources (P&R) Committee. The contract register is kept under review with checks on financial status of strategic suppliers. Contract management arrangements are in place, including indicators to identify financial stress. Work is ongoing to enable the council to exercise its rights in respect to 'step-in' in the event of this risk event occurring. Monitoring via existing controls is taking place; and Members have been briefed on arrangements. Business continuity plans are in place as an effective control, but could be more effective by being more specific to this risk. Changes to business continuity plans will be explored with a view to setting additional actions to improve them.
- **NEW - STR024 - Tri-borough reorganisation of the Met Police (risk score 15).** This risk relates to the re-organisation of the Met Police into a tri-borough format. This may result in a dip in performance while the changes take place; police resources previously available to Barnet being re-allocated to Harrow and Brent; and an increase in police response times due to the service being delivered over a larger geographical area and the relocation of police hubs. These events may lead to a decrease in community safety, reputational damage and a reduction of public confidence in policing in Barnet. This risk is being managed with support from the Safer Communities Partnership Board and via regular meetings with the Met Police Borough Commander. Initial actions have been proposed with a view to establishing

more effective and comprehensive controls than are currently in place for this newly identified risk. As these actions are progressed and the controls are improved the residual level of risk will be assessed each quarter to ascertain progress towards the target level of risk.

**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 14 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.**

## PART B: PERFORMANCE BY THEME COMMITTEE (COMMISSIONING PLANS)

### Theme Committee performance indicators

B.1 The EOY 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 (72%) met target for the year; and most (65%) improved or stayed the same since last year.

**Table 11: Theme Committee Indicators (EOY 2017/18)**

Theme Committee	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened	Monitor only	No. indicators
Central Services	43% (3)	14% (1)	14% (1)	29% (2)	57% (4)	43% (3)	0	7
Adults and Safeguarding	74% (14)	26% (5)	0.0% (0)	0.0% (0)	76% (13)	24% (4)	7	26
Public Health and Wellbeing	100% (13)	0% (0)	0% (0)	0% (0)	77% (10)	23% (3)	0	13
CES	74% (26)	6% (2)	3% (1)	17% (6)	69% (25)	31% (11)	12	47
ARG	43% (3)	43% (3)	0% (0)	14% (1)	60% (6)	40% (4)	4	11
Housing	77% (14)	6% (1)	0% (0)	17% (3)	45% (10)	55% (12)	7	25
Environment	71% (12)	6% (1)	0% (0)	23% (4)	71% (12)	29% (5)	0	17
Community Leadership and Libraries	63% (5)	25% (2)	0% (0)	12% (1)	58% (7)	42% (5)	5	13
<b>All CPIs and SPIs<sup>15</sup></b>	<b>72% (90)</b>	<b>12% (15)</b>	<b>2% (2)</b>	<b>14% (17)</b>	<b>65% (88)</b>	<b>35% (47)</b>	<b>35</b>	<b>159</b>

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

<sup>15</sup> 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 outturn

Revenue							
Service	Original Budget £000	Revised Budget £000	Outturn £000	Variance from Revised Budget Adv/(fav) £000	Reserve Move-ments £000	Variance after Reserve Move-ments Adv/(fav) £000	Variance after Reserve Move-ments Adv/(fav) %
Adults and Communities	87,145	87,177	90,101	2,924	(1,717)	1,207	1.4

B.4 The revenue budget for **Adults and Communities** overspent by £2.924m but this has been reduced to £1.207m following the drawdown from reserves, predominantly driven by an overspend of £3m in the care placements budgets.

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. The outturn includes c£0.275m spend on three 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 average weekly cost for LD Supported Living increased by 18 per cent from 2016/17.

The overspend also includes expenditure relating to backdated claims for Ordinary Residence that have been lost. This results in a one-off impact on the 2017/18 outturn of £0.479m and an ongoing budget pressure of £0.116m.

In terms of ongoing commitments, there is also significant pressure resulting 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 led to an increase of 7 per cent in commissioned homecare hours (£0.933m) compared with 2016/17. The increase in homecare activity was also compounded by an 8% average increase in contractual rates (£1.066m) as a result of inflation and changes in market conditions. This increase followed a period of suppressed inflationary increases and contributes to stabilising the care market. The weekly cost of Nursing Care in Older Adults increased by 6 per cent in 2017/18, with new clients costing £144 per week above the council's minimum sustainable price given market pressures and additional complexity of need.

Non-placements budgets underspent by £1.3m, which offsets some of the pressures against the placements budgets. The underspends in this area are from in-year vacancies, one-off savings and additional income identified.

Community equipment costs have increased by £1m predominantly on items funded by the CCG. Equipment costs capitalised via the Disabled Facilities Grant (DFG) budget (£0.483m) resulted in a £0.3m underspend. The Deprivation of Liberty Safeguards (DOLS) service continues to be a significant cost pressure (£0.145m) in 2017/18 as a result of Supreme Court judgements in 2014/15 and a loss of grant funding since 2015/16.

Capital						
Service	2017/18 Revised Budget £000	Additions/ (Deletions) £000	(Slippage)/ Accelerated Spend £000	2017/18 Outturn £000	Variance from Approved Budget £000	Variance from Approved Budget %
Adults and Communities	2,032	272	(71)	2,233	201	9.9

B.5 The capital outturn for Adults and Communities was £201k (9.9%) overspent.

### 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.

- **Embedding strength-based practice** –the strength-based practice model was implemented as the core practice model across all social work and occupational therapy teams in the Adults and Communities Delivery Unit. With strength-based practice embedded, the focus has been on measuring the impact and continuous improvement of the model through key indicators such as reductions in residential admissions and case studies. The service recently showcased the Barnet strength-based model at a good practice event in Hampshire and regularly responds to requests from other councils for information on the approach. As part of the strength-based model, a new mental health social work structure was introduced, which brought mental health social workers back under council line management from the NHS and expanded the enablement and recovery model based in the Network mental health enablement service. As a result, referrals to the Network increased by 30 per cent and were effectively managed with a 10 per cent reduction in staffing costs in mental health overall. Mental health delayed transfers of care reduced. More mental health users have been using telecare and peer workers (people with lived experience) have been employed by the council in the Network service.

Strength-based practice has been augmented by new service development. For example, the council developed a specialist Dementia Carers support service, which provides training, advice, support and care to enable individuals to remain in their own home and prevent carer breakdown. The service worked with 40 couples over

the year, resulting in admission prevention for 39 couples and 1 admission. The strategic telecare partnership with Argenti delivered more than 1,700 new telecare installations. The council's new Supported Living Framework was launched, including new accommodation models for complex needs in mental health and learning disabilities services, such as 'Crash Pads' for short term respite. The service has brought many new providers into the borough (for example, 13 new mental health providers), increasing market capacity as well as the support options available to meet people's needs. A new employment support framework was launched in the last quarter for users with eligible social care needs. Other strength-based services commissioned in 2016/17 continued to operate, including the Shared Lives scheme and the personal assistants service.

- **Integrating local health and social care** – the council jointly leads the Care Closer to Home programme with NHS Barnet CCG. The programme aims to increase the levels of care provided through GP practices and, through this, prevent crises and admissions to hospital and delay the escalation of care needs. As part of the programme Care Closer to Home Integrated Networks (CHINs) have been introduced across the borough. These include extended hours GP appointments; groups of GP practices working together; and over time it is envisaged they will include community health services. CHINs will have links and referral routes to council services. The first CHIN (Burnt Oak) went live in February 2018, focusing on diabetes; with the second (Oakleigh and East Barnet) focusing on frailty in the elderly; and subsequent CHINs, focusing on paediatrics, due to go live in April and June 2018. Plans for full borough coverage of CHINs are being developed and will be presented to the Health and Wellbeing Board in July 2018.

Health and social care are integrated in many other ways. The council and CCG have a joint commissioning team, an integrated learning disabilities team and integrated frontline teams in mental health. Hospital social work is available in acute hospitals seven days a week. The council and CCG have a joint approach to dementia services, commissioning an integrated community dementia pathway comprising the memory assessment service, dementia advisors, the dementia hub and a network of dementia cafes. Barnet continues to achieve the national NHS dementia diagnosis target. The council works with the CCG to support people with learning disabilities and autism to move out of long-term hospital settings (under the Transforming Care Partnership, previously known as the Winterbourne View Concordat). This work was led by the integrated learning disabilities team and has been effective in moving people from long-term hospital. However, the high costs of placement for this group of people has resulted in budget pressures for the council.

- **Diversifying Barnet's ASC accommodation offer** – the council has progressed the construction of three new extra care schemes at Ansell Court, Stag House and Cheshir House, in partnership with Barnet Homes. These schemes offer residents their own flat with a secure tenancy, and care and support services on site. Ansell Court will be the first scheme to open in early 2019. It will have 53 flats suitable for couples and has been designed specifically to meet the needs of people living with dementia. It will also include communal spaces, a garden and café. Planning permission has been given for 51 flats at Stag House; and Cheshir House will be developed as part of the regeneration of the Fosters Estate in Hendon. This will bring total number of extra care units in Barnet to 325.

- **Transforming day care provision** – 13 providers were accepted onto Barnet's Approved Provider List for day opportunities and employment support for those with eligible needs in November 2017. The aim is that more services offer employment support in the borough for people with care and support needs, covering job readiness, job finding and job retention. The council has developed three new types of day opportunity provision to meet the varying requirements of people with low and medium needs and those with profound and multiple learning and physical disabilities and complex health needs, which will take a strength-based approach to developing service users' independence, social networks and employment or volunteering opportunities. The council has also developed innovative new types of intensive employment support packages, that can be purchased for individual service users and is prototyping new referral processes to test the impact and outcomes of these models. The council recommissioned Your Choice Barnet's (YCB) day services last year, with an increased focus on employment and independence. Services have been transformed, working in partnership with service users and families. More service users now access community based activities. The employment support pathway has supported 29 people, of which 13 have entered employment, four are volunteering and 13 are receiving ongoing support to find employment.
- **Expanding evidence-based prevention and early support** - the Prevention and Wellbeing Co-ordination Service went live in the third quarter of 2017/18. The service is based on an evidence-based model from Australia called Local Area Co-ordination, which diverts eligible users from statutory care services into community options, reduces social isolation and provides support for those below statutory thresholds. The service operates borough-wide and has delivered positive results; working alongside adults to maintain their independence and maximise their wellbeing. The service has supported people to move into new accommodation; to engage in local community groups, e.g. engaging a whole family in a local walking group; finding free English classes for residents; and supporting people to get essential maintenance done. The team has held three community meetings capturing the views of local people and are working with Age UK Barnet, Stonegrove Community Centre and The Hive to set up a programme for the over 55's including exercise, lunch and a reading group; a Bollywood dancing class in Edgware and a men's social group in Child's Hill.
- **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. The council delivered training sessions on improving support for carers to primary care professionals. New digital resources for carers were launched on the Adults Social Care webpages and the commissioned provider for carers and young carers webpages. These new resources include tools to maintain health and wellbeing, training and access to the Jointly app, which provides a way to organise and share caring responsibilities amongst family and friends.
- **Implementing the new ASC case management system** – the council has continued to work with Capita to progress remedial work on the Mosaic case management system. Recently, this has focused on year-end activities including financial reporting and production of the statutory returns
- **Improving leisure facilities and physical activity** – a new 10-year leisure management contract was awarded to Greenwich Leisure Limited (GLL) in October

2017 following competitive dialogue and the new contract became effective from 1 January 2018 to 31 March 2028. The new contract will provide an annual average management fee paid from the operator to the council of £1.538m per annum (reversing a deficit position of c.£1.2m); and will deliver facility improvements at Hendon, Finchley and Burnt Oak Leisure Centres. In addition, GLL will deliver a range of health benefits throughout the contract term. These focus on improving and sustaining participation such as free swimming opportunities, dementia friendly swimming, and discount memberships for residents. There will also be a range of health interventions such as weight management and diabetes interventions and community programmes. The provider has developed an evaluation partnership with Middlesex University. The council has also progressed the construction of the two new leisure centres at Barnet Copthall and New Barnet. The groundwork and pool excavations for these schemes are now complete. These new facilities form part of a £41.5m council investment and are due for completion in June and August 2019. For the Fit and Active Barnet Network, developments to co-ordinate a campaign from June 2018 have been confirmed.

