

POLICY AND RESOURCES (P&R) COMMITTEE DELIVERY PLAN

1. INTRODUCTION

- 1.1 This report provides a **thematic overview of performance** for **Q3 2019/20** focusing on the MTFs savings and activities to deliver the **priorities** in the **Policy and Resources (P&R) Committee Annual Delivery Plan**, which can be found online at:
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9461&Ver=4>

2. SAVINGS

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

Table 1: Savings forecast delivery (Q3 2019/20)

| Ref | Service area | Description of Savings | Savings for 19/20 | Q3 19/20 Forecast | Comment |
|-------|-----------------------------|--|-------------------|-------------------|--|
| P&R4 | CSG | Capita contract price reduction | 640 | 640 | Reduction in contract price is contractual and has been delivered. |
| P&R4a | CSG | Further Capita contract savings | 400 | 63 | Delay in the new Service Model being implemented due to delays in moving to Colindale and the website launch has impacted on the ability to reduce resources earlier. The service is reviewing options to plug this gap. |
| P&R5 | Central expenses | Insurance contract renegotiation | 22 | 22 | Achieved |
| P&R6 | Commissioning Group | Senior management changes (NB only counting savings in Commissioning Group here) | 750 | 750 | Restructure implemented |
| P&R7 | Commissioning Group | Reconfigure Communications & Strategy team and reduce running costs | 183 | 183 | Restructure completed |
| P&R9 | Cross-cutting Commissioning | Economies of scale from joined up professional support services | 297 | 297 | Saving deleted - funded from contingency |
| P&R21 | Assurance | Stop refreshments for committee meetings | 0.5 | 0.5 | Achieved |
| P&R22 | Assurance | Stop rental costs for member surgeries & use council owned / free premises | 4 | 4 | Achieved |

| Ref | Service area | Description of Savings | Savings for 19/20 | Q3 19/20 Forecast | Comment |
|-------|--------------|--|-------------------|-------------------|---------------------|
| P&R23 | Assurance | Stop funding of BT lines for elected members | 16 | 0 | Delayed until 20/21 |
| Total | | | 2,312 | 1,960 | |

3. PRIORITIES

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

- A summary of progress on Actions¹ to deliver the priority
- Performance of Key Performance Indicators (KPIs)²
- Risks to delivering the Actions and priority
- High (15 to 25) level risks from the Corporate Risk Register³

3.2 The Q3 status for each of the Committee's priorities is shown in table 2. This reflects the *overall performance on Actions, KPIs and Risks*⁴ for each priority.

Table 2: Priorities for P&R Committee

| Section | Committee Priority | Q3 Status |
|---------|---|--------------|
| 4. | Ensuring we have strong financial management | Limited |
| 5. | Continuing to improve customer services | Good |
| 6. | Continuing to work effectively with strategic partners | Satisfactory |
| 7. | Planning strategically to enable Barnet to grow and meet the needs of residents | Good |
| 8. | Being resilient as a local authority | Good |
| 9. | Ensuring residents are treated equally, with understanding and respect, and all have access to quality services | Good |

| 4. | Ensuring we have strong financial management | Q3 Status |
|----|--|-----------|
| | | Limited |

4.1 Summary of Actions Satisfactory progress

4.1.1 The Q3 budget position showed an overspend of £1.418m. There are plans in place to manage the financial position to achieve the target. Monthly monitoring is undertaken and

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

² KPI RAG rating reflects the percentage variance of the result against the target as follows: On target = GREEN (G); Up to 9.9% off target = AMBER (A); 10% or more off target = RED (R). The Direction of Travel (DOT) status shows the percentage variation in the result since last year e.g. Improving (↑ I), Worsening (↓ W) or Same (→ S). The percentage variation is calculated as follows: Q3 19/20 result minus Q3 18/19 result equals difference; then difference divided by Q3 18/19 result multiplied by 100 = percentage variation. KPIs are illustrated by (q) quarter; (c) cumulative up to end quarter; (s) snapshot in time; or (r) rolling 12 months.

³ The Corporate Risk Register includes strategic risks (strategic and business critical risks) and high (15 to 25) service/joint risks (service and contract delivery risks). All risks are managed in line with the council's risk management framework. The risk registers are live documents and the Q3 19/20 Corporate Risk Register provides a snapshot in time (as at end December 2019). The risk ratings are: Low = 1 to 3 (GREEN); Medium/Low = 4 to 6 (YELLOW); Medium/High = 8 to 12 (AMBER); and High = 15 to 25 (RED).

