

# Barnet's Quarterly Performance Reporting: Explanatory Note

This document is designed to assist the public reader to understand the format and terminology used within Barnet's quarterly performance reports. At the end of this report there is a glossary of common terms.

## Accountability

As outlined in the Council's constitution<sup>1</sup>, the role of Performance and Contract Management Committee is to monitor the council's quarterly budget position including trading position and financial strategy of Council Delivery Units, and to monitor performance against targets for Delivery Units and Support Groups. The reports to each of these committees are explained in more detail within the subsequent sections.

Outside of this committee, chief officers manage the day-to-day running of Council services within the tolerances agreed by Members and the delegated powers given to them.

From April 2013, Barnet Council initiated a Commissioning Council structure. In this model, services are commissioned by Lead Commissioners from a provider (an internal service, contract or a shared service with another Council). The Lead Commissioners are a group of senior officers who manage what types of service are commissioned and continually assess whether this needs to change to accommodate changing demands and needs – a key part of this assessment is the performance framework.

## Process

Each year the Council decides the objectives and priorities for the year ahead. This is called the Corporate Plan. As part of this plan, the Council agrees the key measures of success which are monitored each quarter – the Corporate Plan Indicators. In future cycles, the accountability for designing a Corporate Plan will rest with Policy and Resources Committee.

This is also supplemented by other key performance measures which each Delivery Unit provides to assess the performance of their services. These key performance indicators are agreed by Delivery Units and Lead Commissioners.

Each quarter, Delivery Units produce a performance report, to a minimum standard set by the Corporate Performance Team. An overview report – Budget and Performance Report - is produced by the Corporate Performance Team and reported to Committee. Both of these are published on the Council's performance webpage: [www.barnet.gov.uk/performance](http://www.barnet.gov.uk/performance)

The individual Delivery Unit reports are published on the Council's performance webpage to support the Budget and Performance reported to Performance and Contract management Committee.

These reports are published at least five working days ahead of the scheduled Committee date – committee dates can be found at the Council's Committee pages: [barnet.moderngov.co.uk](http://barnet.moderngov.co.uk)

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<sup>1</sup> <http://barnet.moderngov.co.uk/ecCatDisplay.aspx?sch=doc&cat=13324&path=0>

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The quarters and the period they cover are listed below:

<b>Quarter 1</b>	1 April to 30 June	(reported in September)
<b>Quarter 2</b>	1 July to 30 September	(reported in December)
<b>Quarter 3</b>	1 October to 31 December	(reported in February)
<b>Quarter 4</b>	1 January to 31 March	(reported in June)

## Report format

There are three report types used; the Committee report, an overall performance monitor and the individual Delivery Unit reports.

### Committee report – Budget and Performance Report

This report forms Appendix A of the Performance and Contract Management Committee paper: *Quarter Monitoring*

The main body of the report contains commentary on performance and highlights continuing and emerging challenges consisting of:

*NB: Numbering has changed to reflect requirements for the Performance and Contract Management Committee*

#### 1.1 Corporate performance dashboard

Provides an overview of performance and finance

#### 2.1 Key finance indicators

Provides an overview of key finance information including balances and reserves, performance against budget, capital expenditure, debit management and our performance at paying creditors

#### 2.4 Corporate Plan performance – corporate overview

A line-by-line summary of the performance of each of the measures of success from the Corporate Plan.

#### 2.6 Contract Performance – Overview

This provides a short overview of performance of each of the contracts under the remit of the committee.

#### 2.7 Council project portfolio

This is an update of how the Council's major programmes are performing, this also gives a summary of performance of the projects within the programme.

#### 2.8 Key projects – corporate overview

This is a summary of the key projects managed by Delivery Units.

#### 3 Customer Experience

An overview of the performance of elements which impact the customer experience.

#### 4 Benchmarking

An extract from the Local Government Associations public benchmarking tool – illustrating how Barnet compares to other London Councils.

#### 5 Human resources/ people performance

A summary of the Human Resource indicators and general staffing levels.

#### 6 Methodology

An explanation of the colour coding thresholds used in the report.

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## *Performance Monitor*

Used to summarise the performance against the Council's strategic objectives – as defined by the measures of success in the Corporate Plan consisting of:

- Strategic objectives charts
- A high level table of Corporate Plan Indicators by Strategic objective

## *Individual Delivery Unit reports*

Provide a detailed overview of all the Delivery Unit's successes and challenges of the quarter, consisting of:

*NB: Numbering may change in each report to reflect requirements for individual Delivery Units*

### **1.1 Delivery Unit Dashboard**

Provides an overview of performance and finance

### **1.2 Top achievement and actions**

Highlights the top successes and challenges faced by services over the latest three months

### **1.3 Summary of the Delivery Unit's Performance**

A summary of the entire report

### **2.1 How the Delivery Unit is performing against its Corporate Plan indicators**

A detailed table of figures to show whether targets have been met

### **2.2 Interventions & Escalations**

The method used to prioritise the work required to resolve issues

### **3.1 Overview of performance against Management Agreement**

Snapshot of overall performance with percentage of targets met and missed

### **3.2 How is the Delivery Unit achieving against its Key Performance Indicators**

Detailed view of all Management Agreement targets that were missed during the quarter.