The Barnet SHAPE Programme in Burnt Oak and Colindale was jointly funded by the council and Sport England. The initiative accumulated over 12,000 attendances to date, surpassing the programme target by 30 per cent. This included engagement of 60 disabled participants and supporting 50 young people to achieve a sports related qualification. Notable health and wellbeing benefits included reported weight loss, improvements in confidence, enhanced friendships and reduced isolation.

The Barnet Health Walks programme co-ordinated seven instructor-led health walks on a weekly basis. Each one was led by a qualified instructor and included additional exercises to improve physical fitness and develop strength and conditioning. The programme engaged over 6,500 older adults and was promoted amongst the Fit and Active Barnet Network.

The London Youth Games, Europe's largest annual youth sports event, has a rich history in producing the country's most high-profile athletes. The co-ordinated over 400 young people to represent Barnet, in partnership with sports clubs and schools. 'Team Barnet' won 1<sup>st</sup> place (Gold) in Boccia Mini and Female Table Tennis, 2<sup>nd</sup> place (Silver) in Fencing, Mini Swimming and Male Table Tennis, and 3<sup>rd</sup> place (Bronze) in Cross Country. In addition, one netball player was spotted by England Netball and ex-England player and captain, Amanda Newton, at the Finals; subsequently being invited to train with the London and South-East region.

## **Performance indicators**

### **Adults and Communities**

B.7 The aim of the council's plan for ASC is to enable people to remain independent and in their own home for as long as possible. Performance indicators show that the council has been effective in reducing admissions to residential care as a result, with performance better than both comparator group and nationally. In addition, improvements have been made in terms of independent living for people with learning disabilities: 75 per cent live in their own homes or with family (compared with 72 per cent last year; and above comparator group at 69 per cent). People with mental health issues living in stable accommodation remains high at 82 per cent, although slightly down on 84 per cent last year. In addition, 18 working age adults have

'stepped down' over the course of the year from residential care to stable accommodation.

Reducing delayed transfers of care (DTOCs) has been a priority for ASC. In July 2017, central government set all local authorities with social care responsibilities a target for DTOC reduction, to be achieved by September 2017 (and reported in November 2017). Retention and use of the improved Better Care Fund (iBCF) were subsequently linked to the achievement of this target. At the beginning of the 2017/18 financial year, the council was not achieving this target. However, as the year progressed, the council's performance improved and the target has been achieved consistently in the latter part of the year. Key challenges to reported performance were: NHS data quality; and care market availability, especially home care and nursing care. To address these, work was carried out with NHS provider trusts (which submit the national DTOC data) to ensure that submissions were accurate. Detailed investigation revealed that data submitted by NHS organisations had been inaccurate in respect of Barnet (showing it as worse) and so work was carried out to ensure submissions were accurate before they were sent to NHS Digital. This work continues, as data needs to be checked and challenged on a regular basis across all providers where a Barnet resident is admitted, even out of borough. The second challenge was mitigated by commissioning additional home care hours on a block basis and working with YCB to increase weekly enablement hours. Some iBCF funding was used to increase the number of care brokers, to pro-actively source nursing placements and the Care Quality Team worked to improve quality and through this, reduce embargoed nursing care beds. However, Care Quality Commission data shows that the number of nursing care beds in the borough has reduced by around 300 in the last four years. This, coupled with the fact that at any given time, the council is competing with other councils and CCGs (both in London and beyond) for nursing care placements in Barnet, means that availability of nursing care remains a challenge.

Key challenges overall in ASC during 2017/18 were social care market availability and financial sustainability. Whilst the service has worked to increase market availability, this will remain an ongoing challenge.

Financial sustainability for ASC is a national issue and these pressures are reflected in Barnet. [ADASS has suggested](#) that that an additional £1billion is needed to cover the unavoidable costs of demography<sup>[1]</sup>, inflation and the National Living Wage; and £1.3billion to stabilise the ASC provider market, per annum. This has been reflected in the [Lord Darzi review of Health and Care](#), which projected a £9.6bn social care funding gap by 29/30, nationally.

An [ADASS survey in October 2017](#) showed that 53.4% of councils with ASC responsibilities forecast overspend on their ASC budgets (up to £20.8m). For a significant number of those that are predicting to be on budget, this relied on additional iBCF funding / use of reserves. At the same time, the council has seen increased demand for services, especially from hospitals (where assessments went up from 697 in 2016/17 to 1,052 in 17/18) and in safeguarding, where concerns were 1,519, up from 1,000 in 2016/17 and enquiries (investigations) increased from 275 to 526. The council also made improvements or remained constant in measures of user

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<sup>[1]</sup> [Demographic pressures](#)- increasing needs of younger and older adult cohorts: Older people: 1.1%; People with learning disabilities: 1.2%; People with mental health needs: 0.2%; Physically disabled people: 0.3%

satisfaction; complaints have remained low with a reduction in recorded complaints from 96 in 2016/17 to 83 in 2017/18 (the detail is reported separately to Adults and Safeguarding Committee in the annual statutory complaints report).

B.8 Four Adults and Safeguarding indicators in the Corporate Plan have not met the annual target; and one indicator (the latter) in the Adults and Safeguarding Commissioning Plan has not met the annual target.

- **AC/S4 Percentage of adults with learning disabilities in paid employment (RAG rated GREEN AMBER)** – 10.1% against annual target of 10.3%. This represents 79 people in paid employment out of a cohort of 785. 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. Learning disabilities service users have been signposted to appropriate employment support opportunities, including third sector organisations via the Prevention and Wellbeing Service, and newly commissioned day 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/S5 Percentage of adults with mental health needs in paid employment (RAG rated GREEN AMBER)** - 6.7% against annual target of 7.5%. This indicator refers to individuals with complex mental health needs for whom employment may be particularly challenging. Mental health service users have been signposted to employment opportunities, including the embedded employment services. For people with less complex needs, the new mental health enablement model has promoted community-based support options, including access to employment, diverting people from the need for more intensive services.
- **AC/S6 Percentage of adults with mental health needs who live independently, with or without support (RAG rated GREEN AMBER)** - 82.4% against annual target of 83%. This indicator refers to individuals with complex mental health needs, for whom stable accommodation options may be challenging to find. The new mental health enablement pathway has promoted access to alternative accommodation options, including the new supported living framework providers, for individuals with mental health needs. New admissions to residential care for working age adults has remained low, while mental health delayed transfers of care have been reduced throughout 2017/18.
- **AC/C12 Number of delayed transfers of care from hospital per 100,000 population (aged 18+) which are attributable to the NHS and ASC (RAG rated GREEN AMBER)** – 9.4 against annual target of 9.1. Substantial work has been carried out to reduce delayed transfers of care in Barnet, involving a range of measures. These range from introduction of a new 'discharge to assess' service which provides extra beds for patients close to discharge from hospital, to co-location of brokerage staff with hospital teams to ensure care placements are sourced quickly. To highlight the level of improvement, the rate of delays per day per 100,000 population fell to 9.4 days (from 15.6 last year).

- **AC/S8 Percentage of new clients, older people accessing enablement (RAG rated GREEN AMBER)** – 54.5% against annual target of 65%. The referral criteria for reablement was redefined in March 2017 following a review of the service to reduce the number of inappropriate referrals and ensure that the specialist service and its resources were used to best advantage. The aim has been to target referrals more effectively and as a result the proportion of new clients referred into the service has decreased.

#### **Public Health<sup>16</sup>**

B.9 All indicators in the Public Health and Wellbeing Commissioning Plan met the quarterly targets.

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<sup>16</sup> Public Health data is reported a quarter in arrears, so data is for Q3 2017/18.

## Adults and Communities

Corporate Plan Indicators <sup>17</sup>									
Ref	Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 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	Annual – reported in Q3 2017/18	61.3% (within confidence interval)	61.1% <sup>18</sup> (reported in Q3 2017/18) (G)	61.3% (reported in Q2 2016/17)	↔ Same	Nearest Neighbours 60.4% 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	Annual – reported in Q3 2017/18	70% (within confidence interval)	72.1% <sup>19</sup> (reported in Q3 2017/18) (G)	69.4% (reported in 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	Apr 2017 - Mar 2018	85%	88% (G)	80%	▲ Improving	No benchmark available
CPI	AC/S3 (ASCOF 1G)	Percentage of adults with learning disabilities who live in their own home or with their family	Bigger is Better	Apr 2017 - Mar 2018	65%	75% (G)	72%	▲ 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	Apr 2017 - Mar 2018	10.8%	10.1% (GA)	10.9%	▼ Worsening	Nearest Neighbours 9.1% England 5.7% (NASCIS, 2016/17)

<sup>17</sup> The Monitor indicators have been included for information.

<sup>18</sup> 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. The result differs slightly to that reported in Q3 2017/18 (61.7%) due to further data cleansing.

<sup>19</sup> This survey indicator has a confidence interval of +/-4.1%pts. The result differs slightly to that reported in Q3 2017/18 (69.9%) due to further data cleansing.

## Corporate Plan Indicators<sup>17</sup>

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
CPI	AC/S5 (ASCOF 1F)	Percentage of adults with mental health needs in paid employment	Bigger is Better	Apr 2017 - Mar 2018	7.5%	6.7% (GA)	7.6%	▼ Worsening	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	Apr 2017 - Mar 2018	83%	82.4% (GA)	84.2%	▼ Worsening	No benchmark available
CPI	AC/S9 ASCOF 2A (2)	Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	Smaller is Better	Apr 2017 - Mar 2018	500	312.5 (G)	381.9	▲ 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	Apr 2017 - Mar 2018	15	3.2 (G)	8.5	▲ Improving	Nearest Neighbours 7.7 England 12.8 (NASCIS, 2016/17)
CPI	AC/C12	Number of delayed transfers of care from hospital per 100,000 population (aged 18+) which are attributable to the NHS and adult social care	Smaller is Better	As at March 2018	9.1 <sup>20</sup>	9.4 (GA)	15.6 (March 2017)	▲ Improving	CIPFA Neighbours 6.52 England 11.60 (March 2018, DoH)

<sup>20</sup> The targets for DTOC were amended to reflect the new Department of Health methodology introduced during the year.

## Corporate Plan Indicators<sup>17</sup>

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
CPI	AC/C13 (ASCOF 2C/2)	Number of delayed transfers of care from hospital per 100,000 population which are attributable to adult social care only	Smaller is Better	As at March 2018	2.6 <sup>16</sup>	2.3 (G)	8.7 (March 2017)	▲ Improving	CIPFA Neighbours 2.13 England 3.56 (March 2018, DoH)
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	Annual – reported in Q3 2017/18	79.6% (within confidence interval)	80.4% <sup>21</sup> (reported in Q3 2017/18) (G)	79.6% (reported in Q2 2016/17)	↔ Same	Nearest Neighbours 83.3 England 86.4 (NASIS, 2016/17)
CPI	AC/S29	Number of instances of information, advice and guidance provided to carers	Bigger is Better	Apr 2017 - Mar 2018	3,300	3,874 (G)	3,226	▲ Improving	No benchmark available
CPI	AC/C17	Percentage of contacts that result in a care package	Smaller is Better	Apr 2017 - Mar 2018	Monitor	22.9%	20.8%	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	Apr 2017 - Mar 2018	Monitor	1,052	697	Data provided to show demand on service	No benchmark available

<sup>21</sup> This survey indicator has a confidence interval of +/-3.2%pts, so is within target. The result differs slightly to that reported in Q3 (78.0%) due to further data cleansing.