⁴ The Q3 Status reflects the *overall performance* on Actions, KPIs and Risks as follows: Complete or Good progress = GREEN (where no Actions or KPIs RAG rated RED and no more than one high level risk); Satisfactory progress = AMBER (where no more than one Action or KPIs RAG rated RED and/or no more than two high level risks) or Limited progress = RED (where two or more Actions or KPIs RAG rated RED and/or more than two high level risks).

corrective actions identified where required. See *Strategic Performance Report* for more detail.

- 4.1.2 There has been good progress in delivering the savings targets in the MTFS. However, Current forecasts on savings targets in the MTFS for 2019/20 have fallen to 84% (from 87% in Q2). Regular budget monitoring is undertaken with monthly reports to CMT. Where there is slippage in delivery, or plans are identified as non-deliverable, budget holders are supported to identify alternatives.
- 4.1.3 Work has been ongoing to refine and update financial controls and respond to evolving best practice and independent advice.
- 4.1.4 There were 51 new *high* (7) and *medium* (44) priority audit actions relating to financial systems in Q3. These were across the following audits: Accounts Receivable, Cash and Bank, Public Health – Compliance with Grant Conditions and MTFS Assurance Process.
- 4.1.5 13 *high* priority audit actions relating to financial risk were due to be implemented in Q3; of these, 7 (54%) were fully implemented within the quarter. The six remaining actions related to audits of Accounts Payable; Pension Fund Finance and Investment; and the Highways Programme.
- 4.1.6 In Q3, an approach was introduced for following up *medium* priority actions relating to financial risk, not just high priority actions, for reporting to the Audit Committee. 28 *medium* priority audit actions relating to financial risk were due to be implemented in Q3; of these, 14 (50%) were fully implemented within the quarter. The 14 remaining actions related to audits of Accounts Payable; Pension Fund Finance and Investment; Pensions Admin; Integra Access & Program Change Management; and Accounts Receivable – Debt Management and Collection.
- 4.1.7 A number of Corporate Anti-Fraud Team (CAFT) investigations were closed in Q3: 29 corporate fraud cases were closed; 71 concessionary travel fraud cases were closed; no financial investigations were closed; and 83 tenancy fraud cases were closed. These were reported to Audit Committee on 30 January 2020. The report can be found on the website at: <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=144&MId=9848&Ver=4>

4.2 KPIs

- 4.2.1 There are five KPIs for this priority, which monitor strong financial management. Four KPIs are Monitor only for Q3. One KPI did not meet the Q3 target.
- **Implemented high and medium audit recommendations relating to fundamental financial systems (RAG rated RED) – 51% against a target of 90%.** Six out of 13 high priority actions were not implemented. These actions related to audits of Accounts Payable; Pension Fraud Finance and Investment and the Highways Programme. 14 out of 28 medium priority actions were not implemented. These actions related to audits of Accounts Payable; Pension Fund Finance and Investment; Pensions Admin; Integra Access & Program Change Management; and Accounts Receivable – Debt Management and Collection.

| Indicator | Polarity | 18/19 EOY | 19/20 Target | Q3 19/20 | | | Q3 18/19 | Benchmarking |
|---|-------------------|---------------|--------------|----------|-----------------|---------------|---------------|------------------------|
| | | | | Target | Result | DOT | Result | |
| Outturn is within £1m of the budget (q) | Smaller is Better | New for 19/20 | <£1m | Monitor | £1.418m | New for 19/20 | New for 19/20 | No benchmark available |
| In-year incoming resources balanced to outgoing resources (q) | Smaller is Better | New for 19/20 | -£4.2m | Monitor | -£6.9m | New for 19/20 | New for 19/20 | No benchmark available |
| Budget savings being delivered (q) | Bigger is Better | New for 19/20 | Monitor | Monitor | 84% | New for 19/20 | New for 19/20 | No benchmark available |
| High and medium audit recommendations issued relating to fundamental financial systems (q) ⁵ | Smaller is Better | New for 19/20 | Monitor | Monitor | 51 ⁶ | New for 19/20 | New for 19/20 | No benchmark available |
| Implemented high and medium audit recommendations relating to fundamental financial systems (q) | Bigger is better | New for 19/20 | 90% | 90% | 51% (R) | New for 19/20 | New for 19/20 | No benchmark available |