### Corporate Plan Indicators<sup>17</sup>

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
CPI	AC/C21	Working age adults who have moved out of residential care into stable accommodation	Monitor	Apr 2017 - Mar 2018	Monitor	7.3	New for 2017/18	New for 2017/18	No benchmark available

### Commissioning Plan Indicators (not met target)<sup>22</sup>

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI	AC/S8	Percentage of new clients, older people accessing enablement	Bigger is Better	Apr 2017 - Mar 2018	65%	54.5% (GA)	70.3%	▼ Worsening	No benchmark available
SPI	AC/C19	Proportion of referrals that result in an assessment	Monitor	Apr 2017 - Mar 2018	Monitor	69.6%	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	Apr 2017 - Mar 2018	Monitor	86.7%	54%	Data provided to show demand pressure on service	No benchmark available
SPI	AC/C20	Number of safeguarding concerns received	Monitor	Apr 2017 - Mar 2018	Monitor	1,519	New for 2017/18	New for 2017/18	No benchmark available

<sup>22</sup> The Monitor indicators have been included for information.

Commissioning Plan Indicators (not met target)<sup>23</sup>

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI	AC/S21	Number of carers' assessments	Bigger is Better	Apr 2017 - Mar 2018	Monitor	1,093	824	Data provided to show demand pressure on service	No benchmark available

<sup>23</sup> The Monitor indicators have been included for information.

## Risk management

- B.10 Adults and Safeguarding risks are held on the Adults, Communities and Health and Public Health risk registers.
- B.11 The Adults, Communities and Health risk register includes 29 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'.
- **AC001 - Increased overspend in 2017/18 to meet statutory duties (risk score 20 – increased from 15).** This is being addressed by an in-year recovery plan that 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 and the distribution supported by Adults and Safeguarding Committee in June 2017. The Adults and Communities budget has been re-profiled to reflect projected demand more closely. Given the significant financial challenges in 2017/18 detailed work is underway to profile the likely budget position in 2018/19. A three per cent precept has been agreed to support the position in 2018/19.
  - **AC028 - Lack of fully functioning case management system (risk score 20 – increased from 15).** A plan to complete the programme was submitted but then subsequently withdrawn. Capita have reduced the programme team from 16 to seven and the Programme Director left at end of March 2018. This situation has delayed progress and, as a result, the risk score has increased from 15 to 20. The programme plan has been refined to ensure delivery of the highest priority activity and to pursue the appropriate commercial process. Work has taken place throughout the quarter to improve the functioning of specific business processes. Good progress has been made to ensure customer billing processes are functioning more smoothly using an interim billing solution. Improved information governance controls have been maintained; and data inputting backlogs have been reduced following recruitment of new resources. The fortnightly Programme Board has continued to meet to monitor progress.
  - **AC027 - Implementation of new IT systems (risk score 16).** The Investing in IT Programme Board has continued to meet to monitor the implementation of Mosaic, as the most significant new IT system being introduced in Adults and Communities at the present time. A revised programme plan is being reviewed by the joint programme management team with the majority of remedial work on the system forecast to complete by July 2018. The action delivery date has been revised to reflect this. The Adults Digital Strategy Programme Board has met monthly to ensure the join-up of IT projects and programmes across the service and will be supplemented by a technical working group with representation from CSG to ensure systems are co-ordinated at technical and infrastructure levels.
  - **AC031 - Lack of financial control (risk score 16 – increased from 9).** Delays in resolving issues following the move to the new case management system have limited the ability for the council to produce routine budget reports. There is a risk that with limited financial reporting and a result, reliance on work arounds, that budget issues are not identified and addressed in a timely fashion. The new finance reporting solution has continued to undergo testing with workarounds being used to supplement the data for use in year end finance reporting. The revised Mosaic programme plan makes

provision for a review of the system build and service configuration structure, which will provide enhanced financial reporting capabilities and cleansed data later in 2018.

- **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. The Care Quality Team mitigates this risk by delivering a programme of monitoring, practice sharing and strategic improvement. The service has purchased a contract management and monitoring system to improve analysis of trends and support early intervention. A joint approach to monitoring the market across London is being piloted. A health and social care project group is leading development of a Care Home Strategy and an enhanced offer for care homes to deliver improved quality of services and reduce risk of failure. A joint approach to managing provider concerns has been put in place led by the primary commissioner. Health funding has been agreed for nursing resources co-located within the council to roll out clinical training for providers to improve management of long-term conditions and end of life.

B.12 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'.

- **PH06 - Pandemic Influenza type disease outbreak (risk score 20 – increased from 16).** A 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. The council has a Pandemic Flu plan in place, signed off and circulated to all partners; and Public Health colleagues take part in the national flu conference call each week. The risk score has increased from 16 to 20 in line with the national Pandemic Influenza risk. Fatality predictions in Barnet across various pandemic scenarios range from 152 to 4,776. With events expected approximately every 10 years and the last event occurring in 2009 a pandemic is considered likely within the next five years.

## CHILDREN, EDUCATION AND SAFEGUARDING (CES) COMMITTEE

B.13 The priorities for the CES 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.

### Budget outturn

Revenue							
Service	Original Budget £000	Revised Budget £000	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) %
Family Services	49,226	55,039	57,409	2,371	(40)	2,331	4.2
Education and Skills	6,525	6,718	6,584	(134)	84	(50)	(0.7)

B.14 The final revenue outturn for **Education and Skills** was broadly in line with budget.

The overspend of £2.331m for **Family Services** represents 4.2% of the total Delivery Unit budget (£55.039m). This represents an increase of £2.117m from Quarter 3 relating to expenditure on placements and employee costs. There was a £2.300m overspend relating to external high cost specialist placements and associated services and the additional directed requirement for two assistant heads of service, three duty assessment team managers and eight duty assessment team social workers resulted in a £0.400m pressure. The ongoing improvement programme will continue to place pressure on existing resources. These pressures were offset by additional one-off grant funding (£0.416m) and realignment of the additional budget allocated by Policy and Resources Committee in June 2017 to high cost placements (£1.200m).

Capital						
Service	2017/18 Revised Budget £000	Additions/ (Deletions) £000	(Slippage)/ Accelerated Spend £000	2017/18 Outturn £000	Variance from Approved Budget £000	Variance from Approved Budget %
Family Services	4,734	-	(1,956)	2,778	(1,956)	(41.3)
Education and Skills	27,933	-	(13,285)	14,648	(13,285)	(47.6)

B.15 The 2017/18 capital outturn for **Family Services** shows slippage of £1.956m.

- There have been delays to the Youth Scheme project with planning taking longer than expected, resulting in slippage of £0.300m.

- A delay in the planning application for a children's home scheme has resulted in slippage of £0.140m.
- The early education and childcare place sufficiency project slippage of £0.195m will be used for three projects to be completed in 2018/19.
- In Family services Estates, the majority of spend relating to building compliance, repairs and maintenance, health and safety and disabled access works will occur in 2018/19, resulting in slippage of £1.150m.

### **Progress on key activities**

B.16 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**

- **Children's Services Improvement Plan** - Ofsted inspected the council's services for children in need of help and protection and children looked after between 25 April and 18 May 2017, the Barnet Safeguarding Children Board (BSCB) was also inspected. The full Ofsted Inspection Report was published on 7 July 2017; Ofsted gave Barnet Children's Services an overall judgement of 'Inadequate'; the BSCB was also judged to be 'Inadequate'. In response to the recommendations and areas for improvement identified by Ofsted, the Barnet Children Services Improvement Action Plan was developed and implemented. The Department for Education (DfE) confirmed on 31 October 2017 that 'the plan satisfactorily reflects the recommendations and priorities of the inspection report'.

The Improvement Plan has two elements of improvement planning, a turnaround priority and seven improvement themes:

1. Turnaround priority: To drive sustainable Practice Improvement at pace

#### Improvement themes

2. Governance Leadership, and Partnership
3. Embedding Practice Leadership
4. Right interventions, right time (Thresholds)
5. Improving Assessment for children
6. Improving Planning for children
7. Effective Communications and Engagement to drive culture change that will improve children's lives

Progress against the Ofsted Improvement Action Plan is reported to members via the Children, Education and Safeguarding Committee bi-monthly. All reports taken to committee since the Single Inspection can be found online at <https://barnet.moderngov.co.uk/ieListMeetings.aspx?Committeeld=697>.

Since the publication of the Ofsted report in July 2017, inspectors have since returned to undertake three monitoring visits. These focused on:

- Visit 1 (November 2017) - 'Front door' arrangements within the MASH and Intervention and Planning Teams
- Visit 2 (January 2018) - 'Front door' arrangements in the MASH, Duty & Assessment Teams and Intervention and Planning Teams

- Visit 3 (April 2018) - Vulnerable adolescents (child sexual and criminal exploitation and missing children)

Following each visit, inspectors have confirmed that the pace of change within Barnet has been remained proportionate. In the most recent visit, inspectors noted that there was continued progress and consolidation of recent improvements seen in the first monitoring visit; they reported that senior leaders and managers are appropriately focused on embedding the cultural change required to improve and embed good social work practice. Inspectors found:

- Better establishment of improved quality assurance processes and an increase in permanent staffing
- Expertise and support being provided to senior leaders by the improvement board and local authority partner to appropriately monitor the pace and implementation of improvements to services
- Less case work of an inadequate standard than on previous monitoring visits, and most children were being appropriately safeguarded.

There is a need to ensure the workforce is skilled in order for children to receive a good or better service, and for children's services to be graded as such when next inspected. A programme of workforce development has been developed and implemented since the inspection which focuses on practitioners being equipped with the tools and frameworks they need to deliver consistently good social work practice, and which is cross cutting across the improvement plan turnaround priority And improvement themes.

This Programme has included:

- The appointment of a Practice Development Team to ensure that good practice is modelled and skills developed
- Closely aligning The Quality Assurance Framework to the Workforce Development Programme and performance data
- A Workforce Development Programme that entails thematic, regular monthly case file and live practice observation audits and multi-agency audits undertaken by a QA team, Team Managers and relevant partners
- Focused work with Team Managers to help them develop their understanding and use of performance data so they can identify areas of weakness and strengths in order to drive necessary improvements in practice
- Delivering a responsive quality assurance and performance framework that enables Barnet to respond to emerging needs and trends.

These approaches are beginning to have a positive effect on staff. Ofsted recognised the training offer, morale and effective Quality Assurance mechanisms. This is also being reflected in a shift from predominately inadequate work to more work which requires improvement in April 2018.

The pace of change within Barnet has remained consistent and focused, with inspectors noting that it is beginning to raise practice standards. It has been recognised however, that senior leaders are aware that there are still areas of challenge before practice is of an overall good standard.

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

- **Tackling gang activity** – the REACH (Resilient, Engaged, Achieving Children) team was formed in 2017/18 to work with young people to reduce their risk of, and vulnerability to, engaging in gangs, serious youth violence, child sexual exploitation, missing episodes and related vulnerabilities. The team is now embedded into standard practice, as part of the Intervention and Planning Service. 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. Met Police figures on knife injury victims under 25 years old show a slight reduction of 2.1 per cent (47 from 48 last year)<sup>24</sup>. REACH is building pathways to facilitate ‘step-down’ support for young people who reach 18 years and can no longer be supported by REACH. A procurement process for the 2018/19 delivery of REACH interventions and school prevention work has been completed and service delivery linked to that procurement began in April 2018.

### 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 the summer 2017 were published last quarter. Most annual targets relating to school and pupil performance were met, including school inspections (95 per cent of schools were rated good or outstanding); primary school attendance (96.2 per cent, an increase from 95.9 per cent last year); and pupils achieving a good level of development in the Early Years Foundation Stage was above average. On the headline measure of pupils achieving the expected standard in reading, writing and mathematics, Barnet was ranked 16<sup>th</sup> (just outside the top 10%); and the progress of pupils between Key Stages 1 and 2 in all subjects was above average. The Key Stage 4 (GCSE) attainment and progress results were in the top 5% (5<sup>th</sup> for Attainment 8 and 3<sup>rd</sup> for Progress 8) and for disadvantaged pupils (eligible for free school meals and looked after children) in the top 10% (10<sup>th</sup> for Attainment 8 and 15<sup>th</sup> for Progress 8). Areas noted for improvement included Key Stage 2 English writing and the achievement of disadvantaged pupils and pupils with an Education, Health and Care Plan at Key Stage 2.