4.3 Risks

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

- **FIN002 - Implementation of 2019/20 savings (risk score 20).** If the MTFs savings identified for 2019/20 are not fully implemented, this could lead to non-achievement of MTFs targets and an overspend on the revenue budget. Monthly monitoring arrangements and budget setting processes are in place to manage the risk. Savings targets are being closely monitored though there has been some slippage. Recovery plans are being developed to deliver further savings and reduce the level of overspend.
- **FIN001 - Impact of political uncertainty on Finances (risk score 15).** The uncertainty of the national and regional political landscape, legislative changes and local government funding changes that affect council services could lead to further reduction of the multi-year budget. The Council Management Team has identified actions to help mitigate the existing overspend, such as incorporating critical analysis of savings delivery into monthly budget monitoring reports. Action plans for savings over the MTFs were presented to P&R Committee on 6 January 2020 and detailed the MTFs and a draft budget for 2020/21.

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

⁶ This compares to 41 new high and medium audit actions relating to financial systems in Q2. These were across the following audits: Highways Programme; Accounts Payable; and Brent Cross Cricklewood - Financial Controls.

- **FIN003 - Ineffective financial controls (risk score 15).** Ineffective internal controls, governance arrangements or policies and procedures could lead to an increased risk of the council being unable to prevent an incident of organised or high value fraud, bribery or corruption. Following a review of internal controls in 2018 by Grant Thornton, an action plan was developed. The control environment continues to be improved through (1) testing of controls to identify any further control weaknesses; and (2) reviewing actions to implement improvements to controls. There is regular reporting to Finance SMT and updates to the Internal Control Board. A detailed review of controls is being undertaken to identify areas where further improvements are needed along with the implementation of the audit programme.

8.3.2 In addition to the risks in the Annual Delivery Plan, there was a *strategic* and *joint risk* for this priority that were scored at a high (15 to 25) level in Q3.

- **STR19 - Failure of third-party Pension administrator meeting standards (risk score 16 – increased from 12).** Poor performance levels could lead to delays in meeting statutory deadlines such as annual benefit statements and/or member benefits being inaccurate or paid late which could result in enforcement action by the Pensions Regulator. Performance of the administration function is below the minimum acceptable level. A remediation plan is in place with progress against target dates being monitored. A pension team has been established to identify service gaps, agree on necessary actions and monitor implementation.
- **CSG55 - Poor delivery of pension service by administration team (risk score 16 – increased from 9).** Poor management of pensions administration could lead to scheme members experiencing delays in receiving benefits and/or inaccurate pension information resulting in enforcement actions by the Pensions Regulator. A remediation plan is in place with progress against target dates being monitored. Enhanced scrutiny has identified new failings for which corrective actions and timescales are being agreed with the pension administrator.

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| 5. Continuing to improve customer services | Q3 Status Good |
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5.1 Summary of Actions Satisfactory progress

- 5.1.1 Satisfactory progress has been made but more work needs to be done to improve customer service. A further phase of improvements will focus on Environment, Council Tax and Highways.
- 5.1.2 There has been continued focus on ensuring the council’s website meets new Government regulations for AA accessibility, so it is suitable for users with additional accessibility needs. Ensuring the website supports accessibility needs is now part of business as usual.
- 5.1.3 To support the digital offer, three new systems went live: 1) a new booking for registrars, allowing customers to book appointments online; 2) a new parking system, enabling the payment of parking tickets and permits; and a new library notification function, informing customers of renewals and expirations. The fly tipping notification system for Environment will be tested in Q4 ahead of rollout of a new system for the service. Engagement sessions will continue to be held monthly with customers to gain feedback and ensure improvements are consistently made.

5.2 KPIs

5.2.1 There are five KPIs for this priority, which monitor customer services. Three KPIs met the Q3 targets – satisfaction with customer services; satisfaction with the council's website and web volumes. One KPI is Monitor only for Q3. One KPI did not meet the Q3 target.

| Indicator | Polarity | 18/19 EOY | 19/20 Target | Q3 19/20 | | | Q3 18/19 | Benchmarking |
|--|------------------|---------------|----------------------------------|----------|-------------------------|-----------------------------|---------------|------------------------|
| | | | | Target | Result | DOT | Result | |
| Overall satisfaction with customer services (excl. web satisfaction) (q) | Bigger is Better | 90% | 89% | 89% | 90.7% (G) | ↓W - 0.2% | 89.9% | No benchmark available |
| Satisfaction with the council's website (q) ⁷ | Bigger is Better | 32% | 55% | 55% | 59.7% (G) | Not comparable ⁸ | 30% | No benchmark available |
| Increase in web volumes (r) ⁹ | Bigger is Better | New for 19/20 | 10% | 10% | +85% ¹⁰ (G) | New for 19/20 | New for 19/20 | No benchmark available |
| Reduction in phone volumes (r) ¹¹ | Bigger is Better | New for 19/20 | 30% | -7.5% | - 11% ¹² (G) | New for 19/20 | New for 19/20 | No benchmark available |
| Cost of Customer Service provision (via benefits tracker) (q) | Bigger is Better | New for 19/20 | Reduce baseline by £400k (c.20%) | Monitor | £77k | New for 19/20 | New for 19/20 | No benchmark available |