### Performance indicators

#### Family Services

B.17 One indicator in the Corporate Plan has not met the annual target and two indicators (the latter) in the CES Commissioning Plan have not met the annual target.

- **FS/S7 Percentage of free entitlement early years places taken up by parents/carers that are eligible for a place (RAG rated RED)** – 56.3% against annual target of 70%. Brokerage staff work closely with the children's centres who hold regular events to engage parents and enable eligible two year olds to access their entitlement. This remained a challenging agenda and at the London Head of Early Years meeting it was reported that all boroughs had 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.

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<sup>24</sup> Source: Met Police, 47 (April 2017 to March 2018) and 48 (April 2016 to March 2017)

- **FS/S11 Percentage of children in external residential placements (RAG rated RED)** - 11.3% against annual target of 8.8%.
- **FS/C15 Young offenders in education, training or employment (RAG rated RED AMBER)** – 45.4% against annual target of 48% (London average).

## Education and Skills

B.18 One indicator in the Corporate Plan has not met the annual target and five indicators (the latter) in the CES Commissioning Plan have not met the annual target.

- **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%. This indicator was reported in Q3 2017/18. To have achieved the top 10% (rank 15), a result of 70% was required. 11 local authorities were jointly ranked 11<sup>th</sup> (Harrow, Lambeth, Newham, Warrington and Wokingham). The top result (rank 1) was 88% in the City of London (where one school). This was followed by three local authorities with 76% (Bromley, Kensington and Chelsea, and Richmond). The bottom result was 35% in the Isles of Scilly (where one school). This was followed by Peterborough with 52%.
- **CES/S9 Primary pupils’ average progress in English Writing (RAG rated RED)** – 0.4; rank 54 out of 152 local authorities. This indicator was reported in Q3 2017/18. 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. To have achieved the top 10% (rank 15), a result of 1.4 was required. Four local authorities were jointly ranked 12<sup>th</sup> (Greenwich, Hounslow, Sunderland, and Tower Hamlets). The top result (rank 1) was 2.6 in Newham. The bottom result was -10.1 in the Isles of Scilly (where one school). This was followed by West Sussex with -2.5.
- **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. This indicator was reported in Q3 2017/18. 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%. To have achieved the top 10% (rank 15), a result of 58% was required. One local authority was ranked 15<sup>th</sup> (Havering). The top result (rank 1) was 69% in Newham. The bottom result was 34%, with two local authorities jointly ranked 149<sup>th</sup> (Bedford and Cambridge). A couple of local authorities have not published results.
- **CES/S15 Average Attainment 8 score of looked-after children (RAG rated GREEN AMBER)** – 18.6 against annual target of 19.3 (London average). Barnet performed above statistical neighbours, but slightly below the London and national averages. This was a slight decline on last year. However, the rank position rose to 83<sup>rd</sup> from 115<sup>th</sup> last year. As the range nationally is fairly narrow and size of the cohorts small (27 for Barnet), small changes within a local authority can result in a large change in ranking.

- **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 indicator was reported in Q3 2017/18. This was 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. To have achieved the top 10% (rank 15), a result of 13% was required. Four local authorities were ranked 15<sup>th</sup> (Kingston upon Hull, Cambridgeshire, Haringey and Merton). The top result (rank 1) was 37% in Westminster. The bottom result was 2% in Manchester (ranked 140<sup>th</sup>). 12 local authorities have not published results.
- **CES/S27-2 Average Progress 8 score for pupils with pupils with an Education, Health and Care Plan or statement of special educational needs (RAG rated RED)** -0.79; rank 24 out of 152 local authorities. To have achieved the top 10% (rank 15), a result of -0.71 was required. Two local authorities were ranked 15<sup>th</sup> (Harrow and Slough). The top result (rank 1) was -0.45 in Rutland. The bottom result was -1.69 in Knowsley (ranked 152).

## Family Services

### Corporate Plan Indicators<sup>25</sup>

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
CPI	FS/C42	Percentage of children newly placed in London Borough of Barnet foster care	Bigger is Better	Apr 2017 - Mar 2018	Monitor	37.4%	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	Apr 2017 - Mar 2018	Monitor	76.7 179.7 17.0 36.9	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	Apr 2017 - Mar 2018	70%	56.3% (R)	59.6%	▼ Worsening	No benchmark available
CPI	FS/S15	Percentage of care leavers age 19 – 21 in education, employment or training	Bigger is Better	Apr 2017 - Mar 2018	Above Statistical Neighbours (53.5%)	58% (G)	59.8%	▼ Worsening	Statistical Neighbours 53.5% London 53% England 50% (2016/17, LAIT)

### Commissioning Plan Indicators (not met target)<sup>26</sup>

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
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<sup>25</sup> The Monitor indicators have been included for information.

<sup>26</sup> The Monitor indicators have been included for information.

Commissioning Plan Indicators (not met target)<sup>26</sup>

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI	FS/S11	Percentage of children in external residential placements	Smaller is Better	Apr 2017 - Mar 2018	8.6%	11.3% (R)	10.4%	▼ Worsening	No benchmark available
SPI	FS/C15	Young offenders in education, training or employment	Bigger is Better	Apr 2017 - Mar 2018	Above London (48%) and national (41%) averages	45.5% (RA)	79.3%	▼ Worsening	London 48% National 41% (Youth Justice Board, 2017)
SPI	FS/C45	Percentage of agency social workers covering vacancies <sup>27</sup>	Smaller is Better	Apr 2017 - Mar 2018	Monitor	21.1%	New for 2017/18	New for 2017/18	Statistical Neighbours 28.1% London 28.4% England 16.1% (2016/17, LAIT)
SPI	FS/C17	Number of Children Missing from Care (during reporting period)	Smaller is Better	Apr 2017 - Mar 2018	Monitor	48	82	▲ Improving	No benchmark available
SPI	FS/C19	Number of Children in Care further than 20 miles from borough	Monitor	Apr 2017 - Mar 2018	Monitor	65	79	Monitor	No benchmark available
SPI	FS/C44	Number of times serious incident response protocol triggered (youth violence)	Smaller is Better	Apr 2017 - Mar 2018	Monitor	0	New for 2017/18	New for 2017/18	No benchmark available

<sup>27</sup> This indicator measures the percentage of agency social workers in vacant posts against the total number of social workers employed by Family Services.

### Commissioning Plan Indicators (not met target)<sup>26</sup>

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI	FS/C46	Actual placement days	Monitor	Apr 2017 - Mar 2018	Monitor	33,813	New for 2017/18	New for 2017/18	No benchmark available
SPI	FS/C47	Average gross cost per placement	Monitor	Apr 2017 - Mar 2018	Monitor	£448.20	New for 2017/18	New for 2017/18	No benchmark available
SPI	FS/C48	Income for joint placements	Monitor	Apr 2017 - Mar 2018	Monitor	£1,878,955	New for 2017/18	New for 2017/18	No benchmark available

### Education and Skills<sup>28</sup>

#### Corporate Plan Indicators<sup>29</sup>

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
CPI	CES/S1	Percentage of primary schools rated as 'good' or better	Bigger is Better	Apr 2017 - Mar 2018	95.5%	95.4% <sup>30</sup> (G)	95.4%	↔ Same	London 94.3% England 89.7% (January 2018, Watchsted)

<sup>28</sup> Statistical Neighbours for education indicators are: Bromley, Ealing, Kingston upon Thames, Hillingdon, Hounslow, Merton, Milton Keynes, Reading, Redbridge, and Sutton.

<sup>29</sup> The Monitor indicators have been included for information.

<sup>30</sup> 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. Average for the year (April 2017 to March 2018) was 83/87 schools. Last year (September 2016 to March 2017) was 83/87.

## Corporate Plan Indicators<sup>29</sup>

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
CPI	CES/S3	Percentage of secondary schools rated as 'good' or better	Bigger is Better	Apr 2017 - Mar 2018	95.8%	95.5% <sup>31</sup> (G)	95.5%	↔ Same	London 91.3% England 82.6% (January 2018, Watchsted)
CPI	CES/S1 3-1 (Annual)	Average Attainment 8 score <sup>32</sup>	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	54.7 (Ranked 5 <sup>th</sup> ) (G)	56.1 (Ranked 5 <sup>th</sup> )	↔ Same	Statistical Neighbours 49.5 London: 48.9 National 46.4 (2016/17, DfE)
CPI	CES/S1 3-2 (Annual)	Average Progress 8 score <sup>27</sup>	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	0.47 (Ranked 3 <sup>rd</sup> ) (G)	0.33 (Ranked 4 <sup>th</sup> )	▲ Improving	Statistical Neighbours 0.24 London 0.22 National 0.00 (2016/17, DfE)
CPI	CES/S1 8-1	Percentage of 16-17 year olds who are not in education, employment or training	Smaller is Better	Jan 2018 - Mar 2018	London top quartile (2.3%)	1.8%	2.3% <sup>33</sup>	Not comparable	London 1.8% National 2.8% (2018, DfE)
CPI	CES/S2 4 (Annual)	Percentage of primary pupils achieving the 'expected standard' in RWM <sup>34</sup> (combined) at the end of Key Stage 2 <sup>35</sup>	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	69% (Ranked 16 <sup>th</sup> ) (GA)	59% (Ranked 24 <sup>th</sup> )	▲ Improving	Statistical Neighbours 66.3% London 67% England 61% (2016/17, LAIT)

<sup>31</sup> 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. Average for the year (April 2017 to March 2018) was 21/22 schools. Last year (September 2016 to March 2017) was 21/22.

<sup>32</sup> 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.

<sup>33</sup> Methodology changed to 16-17 year olds only (16-18 year olds last year). As data not comparable between year's, a RAG rating cannot be applied (as the formula incorporates the DOT)

<sup>34</sup> English Reading, English Writing and Mathematics

<sup>35</sup> 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)<sup>36</sup>

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI	CES/S9 (Annual)	Primary pupils' average progress in English Writing <sup>37</sup>	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	0.4 (Ranked 54 <sup>th</sup> ) (R)	0.3 (Ranked 71 <sup>st</sup> )	▲ Improving	Statistical Neighbours 0.46 London 1.00 National 0.00 (2016/17, LAIT)
SPI	CES/S1 1-1 (Annual)	Percentage of disadvantaged pupils achieving the 'expected standard' in RWM <sup>38</sup> (combined) at the end of Key Stage 2 <sup>39</sup>	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	55% (Ranked 20 <sup>th</sup> ) (R)	46% (Ranked 25 <sup>th</sup> )	▲ Improving	Statistical Neighbours 52.6% London 58% England 48% (2016/17, LAIT)
SPI	CES/S1 1-2 (Annual)	Difference between attainment level of disadvantaged pupils and their peers ('expected standard' in RWM <sup>32</sup> combined) at the end of Key Stage 2 <sup>40</sup>	Smaller is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	-13% <sup>41</sup>	-15% <sup>42</sup>	▲ Improving	No benchmark available

<sup>36</sup> The Monitor indicators have been included for information.

<sup>37</sup> 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.

<sup>38</sup> English Reading, English Writing and Mathematics

<sup>39</sup> 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.

<sup>40</sup> 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.

<sup>41</sup> Disadvantaged pupils 55%; national peers 68%. Ranking not available, so no RAG rating.

<sup>42</sup> Disadvantaged pupils 46%; national peers 61%

## Commissioning Plan Indicators (not met target)<sup>36</sup>

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
CPI	CES/S1 5 (Annual)	Average Attainment 8 score of looked-after children	Bigger is Better	Annual – reported in Q4 2017/18	National average (19.3)	18.6 (GA)	19.5	▼ Worsening	Statistical Neighbours 17.35 London 18.9 National 19.3 (2016/17, LAIT)
SPI	CES/S1 8-2	Combined percentage of 16-17 year olds who are not in education, employment of training and those whose current activity is not known to the local authority	Smaller is Better	Jan 2018 - Mar 2018	London top quartile	3.2%	18.8% <sup>43</sup>	Not comparable	National 5.6% London 4.6% (2018, DfE)
SPI	CES/S2 6 (Annual)	Percentage of pupils with an Education, Health and Care Plan <sup>44</sup> or statement of special educational needs achieving the 'expected standard' in RWM <sup>32</sup> at Key Stage 2 <sup>45</sup>	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	8% (Ranked 60 <sup>th</sup> ) (R)	10% (Ranked 21 <sup>st</sup> )	▼ Worsening	Statistical Neighbours 9% London 9% England 8% (2016/17, DfE)
SPI	CES/S2 7-2 (Annual)	Average Progress 8 score for pupils with an Education, Health and Care Plan or statement of special educational needs	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	-0.79 (Ranked 24 <sup>th</sup> ) (R)	-0.68 (Ranked 18 <sup>th</sup> )	▲ Improving	Statistical Neighbours -0.89 London -0.88 National -1.04 (2018, DfE)

<sup>43</sup> Methodology changed to 16-17 year olds only (16-18 year olds last year). As data not comparable between year's, a RAG rating cannot be applied (as the formula incorporates the DOT).

<sup>44</sup> Approx. 2,200 children have an Education, Health and Care Plan or statement of special educational needs.

<sup>45</sup> 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.19 CES risks are held on the Children and Young People and Cambridge Education risk registers. The Cambridge Education risk register includes 23 risks overall. None are high level risks with a residual risk score of 15 or above.
- B.20 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)** - risk that inappropriate response or poor decision-making around a case leads to a significant children's safeguarding incident, resulting in increased risk of significant harm or death of a child, and reputational damage; and **FS023 – Delivery of Ofsted Improvement Action Plan (risk score 15)** - risk that the Ofsted Improvement 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, and also negative monitoring reports and future inspection outcomes. Both risks are being managed by delivery of the Ofsted Improvement Action Plan, which is monitored regularly and overseen by a Board chaired by the Chief Executive. Ofsted monitoring visits took place in November 2017, January 2018 and April 2018; with a fourth monitoring visit due in July 2018. Inspectors noted that satisfactory progress had been made and there was a positive sense of direction. (See STR021 in paragraph A.18 for more information).

## **ASSETS, REGENERATION AND GROWTH (ARG) COMMITTEE**

B.21 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.22 A progress update on key activities has been provided below. Further information on the regeneration programme is set out in Annual Regeneration Report, which is available online at

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CIId=696&MIId=9083&Ver=4>

### **Summary for year**

More new homes are being built in Barnet than any other borough in outer London, helping to create thriving communities. Significant progress has been made in Brent Cross with approval of the shopping centre expansion and the first phase of development in the South. The rail freight facility was also approved. In Colindale, Transport for London (TfL) approved in principle the new tube station and over station development. The extra care schemes at Moreton Close, Stag House and Cheshir House were progressed. And, the transfer of sites for affordable housing commenced to Open Door Homes. Town centre strategies were developed to support local business and a range of employment and skills projects (e.g. BOOST) supported local people into work.

- **Regenerating Brent Cross Cricklewood**

**Brent Cross North** – the application by Hammerson Standard Life (HSL) for the shopping centre expansion 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. Seasonal works such as tree felling and vegetation clearance began in November 2017. Last quarter, HSL reported a delay to the start of the early and main works due in part to the challenge and delay on the CPO1 and CPO2 decisions. A decision will be made by the High Court in July 2018. As a result, the overall scheme has been delayed by six months until January 2019.

**Brent Cross South** - the Reserved Matters Application for Plot 12 was submitted in October 2017 and the Phase 1BS application was approved by Planning Committee in February 2018. A temporary open space application was made to 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 application for the rail freight facility was approved in February 2018, whilst the planning application for the waste transfer station was deferred until July 2018. The new station's name will be 'Brent Cross West'. Work is underway with Network Rail to mitigate impacts from Carillion. Discussions with Network Rail to sign the Asset Protection Agreement are nearing completion.

- **Regenerating Colindale** - the Colindale programme continued to take shape with resources agreed to project manage a range of activities from public parks, public realm, highway improvement proposals and a proposed initiative to improve accessibility at Colindale Station.

Subsequent to approval of the application for Montrose and Silkstream parks improvements in the autumn 2017, work has progressed on the Youthzone project and various funding applications have been made.

Transport for London (TfL) approved in principle the new tube station and over station development in January 2018. The Liveable Neighbourhood Bid for Colindale Avenue was re-submitted. An initial meeting to look at the co-ordination of the Colindale Avenue widening scheme has taken place with TfL and Redrow.

Consultation was carried out with key stakeholders on the Controlled Parking Zones (CPZ) required as part of the council office development. The findings of the consultation led to minor changes to the CPZ scheme and it was presented to Hendon Area Committee in February 2018.

A further seven secure tenants from the Grahame Park Concourse moved into the final Plot 6 social rented properties. The Heybourne Park scheme is on hold until remaining issues are resolved. The Mayor of London refused the planning application for Plots 10, 11 and 12, delaying the whole scheme. The GLA and Genesis Housing will draw up a new detailed design for Plots 10 and 11, with an outline design for Plots 12, 13, 14 and 15. Following the Mayor's direction, the council issued a refusal notice paving the way for Genesis to submit an appeal to the Secretary of State.

- **Delivering the Development Pipeline** – the contractor for the 53-unit extra care scheme at Moreton Close reported a delay due to the foundations of the scheme being under-engineered. The scheme will now be completed in December 2018. The Full Business Case for the 50-unit extra care scheme at Stag House was approved in March 2018. The vacant possession of the ground floor commercial property is subject to a court hearing in June 2018. A 75-unit extra care scheme is planned as part of the development of Cheshir House.

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

Tranche 1 (mixed tenure schemes) sought to deliver 289 new homes of mixed tenure. Planning consent was obtained for the bulk of the new homes in June 2015 with Moxon Street following in November 2016. However, a pre-contract services agreement with Wates concluded in September 2016 when the council opted not to proceed with Wates as the construction contractor. Discussions are continuing with Re in respect of the commercial implications of this decision. Following conclusion of these discussions, a report on the way forward for Tranche 1 will be submitted to ARG Committee.

For Tranche 3 (affordable housing on infill sites), the timely transfer of land to Open Door Homes has been a challenge, delaying progress and resulting in financial costs to the council and TBG. Nine out of 21 sites in Tranche 3 were transferred to Open Door Homes.

- **Helping people into work** – Barnet is part of the West London Alliance (WLA), which is leading on sub-regional work on employment and skills. The WLA Skills, Employment and Productivity Strategy was agreed at the Economic Prosperity Board

in February 2018. The devolved Work and Health programme has been implemented, with Groundwork as the provider in Barnet.

Work to support the roll out of the apprenticeship levy continues. The council has taken on 14 apprentices (against a target of 44). Barnet's community schools have taken on 10 apprentices and Re has taken on 49 apprentices with developers on Barnet's regeneration sites. This has been the first year of the new national apprenticeship framework and while progress has been 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.

Universal Credit roll out has been confirmed for May 2018. Barnet Homes is working with council partners to ensure that people who are struggling to manage the changes have access to budgeting and digital support alongside help to find work.

A range of employment projects are available to local residents including the BOOST Projects, Skills Escalator, Mental Health and Employment trailblazer and the Work and Health Programme. The BOOST projects have engaged 750 people this year and supported over 180 into work.

- **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 and Golders Green town centres were completed. Plans to 'curate' the town centre in North Finchley progressed with the council approving the proposal to enter into a Land Agreement with developer Jonathan Joseph. Plans are underway to open business workspace in Chipping Barnet, North Finchley and East Finchley in the spring 2018.

TfL successfully bid for almost £10m of Housing Infrastructure Funding to support a commercial and residential scheme at Finchley Church End that will support delivery of the town centre plans.

The fifth round of the Entrepreneurial Barnet competition took place in March 2018. Three finalists from Middlesex University undergraduate, postgraduate and resident categories presented, with a healthy mealtime app 'Mini Mealtimes' winning.

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

## Performance indicators

B.23 One ARG indicator in the Corporate Plan has not met the annual target; and three indicators (the latter) in the ARG Commissioning Plan have not met the annual target.

- **Re/S1 Business survival rate across the borough (number of Barnet businesses surviving for more than 2 years) (RAG rating GREEN AMBER)** – 3.9% against annual target of 6.2%. Barnet's 70.5% business survival rate was a 3.9% points improvement on the 2011 baseline. However, this was short of the 6.2% points

improvement target. Comparable boroughs (Brent, Bromley, Harrow, Havering) recorded an average business survival rate of 76.5%. Several workstream activities supporting the Entrepreneurial Barnet agenda are monitored via an annual plan. This will continue to be reviewed to explore ways that local businesses can be further supported.

- **CG/C35 Average time taken to process requests for Full Official Searches (online and post) in Land Charges (days) (RAG rated GREEN AMBER)** – 3.09 days against annual target 3.0 days. This indicator failed in Q4 2017/18 (3.98 days), which impacted on the annual result. This was due to higher volumes (34% above the monthly average) and the unexpected departure of a key member of staff in February 2018.
- **CG/C24 Running costs of estate (RAG rated GREEN AMBER)** - £5.03m against annual target of £4.47m. The overspend is due to costs incurred for the re-location of Street Scene and Greenspaces services from Mill Hill depot, plus rate, rent and service charge increases and additional security.
- **CG/C26 Barnet council apprenticeships (RAG rated RED)** – 14 against annual target of 44. An additional 10 apprenticeship starts have been created in Barnet's Community Schools. This has been the first year of the new national apprenticeship framework and while progress has been made, the council has been dependent on new apprenticeship standards being developed that are suitable to the roles and work undertaken. The council remains committed to providing apprenticeship opportunities and aims to create more apprenticeship opportunities in 2018/19.

## Corporate Plan Indicators<sup>46</sup>

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
CPI	KPI001 (A&A)	Compliance with planning application statutory timescales (for major, minor, other applications)	Bigger is Better	Apr 2017 - Mar 2018	75%	85.6% (G)	83%	▲ Improving	No benchmark available
CPI	REGEN KPI01	New homes completed <sup>47</sup>	Bigger is Better	Apr 2017 - Mar 2018	2,313	1,183 <sup>48</sup>	2,230	▼ Worsening	No benchmark available
CPI	CG/C25	Income from the estate	Bigger is Better	Apr 2017 - Mar 2018	£3.76m <sup>49</sup>	£4.05m (G)	£3.72m	▲ Improving	No benchmark available
CPI	Re/S1 (Annual)	Business survival rate across the borough (number of Barnet businesses surviving for more than 2 years)	Bigger is Better	Apr 2017 - Mar 2018	5%pts more than comparable boroughs (6.2%pts)	3.9% <sup>50</sup> (GA)	7.6%	▼ Worsening	Comparable boroughs 76.5% (2017, NOMIS)

<sup>46</sup> The Monitor indicators have been included for information.

<sup>47</sup> This indicator measures all new homes in the borough (including as part of regeneration schemes and private development schemes).

<sup>48</sup> This is a provisional result (1,183) as at March 2018, so no RAG rating applied. Further information on completions will be added to the GLA database over the summer; and the final result will be published in the GLA Annual Monitoring Report in May 2019. Last year's result (2,230) is the final result, as published in the GLA Annual Monitoring Report in May 2018.

<sup>49</sup> Published proposed annual target of £3.37m now finalised as £3.76m.

<sup>50</sup> This indicator compares Barnet's rate of improvement (from a 2011 baseline) with comparable boroughs (Brent, Bromley, Harrow, Havering). The comparable boroughs business survival rate of 76.5% represents a 1.32% pts improvement on the 2011 baseline position. Barnet's 70.5% business survival rate represents a 3.90% pts improvement on its 2011 baseline. The target represents the achievement of a minimum 6.2% pts.