5.3 Risks

5.3.1 One risk was closed in Q3¹³. There remain two risks to delivery of the actions for this priority. These have been assessed at a medium/low (4 to 6) and medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- **G&C022 - Website User Experience (risk score 6).** This risk relates to the potential failure of the website (for technical or accessibility reasons) to support the channel shift ambitions. Customer service data is regularly reviewed to feed into improvements to the website. Work on ensuring website accessibility to meet new Government regulations, has continued. Website technical performance has remained stable. The next stage of improving the customer experience will focus on reviewing online forms
- **G&C019 - MTFs Customer Service Savings 19/20 (risk score 12).** The £400k savings may not be delivered in 19/20 due to a lack of demand reduction and/or channel shift to

⁷ A new methodology for website satisfaction has been introduced from Q3. Therefore, Q3 result cannot be compared to last year.

⁸ A new methodology for website satisfaction has been introduced from Q3. Previously, the KPI result was based on user feedback which totalled less than 1% of overall customer web visits. The KPI has been reviewed and is now more holistic. The new methodology is based on customer satisfaction and the websites Digital Certainty Index which measures accessibility and usability.

⁹ Percentage increase in web volumes compared to same time last year.

¹⁰ There has been a significant increase in web volumes between October 2019 and December 2019 compared to last year. This was due to the launch of new systems for registrars and parking and visits relating to the General Election.

¹¹ Percentage reduction in phone volumes compared to same time last year.

¹² Rolling 12 months to December 2019.

¹³ G&C021 Unexpected Customer Service demand and CSG98 Delivery of MTFs saving were merged in Q3 and G&C021 subsequently closed.

online improvements. Demand reduction initiatives are in place for high volume services; the Customer Transformation programme is delivering a range of online improvements; and safeguards are in place to protect service areas that are used by the most vulnerable residents and those that cannot get online. This risk has materialised, with notification that the full savings will not be delivered by year-end. In Q3, £77k savings had been identified against target of £400k. Discussions have continued with services to plan for unexpected increases in demand and impact on the contract volume.

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| 6. Continuing to work effectively with strategic partners | Q3 Status |
| | Satisfactory |

6.1 Summary of Actions Satisfactory progress

6.1.1 Partnership Board was held on the 4 December 2019 with attendance from most partner organisations. There was a presentation on enviro-crime in the Borough and discussion on environmental sustainability, with agreement to discuss climate change and environmental sustainability at future meetings. The CTN meeting scheduled for December 2019 could not take place due to pre-election regulations.

6.2 KPIs

6.2.1 There is one KPI for this priority, which monitors attendance at strategic partnership meetings. This KPI did not meet target in Q3. 75% of those who accepted a meeting invite attended the strategic partnership meeting in Q3. There was a high level of attendance with representation from most partner organisations. There are in total 16 partner organisations with attendance from 12 at Partnership Board on the 4 December 2019. The figures were impacted by the quarterly Community Together Network (CTN) not being held due to pre-election regulations, which typically has higher attendance.

| Indicator | Polarity | 18/19 EOY | 19/20 Target | Q3 19/20 | | | Q3 18/19 | Benchmarking |
|--|------------------|---------------|--------------|----------|-----------------------|---------------|---------------|------------------------|
| | | | | Target | Result | DOT | Result | |
| Overall attendance at strategic partnership meetings | Bigger is Better | New for 19/20 | 80% | 80% | 75% ¹⁴ (A) | New for 19/20 | New for 19/20 | No benchmark available |

6.3 Risks

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

- **G&C023 - Ineffective partnership approach (risk score 9).** If strategic partners do not engage with the council this could lead to an ineffective working and may impact on the delivery of joint aims and priorities. The winter CTN meeting was cancelled due to Purdah. The Partnership Board met on the 4 December 2019, with the agenda focused on environmental crime.

¹⁴ The result is an estimate based on attendance at the Partnership Board and CTN meetings.