### Corporate Plan Indicators<sup>46</sup>

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
CPI	Re/S3 (Annual)	Reduce the number of "Vacant High Street Properties" across the borough	Smaller is Better	Apr 2017 - Mar 2018	2.5% better than comparable boroughs (5.98%pts)	5.7% <sup>51</sup> (G)	5.7%	↔ Same	Comparable boroughs 6.78% (2017, NOMIS)
CPI	CG/S27	Percentage of council spend (excluding direct debits) with local businesses	Bigger is Better	Apr 2017 - Mar 2018	Monitor	31%	23%	▲ Improving	No benchmark available
CPI	CG/S1	Unemployment (of people on out of work benefits)	Smaller is Better	Jan 2017 – Dec 2017	Monitor	4.4% (Jan – Dec 2017)	4.9% (Jan – Dec 2016)	▲ Improving	London 5.3%, National, 4.4% (April 2018, (Nomisweb))

### Commissioning Plan Indicators (not met target)<sup>52</sup>

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
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<sup>51</sup> This indicator compares Barnet's rate of improvement (from a 2011 baseline) with comparable boroughs (Croydon, Havering and Hounslow). The comparable boroughs vacancy rate of 6.78% represents a 5.82% pts improvement on the 2011 baseline position. Barnet's 5.73% vacancy rate represents a 7.57% pts improvement on its 2011 baseline. The target represents the achievement of a minimum 5.98% pts.

<sup>52</sup> The Monitor indicators have been included for information.

## Commissioning Plan Indicators (not met target)<sup>52</sup>

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI	CG/C35 (KP001 LC)	Average time taken to process requests for Full Official Searches (online and post) in Land Charges (days)	Smaller is Better	Apr 2017 - Mar 2018	3.0	3.09 (GA)	3.0	▼ Worsening	No benchmark available
SPI	CG/C35	Homes started on site through the development pipeline programme	Bigger is Better	Apr 2017 - Mar 2018	Monitor	97	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	Apr 2017 - Mar 2018	£4.47m	£5.03m (GA)	£5.7m	▲ Improving	No benchmark available
SPI	CG/C26	Barnet council apprenticeships	Bigger is Better	Apr 2017 - Mar 2018	44	14 (R)	15	▼ Worsening	No benchmark available

### Risk management

B.24 ARG risks are held on the Re joint risk register. This includes 24 risks overall (including regeneration 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.

## HOUSING COMMITTEE

B.25 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 outturn

Revenue							
Service	Original Budget £000	Revised Budget £000	Outturn £000	Variance from Revised Budget Adv/(fav) £000	Reserve Move- ments £000	Variance after Reserve Move- ments Adv/(fav) £000	Variance after Reserve Move- ments Adv/(fav) %
Housing Needs and Resources (Barnet Homes)	5,560	6,859	7,763	904	(16)	888	12.9

B.26 The overspend of £0.888m for **Housing Needs and Resources** represents 12.9% of the total Delivery Unit budget (£6.859m). The 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. This overspend is after a permanent allocation from contingency of £1.300m.

Capital						
Service	2017/18 Revised Budget £000	Additions/ (Deletions) £000	(Slippage)/ Accelerated Spend £000	2017/18 Outturn £000	Variance from Approved Budget £000	Variance from Approved Budget %
Housing Needs and Resources (Barnet Homes)	20,758	-	(5,605)	15,153	(5,605)	(27.0)
HRA (Barnet Homes)	50,414	196	(1,231)	49,379	(1,035)	(2.1)

B.27 The capital outturn for **Housing Needs and Resources** shows slippage of £5.605m. The Open Door Homes funding requirements have been reprofiled and the drawdown of £4.882m of the total £10.000m loan will now take place in 2018/19. Within the project to bring empty properties back into use, two properties are in the pipeline but will not complete this year; this has resulted in £0.843m slipping to 2018/19.

B.28 The **HRA** outturn shows an underspend of £1.035m. This is due to delays in the purchase of four flats as part of the Development Pipeline Stag House project (£1.066m) and the re-cladding of Granville Road not completing until 2018/19 (£1.500m), offset by earlier than expected completion of foundation remedial works at Moreton Close accelerating spend that had previously been slipped (£2.319m).

### **Progress on key activities**

B.29 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.25 above). A progress update on the key activities has been provided below.

#### **Summary for year**

A continued focus on early intervention and family mediation helped to prevent more people from becoming homeless; whilst the use of temporary accommodation was reduced. However, due to the lack of supply of longer-term temporary accommodation, more people were housed in Emergency Temporary Accommodation for short periods. A focus on quality in the private-rented sector led to increased numbers of licensed HMOs and more landlords achieving accreditation under the London scheme.

- **Building compliance and fire safety** – the Housing Committee approved £17.5m of additional fire safety works to 26 high rise blocks of flats within the borough in October 2017. This included works on the Whitefield Estate (replacement of doors to communal areas and upgrading of rubbish chutes) and Grahame Park Estate (works to ceilings), as well as the replacement of cladding on three blocks at Granville Road (which are due to be installed in May 2018). All works are due to be completed by September 2019.
- **Tackling homelessness** - in January 2018, the Ministry of Housing, Communities and Local Government (MHCLG) evaluated the council's readiness for the Homelessness Reduction Act and concluded that the Housing Options team was well prepared for implementation. Key preparations included transitioning to an 'appointment-only' service; establishing a 'Customer Ready' Team to reduce the administrative burden on specialist frontline officers; recruiting additional staff on the frontline; and implementing a new single homeless pathway, bringing St Mungo's services in-house and increasing provision for single applicants through greater access to prevention and support services. The new Act went live on 3 April 2018.

1,554 homelessness applications were made (compared with 1,583 last year), of which 506 (33 per cent) were accepted (compared with 632 (40 per cent)) last year. Mitigations focusing on early intervention, prevention, family mediation and reduction in the use of temporary accommodation (TA) continued to deliver positive results. Homelessness preventions stand at 1,140 in 2017/18 (compared with 972 last year). The piloted Family Mediation Team saw 88 applicants who faced eviction from family or friends' accommodation for reasons of overcrowding, relationship breakdown and affordability. The Team prevented homelessness in 24 of the 88 cases, and mediation work resulted in only 9 out of the 88 customers moving into TA. Overall numbers in TA reduced to 2,579 (from 2,757 last year). The team prioritised moving customers who were entrenched in Emergency Temporary Accommodation (ETA) and the

average time spent by customers in ETA fell to 38.7 weeks (from 67.8 weeks last year). The let2barnet team procured 644 affordable units in the private rented sector (exceeding target of 575). To further increase affordable supply, 87 'out of London' properties were procured through Phases 1 and 2 of the acquisitions programme.

- **Driving up the quality of the private rented sector** – there are now 710 licensed HMOs in Barnet and 671 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. Despite the rapidly increasing number of mandatory HMOs licensed, compliance with major conditions in the higher risk premises has remained above 60%. Landlords have been reminded of their obligation to comply with HMO licensing conditions throughout the licence period or face prosecution or a penalty notice. Landlords have also been updated on the Government's expansion of the mandatory HMO licensing scheme. All properties covered by the new requirements must submit the application by 1 October 2018.

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 from January to March 2018. The data is being analysed and followed-up in relation to potentially licensable HMOs.

'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. 190 empty properties were brought back into use this year.

- **Providing suitable housing to support vulnerable people** – the contractor for the new build extra care scheme at Moreton Close reported a delay due to the foundations of the scheme being under-engineered. Remedial work was undertaken and construction fully recommenced on the remainder of the scheme unaffected by the potential loading issues. This resulted in a delay in completion until December 2018. Clients are being identified to move into the extra care scheme and units are being allocated. A communications plan and information about the service is being developed so that the scheme can be promoted to staff and potential residents.

### **Performance indicators**

B.30 All Housing indicators in the Corporate Plan have met the annual target. However, four indicators in the Housing Commissioning Plan have not met the annual target.

- **BH/C11 Percentage of scheduled fire risk assessments completed in period (RAG rated GREEN AMBER)** – 96.7% against annual target of 100%. 59 out of 61 fire risk assessments were completed on time; two assessments were carried out late due to difficulties accessing the relevant blocks. The assessment procedure has been amended to ensure Barnet Homes is notified immediately when access issues arise so that alternative arrangements can be made. Both fire risk assessments were completed in April 2018.

- **BH/S1 Numbers in Emergency Temporary Accommodation (ETA) (RAG rated RED)** – 244 against annual target of 175. Numbers have risen due to reduced supply of available longer-term temporary accommodation (TA) due to a high volume of properties handed back to the provider and due to reduced procurement of longer-term TA for financial reasons. However, overall numbers in TA reduced for the fourth successive quarter to 2,579 due to 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 38.7 weeks (from 67.8 weeks last year).
- **BH/S4 Current arrears as a percentage of debit (RAG rated RED)** – 3.3% against annual target of 2.9%. Variance equates to £226k of a £59.5m annual debit; and **BH/C5 Temporary Accommodation (TA) current arrears as percentage of debit (RAG rated RED)** – 5.6% against annual target of 5%. Variance equates to £157k of a £2.8m annual debit. Further actions are being taken to drive improvement, including a new income collection management tool, which will provide increased control on prioritisation of cases in terms of income collection; patch re-design and targeted patches on high arrears cases; a review of the income collection procedure to reduce the level of steps in the collection process and to emphasise the benefits of early intervention; trial of a new approach to the Income Contact Centre management; and a new universal arrears report.

## Corporate Plan Indicators<sup>53</sup>

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
CPI	CG/S6 (RPS – biannual)	Percentage of residents who list affordable housing as a concern <sup>54</sup>	Smaller is Better	Autumn 2017	Monitor	71% (Autumn 2017)	34% (Autumn 2016)	▼ Worsening	No benchmark available
CPI	REGEN KPI05	Delivery of affordable housing completions	Bigger is Better	Apr 2017 - Mar 2018	112	303 <sup>55</sup>	474	▼ Worsening	No benchmark available
CPI	Re/S17 (Annual)	Percentage of new homes that are affordable (net)	Bigger is Better	Apr 2017 - Mar 2018	40%	26% <sup>56</sup>	21%	▲ Improving	Rank 14 (out of 33 London Boroughs) (2017, GLA) <sup>57</sup>
CPI	BH/S2	Number of homelessness preventions	Bigger is Better	Apr 2017 - Mar 2018	1,050	1,140 (G)	972	▲ Improving	2 <sup>nd</sup> Quartile (2016/17, DCLG)
CPI	BH/KPI11	Numbers of households in TA	Smaller is Better	Apr 2017 - Mar 2018	2,600	2,579 (G)	2,757	▲ Improving	Rank 29 (out of 33 London Boroughs) (Q3 2017/18, DCLG)

<sup>53</sup> The Monitor indicators have been included for information.

<sup>54</sup> 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.

<sup>55</sup> This is a provisional result (303) as at March 2018, so no RAG rating applied. The final result will be published in the GLA Annual Monitoring Report in May 2019. Last year's result (474) is the final result, as published in the GLA Annual Monitoring Report in May 2018.

<sup>56</sup> This is a provisional result (26%) as at March 2018, so no RAG rating applied. The final result will be published in the London Plan AMR for 2017/18. Last year's result (21%) is also a provisional result. The final result will be published in the London Plan AMR for 2016/17.

<sup>57</sup> The GLA Annual Monitoring Report is published in May each year, prior to the final results being confirmed in the summer. Therefore, the benchmarking refers to the final results published in the previous summer (summer 2016) for the 2015/16 financial year. Barnet's 2015/16 result was 12%, as published in summer 2016.

### Corporate Plan Indicators<sup>53</sup>

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
CPI	BH/KPI9	Families with children in TA <sup>58</sup>	Smaller is Better	Apr 2017 - Mar 2018	Monitor	62.9%	New for 2017/18	New for 2017/18	No benchmark available
CPI	EH02I	Compliance with licensing requirements for Houses in Multiple Occupation	Bigger is Better	Apr 2017 - Mar 2018	60%	65.4% (G)	71.6%	▼ Worsening	No benchmark available

### Commissioning Plan Indicators (not met target)<sup>59</sup>

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI	BH/C11	Percentage of scheduled fire risk assessments completed in period	Bigger is Better	Oct 2017 - Mar 2018	100%	96.7% (GA)	New for 2017/18	New for 2017/18	No benchmark available
SPI	BH/S1	Numbers in ETA	Smaller is Better	Apr 2017 - Mar 2018	175	244 (R)	149	▼ Worsening	Rank 10 (out of 33 London Boroughs) (Q3 2017/18, DCLG)
SPI	BH/S3	Length of stay in ETA	Smaller is Better	Apr 2017 - Mar 2018	Monitor	38.7 weeks	67.8 weeks	▲ Improving	No benchmark available

<sup>58</sup> New indicator – target set as Monitor for 2017/18 whilst baseline identified.