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| 7. Planning strategically to enable Barnet to grow and meet the needs of residents | Q3 Status |
| | Good |

7.1 Summary of Actions Satisfactory progress

- 7.1.1 The draft Local Plan (Regulation 18 consultation stage) was approved by P&R Committee on 6 January 2020 and public consultation commenced on 27 January 2020 and will run for seven weeks.
- 7.1.2 The revised timetable for the Local Development Scheme (LDS), the programme for the Local Plan and associated policy documents, was also agreed by P&R Committee in January; the second consultation stage (Regulation 19) will now take place in late 2020/21.
- 7.1.3 Work on planning policy frameworks to support emerging areas of growth are underway. Evidence preparation and scoping reports for a 'Middlesex University and the Burroughs' Supplementary Planning Document (SPD) have been completed, work is now underway on preparing the draft SPD for consideration by P&R Committee.
- 7.1.4 The Infrastructure Delivery Plan and Site Viability evidence for a revised Community Infrastructure Levy (CIL) Charging Schedule are underway. The revised timetable was set out in the LDS and these documents will be published in early 2020/21 alongside the Draft Charging Schedule for a revised Community Infrastructure Levy.
- 7.1.5 Further work on the Local Plan and other planning policy documents will continue in 2020/21, with details of the proposed programme of work agreed in the LDS.

7.2 KPIs

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

| Indicator | Polarity | 18/19 EOY | 19/20 Target | Q3 19/20 | | | Q3 18/19 | Benchmarking |
|-----------------------------------|------------------|---------------|--------------|----------|---------------------------|---------------|---------------|------------------------|
| | | | | Target | Result | DOT | Result | |
| Deliver Planning Policy Documents | Bigger is Better | New for 19/20 | 100% | 100% | No Activity ¹⁵ | New for 19/20 | New for 19/20 | No benchmark available |

7.3 Risks

- 7.3.1 There are three risks to delivery of the actions for this priority. These have been assessed at a medium/low (4 to 6) and medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.
- **G&C024 – Delay of Local Plan (risk score 8).** Significant objections or lack of support for draft policies or proposed site allocations could delay the Local Plan timetable resulting in delayed adoption of new policies to guide development and scrutiny by the MHCLG. The consultation for the Local Plan will need to provide strong reassurance to local communities that they are being heard and concerns are acknowledged. The Planning Policy Lead will be speaking at the Federation of Resident Associations ahead of the public consultation.

¹⁵ No activity, as no Planning Policy documents had to be delivered in Q3.

- **G&C025 - Delays to policy documents (risk score 4).** Unnecessary delay to the consideration of proposed projects and policy documents may result in missed opportunities to influence planning implications or delays to decision about sites/projects. Pre-election regulations delayed the presentation of the Growth strategy and Local Plan until January 2020 where they were presented to P&R Committee and Housing and Growth Committee.
- **G&C026 - Local plan housing target (risk score 12).** Changes to national or regional policy or targets could limit the council's ability to secure policy alignment or deliver progress with policy in a timely manner resulting in the Local Plan not being compliant. This risk is being monitored by sub-regional groups such as the West London Alliance, London Councils and the Association of London Borough Planning Officers. Conversations with the Ministry of Housing, Communities and Local Government (MHCLG) have invited them to recognise that their own target related to 'unconstrained growth' and there are constraints to growth within the borough. The council has agreed to be an informal pilot for proposed MHCLG revisions to Housing Delivery incentives, which will act to remind them that the Local Plan approach is acceptable.

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| 8. Being resilient as a local authority | Q3 Status Good |
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8.1 Summary of Actions Good progress

- 8.1.1 Business continuity (BC) and resilience arrangements have progressed in the last year, but it is recognised that there is more to achieve and areas for improvement have been identified, which will form part of a work plan for the coming twelve months.
- 8.1.2 There has been work on strengthening the Organisational Reliance team and recruitment for resilience advisors to support the Head of Organisational Resilience. Preliminary planning has taken place with the North Central Group (NCG) for exercise Safer City 2020.
- 8.1.3 Contingency arrangements have been reviewed against the new Resilience 2019/20 Standards for London. Next steps have been identified to continue to further develop the resilience response, such as community engagement and communications with partner organisations,
- 8.1.4 Secretariat support continued to be provided to the Borough Resilience Forum. Two meetings were held in Q3, with one focusing on Brexit in October 2019 and the other usual business in November 2019.
- 8.1.5 BC contact details are reviewed each quarter and each service must have an identified BC Lead. BC arrangements have been rehearsed in relation to a number of incidents.