<sup>59</sup> The Monitor indicators have been included for information.

## Commissioning Plan Indicators (not met target)<sup>59</sup>

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI	BH/C2	Percentage of those households in ETA pending enquiries or found to be intentionally homeless	Smaller is Better	Apr 2017 - Mar 2018	Monitor	50.0%	28.9%	▼ Worsening	Rank 8 (out of 23 London Boroughs (Q3 2017/18, DCLG))
SPI	BH/S4	Current tenant arrears as a percentage of the annual rent debit	Smaller is Better	Apr 2017 - Mar 2018	2.9%	3.3% (R)	3.0%	▼ Worsening	3 <sup>rd</sup> Quartile (Q3 2017/18, Housemark)
SPI	BH/C5	TA current arrears as percentage of debit	Smaller is Better	Apr 2017 - Mar 2018	4.95%	5.64% (R)	5.36%	▼ Worsening	No benchmark available
SPI	CG/S21	Delivery of 10% affordable homes as wheelchair or accessible units	Bigger is Better	Apr 2017 - Mar 2018	Monitor	0% <sup>60</sup>	11.5%	▼ Worsening	No benchmark available

### Risk management

B.31 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.

<sup>60</sup> No wheelchair or accessible units were completed in 2017/18, as part of the Tranche 3 affordable housing programme. The full scheme of 323 units is due to be completed in Q3 2018/19, of which 32 units (10%) will be wheelchair accessible. Three units out of 26 completions were wheelchair/accessible last year.

## ENVIRONMENT COMMITTEE

B.32 The priorities for Environment Committee are parks and open spaces; recycling and waste collection; street cleaning and enforcement; parking and highways management.

### Budget outturn

Revenue							
Service	Original Budget £000	Revised Budget £000	Outturn £000	Variance from Revised Budget Adv/(fav) £000	Reserve Move-ments £000	Variance after Reserve Move-ments Adv/(fav) £000	Variance after Reserve Move-ments Adv/(fav) %
Parking and Infrastructure	9,155	9,443	8,718	(725)	(924)	(1,649)	(17.5)
Street Scene	12,881	13,794	14,203	409	(309)	100	0.7

B.33 The underspend of £1.649m for Parking and Infrastructure represents 17.5% of the total Delivery Unit budget (£9.443m) and is primarily due to an underspend on the North London Waste Authority (NLWA) levy and planning policy. Street lighting is also underspent due to lower than budgeted energy costs and there was an overachievement of income from off street parking and abandoned vehicles.

The overspend of £0.100m for the **Street Scene** service represents 0.7% of the total Delivery Unit budget (£13.794m). The service has a number of variances both favourable and adverse which broadly equal out to leave a residual variance of £0.100m overspend.

Capital						
Service	2017/18 Revised Budget £000	Additions/ (Deletions) £000	(Slippage)/ Accelerated Spend £000	2017/18 Outturn £000	Variance from Approved Budget £000	Variance from Approved Budget %
Parking and Infrastructure	2,247	(11)	(314)	1,922	(325)	(14.5)
Street Scene	3,293	(5)	(2,389)	899	(2,394)	(72.7)

B.34 The capital outturn for Parking and Infrastructure shows a variance from budget of £0.325m.

B.35 The capital outturn for **Street Scene** shows a variance from budget of £2.394m due to purchases of vehicles and equipment moving into 2018/19.

### Progress on key activities

B.36 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 has been supported by a series of transformation projects, focused on a new service offer for street cleansing, increased income via commercial recycling services and in waste collection by introduction a trial of time-banded collections, and environmental enforcement and education. A service-wide restructure took place to facilitate the rationalisation of staffing structures and service operations; and appointments were made to Assistant Director, Head of Service and Managerial posts.

The final planning for the new street cleansing model was completed, and the first of the new types of vehicles were rolled-out in January 2018. The seven orange glutton machines will be located in Barnet's town centres, with an additional machine targeting hotspot areas across the borough. The new machines are part of the council's £600k investment in new-generation equipment, which also includes new mechanical sweepers which have now arrived and are working throughout the borough.

The commercial waste service continued to expand with some larger contracts secured. The service is provided on the pre-payment of charges, which reflect the volume, type and frequency of the collection required. A variety of bin sizes (240, 360, 660 and 1100 litres) as well as a Pay-As-You-Go bag service are available. Sales of the bags have significantly increased in the last year.

- **Delivering highways improvements** – substantial volumes of work were completed for Year 3 (2017/18) of the Network Recovery Programme (NRP), including footway and carriageway re-surfacing at a cost of c.£7m. Year 4 (2018/19) of the NRP was approved by Environment Committee in March 2018 for £7.2m. The Proactive Patching programme covered 10,261 square metres (149 roads), repairing 872 potholes and surface defects at a cost of c.£350k before they worsened and presented a greater risk to Highway users.

In July 2017, Category 1 and 2 responsive repairs were transferred from the DLO to Conway Aecom. IT and resource issues impacted on performance throughout the year; of which some issues remain unresolved. The council is finalising an action plan with the contractor to ensure all known issues are captured and resolutions are agreed going forward.

The winter gritting service across highways and footways performed extremely well in challenging conditions. The harsh winter conditions resulted in a large number of potholes and areas of road surface degradation during the late winter period and additional resources have been deployed to deal with the backlog of reactive works. It is anticipated that these works will be completed by the end of July 2018.

- **Investing in parks and open spaces** – a Steering Group including representatives of the England and Wales Cricket Board, England Hockey, Football Association, Lawn Tennis Association, Rugby Football Union and Sport England was set up to monitor and review the delivery of recommendations in the Playing Pitch Strategy.

The outline Copthall Sports Hub and Mill Hill Open Spaces Masterplan was considered by Environment Committee in March 2018. Consultation will now commence and the outcomes reported to Environment Committee later in 2018, along with the Outline Business Case for development and operation.

Consultants were appointed for the improvements works to Victoria Park, with work due for completion in July 2018. The tender exercise for development of outline masterplans and cost estimates for the Sports Hubs at West Hendon Recreation Ground and Barnet/King George V Playing Fields was completed and consultants appointed. The consultants' reports will be delivered in September 2018. The tendering of the masterplanning of the North West Green Belt sites were postponed until completion of the Green Belt Sites Review in September 2018. Work on the tender pack for the refurbishment of Montrose Playing Field and Silkstream Park, Colindale Park and Rushgrove Park is nearing completion.

- **Delivering regulatory services** – see EOY 2017/18 Contracts Performance Report for an update on services delivered by the Re contract.

### Performance indicators

B.37 Two Environment indicators in the Corporate Plan have not met the annual target; and three indicators (the latter) in the Environment Commissioning Plan have not met the annual target.

- **KPI 2.1-2.3 NM Highways defects made safe within agreed timescales (RAG rated RED)** – 81.6% against annual target of 100%. The work previously carried out by the DLO was transferred to Conway Aecom in July 2017. There have been ongoing IT and resource issues with the contractor and Re has initiated process improvements with Conway Aecom, which should contribute to improvements in future performance.
- **SS/S3 Percentage of household waste sent for reuse, recycling and composting (RAG rated RED)** – 36.1% against quarterly target of 41.9%. There has been a slight drop in performance from the same time last year (36.7%) due to a decrease in kerbside dry co-mingled tonnages and food waste tonnages. Performance is unlikely to improve without changes to services and/or supporting policies that promote diversion of waste from disposal.
- **SS/C1 Waste tonnage – residual per household (RAG rated GREEN AMBER)** – 152kg per household against quarterly target of 142.8kg. There has been a very small decrease in the tonnage collected per household compared to the same time last year, which is not significant. Performance is unlikely to improve without changes to services and/or supporting policies that promote diversion of waste from disposal.
- **SS/C2 Waste tonnage – recycling per household (RAG rated RED)** – 85.8kg per household was recycled against quarterly target of 103.25kg. There has been a small decrease in the tonnage recycled per household compared to the same time last year. Performance is unlikely to improve without changes to services and/or supporting policies that promote diversion of waste from disposal.
- **TSLKPI02 Appropriate response to statutory deadlines in relation to the Licensing and Gambling Act (RAG rated GREEN AMBER)** – 99.9% against annual target of 100%. 1,107 out of 1,108 applications were responded to on time. This was a failure based on a technicality. One application was delayed in October 2017 due to the consultation not being sent out within the statutory timescales. However, the notification was sent with ample time to allow consultees to respond.

Corporate Plan Indicators <sup>61</sup>									
Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
CPI	SS/S1 (RPS – biannual)	Percentage of residents who are satisfied with parks and open spaces <sup>62</sup>	Bigger is Better	Autumn 2017	73%	77% (Autumn 2017) (G)	72% (Autumn 2016)	▲ Improving	No benchmark available
CPI	SS/S6 (RPS - biannual)	Percentage of residents who are satisfied with street cleaning <sup>59</sup>	Bigger is Better	Autumn 2017	60%	60% (Autumn 2017) (G)	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	Apr 2017 - Mar 2018	100%	81.6% (R)	99.9%	▼ Worsening	No benchmark available
CPI	CG/S11 (RPS - biannual)	Percentage of residents who are satisfied with road maintenance <sup>59</sup>	Bigger is Better	Autumn 2017	35%	42% (Autumn 2017) (G)	33% (Autumn 2016)	▲ Improving	National 39% (June 2017, LGA)
CPI	CG/S12 (RPS - biannual)	Percentage of residents who are satisfied with pavement maintenance <sup>59</sup>	Bigger is Better	Autumn 2017	35%	39% (Autumn 2017) (G)	34% (Autumn 2016)	▲ Improving	National 54% (June 2017 LGA)
CPI	PI/S3 (RPS - biannual)	Percentage of residents who are satisfied with parking services <sup>59</sup>	Bigger is Better	Autumn 2017	30%	31% (Autumn 2017) (G)	24% (Autumn 2016)	▲ Improving	No benchmark available

<sup>61</sup> The Monitor indicators have been included for information.

<sup>62</sup> 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<sup>61</sup>

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
CPI	SS/S3	Percentage of household waste sent for reuse, recycling and composting	Bigger is Better	Oct 2017 - Dec 2017	42% (Q3 2017/18 Target 40.1%)	36.1% (Q3 2017/18) (R)	36.7% (Q3 2016/17)	▼ Worsening	Rank 7 (out of 25 London Boroughs) (Q1 2017/18, Wasteflow)
CPI	SS/S4 (RPS - Biannual)	Percentage of residents who are satisfied with refuse and recycling services <sup>63</sup>	Bigger is Better	Autumn 2017	82%	79% (Autumn 2017) (G)	75% (Autumn 2016)	↔ Same	National 77% (June 2017, LGA)

## Commissioning Plan Indicators (not met target)

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI	SS/C1	Waste tonnage – residual per household	Smaller is Better	Oct 2017 - Dec 2017	604kg HH (Q3 2017/18 Target 149kg HH)	152kg HH (Q3 2017/18) (R)	154kg HH (Q3 2016/17)	▲ Improving	Rank 21 (out of the 25 London Boroughs) (Q1 2017/18, Wasteflow)

<sup>63</sup> 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	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking	
SPI	SS/C2	Waste tonnage – recycling per household	Bigger is Better	Oct 2017 - Dec 2017	402kg HH (Q3 2017/18 Target 100kg HH)	86kg HH (Q3 2017/18) (R)	89kg HH (Q3 2016/17)	▼ Worsening	No benchmark available
SPI	TSL KPI02	Appropriate response to statutory deadlines in relation to the Licensing and Gambling Act	Bigger is Better	Apr 2017 - Mar 2018	100%	99.9% (GA)	100%	▼ Worsening	No benchmark available

### Risk management

B.38 Environment risks are held on the Environment risk register, which now incorporates Parking and Infrastructure risks. The Environment risk register includes 43 risks, 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'.

- **PI014 - Winter Service (risk score 15 – increased from 12).** The council operates ten gritting routes. There is a risk that it may be unable to serve three of the eastern routes due to relocation of the service to Harrow, which has increased travelling times from the depot to the priority gritting routes. This risk has increased following the snow falls in December 2017. The agreement with Highways England for Barnet to use the Gateway Services site did not fully mitigate the risk due to access to the site being blocked. Mitigating actions focused on ensuring that decisions and deployment were carried out in a timely manner, including pre-loading vehicles and pacing them at the start of routes, ahead of deployment. Efforts have been made to relocate the Winter Gritting Service to a new site within Barnet, which will have good access to all priority routes.

## COMMUNITY LEADERSHIP AND LIBRARIES COMMITTEE

B.39 The priorities for Community Leadership and Libraries (CLL) 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.

### Budget outturn

Revenue							
Service	Original Budget £000	Revised Budget £000	Outturn £000	Variance from Revised Budget Adv/(fav) £000	Reserve Move-ments £000	Variance after Reserve Move-ments Adv/(fav) £000	Variance after Reserve Move-ments Adv/(fav) %
Libraries	3,219	3,465	3,576	110	(3)	107	3.1

Capital						
Service	2017/18 Revised Budget £000	Additions/ (Deletions) £000	(Slippage)/ Accelerated Spend £000	2017/18 Outturn £000	Variance from Approved Budget £000	Variance from Approved Budget %
Libraries	5,817	(648)	(376)	4,793	(1,024)	(6.5)

- Libraries building compliance costs have been transferred to the Family Services Estates budget. Slippage of £0.373m will be used for final works and retention payments in 2018/19.

### Progress on key activities

B.40 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 February 2018) there were 69.7 crimes per 1,000 residents in Barnet, which was the 8<sup>th</sup> lowest rate of total crime per person out of all 32 London boroughs and 27 per cent lower than the London average. The rate of violent crime is even lower: Barnet had the 2<sup>nd</sup> lowest rate of violent crime out of the 32 London boroughs, with 5.8 Violence with Injury offences per 1,000 population. This rate is 34 per cent below the London average.

In the current rolling 12 months (to February 2018) there were 3,547 burglaries, which is a nine per cent increase on the previous year. Overall during this period Barnet has had the 11<sup>th</sup> highest rate of burglary out of the 32 London Boroughs. To reduce

burglary, the Safer Communities Partnership significantly expanded its Automatic Number Plate Recognition (ANPR) camera coverage of the borough. The details of over 500 vehicles linked to convicted burglars have been uploaded to the system, providing the police with live information to help prevent burglaries and catch and convict burglars.

In addition, the Barnet Safer Communities Partnership has launched the OWL (Online Watch Link) app for Barnet, and thousands of residents signed up. Residents who sign up receive the latest crime prevention advice and updates from their Neighbourhood Policing Team and Neighbourhood Watch. The OWL app helps communities feel safer, reduce crime and keep people informed of what's going on locally.

- **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. As part of the work to prevent violence against women and girls, during the last 12 months, 220 Domestic Abuse<sup>64</sup> cases were assessed at the multi-agency Domestic Violence MARAC group and intervention plans put in place. In addition, the partnership has been working to hold perpetrators to account. During the same period, over 300 perpetrators were arrested and charged for Domestic Abuse offences.

As part of the joint project between the council and Barnet Mencap, the Hate Crime Awareness Co-ordinator has been raising awareness of Hate Crime and ensuring people who live, work or study in Barnet are confident in reporting Hate Crime; as well as improving access to justice for victims of hate crime.

- **Co-ordinating a package of measures to support community activity** – an evaluation of the Community Participation Strategy was undertaken by the Community Participation and Engagement Network. The Barnet Community webpage was launched on the council's website, providing a one-stop-shop of information for residents and businesses about community activity.

A new volunteer policy and volunteer management toolkit were published. Volunteer opportunities, including the Employee Supported Volunteering Scheme, were promoted as part of Volunteers Week in June 2017. The impact of campaign work was reflected in the Residents' Perceptions Survey (Spring 2017), which showed that 30 per cent of residents volunteered regularly (up from 23 per cent in Spring 2016). Barnet's crowdfunding platform, Barnet Together, launched in July 2017.

Local Voluntary and Community Service (VCS) groups fed back on the VCS Charter; and the Community Participation and Engagement Network has been mainstreaming it into council business and commissioning.

- **Emergency planning, preparedness and response** – the Counter Terrorism team provided training to staff and Members on what to do should they be caught up in a terrorist incident.

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<sup>64</sup> The term 'Domestic Violence' has been broadened to 'Domestic Abuse' and now includes emotional and coercive control, which is not always violent.

A 'Move to Critical' exercise was held in May 2017 for Business Continuity (BC) leads and BC plans were reviewed. A further exercise was held in November 2017, which focused cyber security. BC plans were updated to ensure critical services can be maintained in the event of a cyber-attack.

The multi-agency Barnet Resilience Forum (BRF) has met throughout the year to plan, prepare and exercise together to ensure effective response during emergencies. The most recent meeting covered organisational updates from partners and review of the BRF Business Plan and updated Borough Risk Register.

The Barnet Emergency Response team has supported local, live, multi-agency exercises along with faith and voluntary groups from the local community and, when required, have mobilised timely and effective responses to a series of emergency incidents within the borough in support of the Police and Fire Brigade.

The council assisted the London Borough of Kensington and Chelsea and London Borough of Camden in the wake of the Grenfell Tower incident with mutual aid to support the Emergency Control Centre, Rest Centres, Local Authority Liaison function and provided volunteers, Housing Assessment and Social Work staff to the Grenfell Assistance Centre. The Emergency Planning team were involved in the debrief and feedback from this incident, including identifying lessons to be learned by local authorities and other agencies.

Barnet submitted a self-assessment to London Resilience for the 'Minimum Standards for London Audit' and maintained its Green rating against these standards.

- **Libraries Transformation** – all libraries were re-opened following refurbishment and re-configuration works, with self-service technology in place. Fire risk assessments undertaken by the Health and Safety Executive (HSE) identified no issues. Over 25,000 customers have now registered for self-service opening. Plans are being developed to extend the opening hours from early summer, starting with the four Core Plus sites. A recruitment campaign to increase the number of volunteers supporting the library service has started with a focus on support provided during staffed hours.

The procurement process for the new Library Management System has been completed and a preferred supplier identified. A project board will be established shortly to oversee the implementation of this new system which is estimated to take five months.

Earlier in the year, the council was notified by the Minister for Arts, Heritage and Tourism that the Department for Digital, Culture, Media and Sport (DCMS) was treating concerns raised in December 2016 by Barnet residents regarding the changes to Barnet's library service as a formal complaint under Section 10 (1) (a) of the Public Libraries and Museum Act 1964. It is important to note that the decision by the DCMS to treat the correspondence as a formal complaint is not an assessment of whether the council is failing in its duties relating the provision of public library services. The Secretary of State invited further representations from the public, which were required by 2 February 2018. In the last quarter, a detailed response was provided to further questions raised by the DCMS and the final outcome of their investigations is expected shortly.

## Performance indicators

B.41 Two Community Leadership and Libraries indicators in the Corporate Plan have not met the annual target. One indicator (the latter) in the Community Leadership and Libraries Commissioning Plan has not met the annual 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%. This was an autumn 2017 survey indicator reported in Q3 2017/18. Public confidence fell from autumn 2016 (67%). An increased concern about anti-social behaviour and crime reflected the national picture.
- **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 was an autumn 2017 survey indicator reported in Q3 2017/18. Residents' satisfaction was unchanged from autumn 2016 (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 was an autumn 2017 survey indicator reported in Q3 2017/18. There was a significant improvement from spring 2016 (60%) when the result was considered to have been influenced by negative national events.

## Corporate Plan Indicators<sup>65</sup>

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
CPI	CG/C33	Overall crime rate in Barnet – Total Notifiable Offences	Smaller is Better	Apr 2017 - Mar 2018	Sustain Reduction	71.8 <sup>66</sup>	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 <sup>67</sup>	Bigger is Better	Autumn 2017	68%	60% (Autumn 2017) (R)	67% (Autumn 2016)	▼ Worsening	No benchmark available
CPI	CG/S5 (RPS – Annual)	Percentage of residents who report feeling they belong to their local area <sup>64</sup>	Bigger is Better	Autumn 2017	75%	75% (Autumn 2017) (G)	76% (Autumn 2016)	↔ Same	No benchmark available
CPI	CG/S9 (RPS - Annual)	Percentage of residents that volunteer at least once a month <sup>64</sup>	Bigger is Better	Spring 2017	29%	30% (Spring 2017) (G)	23% (Spring 2016)	▲ Improving	No benchmark available
CPI	CG/S10 (RPS - Annual)	Percentage of residents who agree that people pull together to help improve their area <sup>64</sup>	Bigger is Better	Spring 2017	54%	51% (Spring 2017) (G)	52% (Spring 2016)	↔ Same	No benchmark available

<sup>65</sup> The Monitor indicators have been included for information.

<sup>66</sup> 71.8 per 1000, 12 months to 31 March 2018.

<sup>67</sup> 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 <sup>65</sup>									
Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
CPI	CG/S16 (RPS – Biannual)	Percentage of residents who are satisfied with Barnet as a place to live <sup>68</sup>	Bigger is Better	Autumn 2017	90%	85% (Autumn 2017) (GA)	85% (Autumn 2016)	↔ Same	London 80% (2016/17, LGA) National 81% (June 2017, LGA)

Commissioning Plan Indicators (not met target) <sup>69</sup>									
Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI	CG/C2	Percentage of repeat cases of Domestic Violence to MARAC	Smaller is Better	Apr 2017 - Mar 2018	Monitor	10.0%	12.8%	▲ Improving	National 25% (April 2015 - March 2016, Safelife)
SPI	CG/C3	Sanction Detection Rate of 'Domestic Abuse - Violence with Injury' Offences	Bigger is Better	Apr 2017 - Mar 2018	Monitor	23.4%	32.4%	▼ Worsening	Met Police 31.8% (January – December 2017, Met Police)
SPI	CG/C4	Proven re-offending rate	Smaller is Better	Apr 2017 - Mar 2018	Monitor	29.1%	20.2%	▼ Worsening	London 28.1% National 28.7% (October – December 2015, Ministry of Justice)

<sup>68</sup> 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.

<sup>69</sup> The Monitor indicators have been included for information.

Commissioning Plan Indicators (not met target) <sup>69</sup>									
Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI	CG/C27	Racist and Religious Hate Crime	Smaller is Better	Feb 2017 – Feb 2018	Monitor	815	717 (Feb 2016 – Feb 2017)	▼ Worsening	No benchmark available
SPI	CG/C6 (RPS – Annual)	Percentage of residents who feel that there is not a problem with “people not treating each other with respect” <sup>70</sup>	Bigger is Better	Autumn 2017	81%	74% (Autumn 2017) (GA)	81% (Spring 2016)	▼ Worsening	No benchmark available

### Risk management

B.42 Community Leadership and Libraries risks are held on the Customer Strategy, Communications and Assurance (CSCA) service risk register. See paragraph A.19 above.

<sup>70</sup> 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.

## **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 year, including budget outturns 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 EOY 2017/18 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 Policy and Resources Committee:

- Strategic policy, finance and corporate risk management including recommending: Capital and Revenue Budget; Medium Term Financial Strategy; and Corporate Plan to Full Council, Finance, Procurement Forward Plan, Local Plans (except for matters reserved to Full Council), Information Technology, Strategic Partnerships, Customer Services and Resident Engagement, Emergency Planning, and To be responsible for those matters not specifically allocated to any other committee affecting the affairs of the Council.

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

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

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

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

## 5.4 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](http://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
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<b>Phase</b>	<b>Date</b>	<b>Summary</b>
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 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 <sup>71</sup> 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>

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<sup>71</sup> 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.