8.2 KPIs

- 8.2.1 There are no KPIs for this priority.

8.3 Risks

- 8.3.1 There are three risks to delivery of the actions for this priority. These have been assessed at a medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.
- **AG022 - Inability to effectively respond to Major Emergency Incident (risk score 8).** Failure to implement the EP2020 recommendations and non-compliance to the Resilience

Standards for London could lead to the inability to effectively respond to a major emergency. There has been continued focus on emergency response staff levels to maintain minimum standards. Recruitment of additional Borough Emergency Control Centre (BECC) Officers has taken place to relieve staff pressures.

- **AG023 - Inadequate Business Continuity incident response (risk score 12).** Inadequate planning, non-compliance and a lack of trained staff could lead to the council being unable to respond adequately to an incident. There was a loss of network functions in December 2019. In light of this, Business Continuity arrangements for high critical services (Family Services, Adult Social Care and the MASH) are being reviewed to ensure these services can respond to disruptions to everyday business. The quarterly Business Continuity Lead meetings have re-commenced, and Business Continuity Plans have been reviewed in preparation for Brexit.
- **AG042 - Partner Agencies attention (risk score 8).** A major or continuing incident could demand the attention of partner agencies away from the Borough Resilience Forum (BRF). The scheduled BRF meeting took place in November 2019, with an extra BRF meeting held in October 2019 to discuss Brexit.

8.3.2 In addition to the risks in the Annual Delivery Plan, there was a *service risk* for this priority that was scored at a high (15 to 25) level in Q3.

- **AG020 - Audit actions not implemented (risk score 16).** If audit actions are not implemented, this could lead to a deterioration in the council's control environment and result in the Head of Internal Audit providing a Limited Assurance Annual Opinion. In Q2, 78% of high priority actions were completed by the deadline. This was below the target of 90%. Q3 focused on following-up on a sample of medium priority actions in addition to the high priority actions. The risk score will remain unchanged until there is assurance that the implementation of audit actions is sustainable and consistent. An update on the implementation of Q3 high priority actions was presented to Audit Committee on 30 January 2020.

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| 9. Ensuring residents are treated equally, with understanding and respect, and all have access to quality services | Q3 Status Good |
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9.1 Summary of Actions Good progress

- 9.1.1 Good progress has been made in Q3 through established community cohesion channels. Staff demographic data is now available for 1800 employees from job applications, covering all protected characteristics except for maternity. An internal communication campaign asking staff to update their demographic information will be launched shortly.
- 9.1.2 Work has been ongoing to review the Equalities Impact Assessments and ensure compliance with the Public Sector Equality Duty such as training for equalities champions, strategic leads and Members. The equalities impact was included as part of the budget monitoring process for relevant services.
- 9.1.3 Phase 2 of the Together We Are Barnet campaign went live and included the Winter Faith Festival, a programme of interfaith events across the festive season.

9.2 KPIs

9.2.1 There are three KPIs for this priority, which monitor the equality objectives. One KPI met the Q3 target, one KPI is Monitor only and one KPI is due to be reported in Q4.

| Indicator | Polarity | 18/19 EOY | 19/20 Target | Q3 19/20 | | | Q3 18/19 | Benchmarking |
|--|------------------|---------------|--------------|----------|---------------------|---------------|---------------|------------------------|
| | | | | Target | Result | DOT | Result | |
| Staff providing social identify information (s) | Bigger is Better | New for 19/20 | Monitor | Monitor | 89.5% ¹⁶ | New for 19/20 | New for 19/20 | No benchmark available |
| Cumulative Equality Impact Assessments carried out for relevant policies and programmes (Annual) | Bigger is Better | New for 19/20 | 100% | 100% | Due Q4 19/20 | New for 19/20 | New for 19/20 | No benchmark available |
| Community Together Network (CTN) Bulletin circulated to voluntary and faith communities (q) | Bigger is Better | New for 19/20 | 24 | 6 | 6 (G) | New for 19/20 | New for 19/20 | No benchmark available |

9.3 Risks

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

- G&C036 - Compliance with Equality Duty (risk score 12).** This risk is being managed through mandatory learning and development on the Public Sector Equality Duty. Guidance material and advice is available for staff requiring support, including on Equality Impact Assessments (EIAs). The EIAs have been re-designed and training was provided for Members in January 2020. VCS partners have been consulted on the principles outlines in the Equalities Policy, which is now due for completion in Q4.

¹⁶ Staff demographic data is now available for 1800 employees from job applications, covering all protected characteristics except for maternity.