#### **3.2.1 How is the Delivery Unit achieving against Commissioning Priorities**

This section is a qualitative RAG assessment of how the Delivery Unit is achieving against the five commissioning priorities set out by the Lead Commissioner

#### **3.2.2 Commissioning Priority Indicators**

These are a set of measures that allow the Lead Commissioner to determine whether the Commissioning Priorities are being met

### **3.3 Interventions & Escalations**

The method used to identify how much work is required to resolve an issue

### **4.1 Revenue**

Detailed table of projected year-end expenditure of revised budget with RAG rating to identify whether spend is on track

### **4.2 Capital**

Detailed table of expenditure of capital fund allocations for the current year with RAG rating to identify whether spend is on track

### **5.1 Managing the business**

Summary of any other areas of business that require escalating e.g. complaints, Freedom of Information requests, sickness absence

### **5.2 Change projects**

Update of progress against Management Agreement projects agreed to implement change in the Delivery Unit

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### 5.3 Risk overview

Summary of risk activity during quarter and detailed table of risks rated as 12 or higher. Risks rated as 12 or higher are considered high level to the council and needing senior management oversight regularly.

### 5.4 Equalities

Summary of any areas of inequality within the Delivery Unit and outline of work required to resolve.

### 5.5 Customer Experience

Summary of any areas of customer dissatisfaction and outline of work required to resolve.

**Appendix** – All Green rated Key Performance Indicators

## Contact

If you have any further questions, please contact the Corporate Performance Team on:

[performance@barnet.gov.uk](mailto:performance@barnet.gov.uk) / 0208 359 2658

# Barnet's Quarterly Performance Reporting: Explanatory Note

## Glossary

<b>Benchmarking</b>	This is a statement about how the performance compares to other councils. This allows the reader to assess how successful or poor performance is in relation to other comparable groups e.g. London, England.
<b>Commissioning Priorities</b>	A set of priorities set out by Lead Commissioners to measure the success of commissioning within internal Delivery Units
<b>Committee(s)</b>	<p>A committee is a meeting of Councillors (also open to the public) which review reports from officers.</p> <p>The current Committees associated with performance are:</p> <ul style="list-style-type: none"><li>• Cabinet Resources Committee</li><li>• Budget and Performance Overview and Scrutiny</li><li>• Contract Monitoring Overview and Scrutiny Committee</li></ul> <p>Following the Council's decision (at the Full Council meeting - 21 January 2014) to adopt the Committee system, from June 2014 performance reporting will be reported to:</p> <ul style="list-style-type: none"><li>• Performance and Contract Management Committee</li></ul> <p>More details on each committee (including agendas and reports) are available from <a href="http://barnet.moderngov.co.uk/">barnet.moderngov.co.uk/</a></p>
<b>Corporate Plan</b>	<p>This document is updated each year and outlines the objectives and priorities for the year ahead. This is agreed by Cabinet during February of each year as part of the Business Planning process. This document also contains the <i>measures of success</i> and is also available from the <i>Performance webpage</i> <a href="http://www.barnet.gov.uk/performance">www.barnet.gov.uk/performance</a></p> <p>At present the Council is in the middle of a 3 year corporate plan - the 2013-16 Corporate Plan.</p>
<b>Corporate Plan Indicators</b>	These are the high level performance measures (indicators) which measure how successful the Council is towards meeting the Strategic objectives for the year, as set out in the Corporate Plan.

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<b>Delivery Unit</b>	<p>The body which is commissioned to provide a service. This covers contracts, internal teams or shared services with other councils. At present this can be broken down into:</p> <table border="1" data-bbox="475 320 1350 801"> <tr> <td><b>Adults and Communities</b></td> <td>internal</td> </tr> <tr> <td><b>Children's Education and Skills</b></td> <td>internal</td> </tr> <tr> <td><b>Family Services</b></td> <td>internal</td> </tr> <tr> <td><b>Street Scene</b></td> <td>internal</td> </tr> <tr> <td><b>Barnet Homes</b></td> <td>Arms Length Management Organisation – The Barnet Group</td> </tr> <tr> <td><b>Public Health</b></td> <td>Shared service with Harrow Council</td> </tr> <tr> <td><b>Regional Enterprise (Re)</b></td> <td>Joint venture with Capita Ltd.</td> </tr> <tr> <td><b>Customer and Support Group (CSG)</b></td> <td>External Contract with Capita Ltd.</td> </tr> <tr> <td><b>HB Public Law</b></td> <td>Shared service with Harrow Council</td> </tr> </table> <p>Additionally there are two groups within the council that act as strategic co-ordinators, an intelligent client and quality control. These are:</p> <ul style="list-style-type: none"> <li>• <b>Assurance</b></li> <li>• <b>Commissioning Group</b></li> </ul> <p>A matrix of the services provided by each of the Delivery Units can be found in Appendix B.</p>	<b>Adults and Communities</b>	internal	<b>Children's Education and Skills</b>	internal	<b>Family Services</b>	internal	<b>Street Scene</b>	internal	<b>Barnet Homes</b>	Arms Length Management Organisation – The Barnet Group	<b>Public Health</b>	Shared service with Harrow Council	<b>Regional Enterprise (Re)</b>	Joint venture with Capita Ltd.	<b>Customer and Support Group (CSG)</b>	External Contract with Capita Ltd.	<b>HB Public Law</b>	Shared service with Harrow Council
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<b>Denominator</b>	<p>This is the relevant total for the indicator. Please <a href="#">click here</a> for more information.</p>																		
<b>Direction of Travel (DoT) (variance)</b>	<p>This is an assessment of whether performance has improved since the <i>previous outturn</i>. Green (▲) arrows indicate improvement and red (▼) arrows indicate worsening performance. The percentage value represent the change in performance divided by the <i>previous outturn</i>.</p>																		
<b>Key Performance Indicators</b>	<p>These are performance indicators that monitor the performance across the services each Delivery Unit manage. These are established each year as part of the Business Planning process.</p>																		
<b>Lead Commissioners</b>	<p>This is a group of six senior officers responsible for ensuring Barnet's services are fit for purpose and change as required.</p>																		
<b>Measures of success</b>	<p>Please see <i>Corporate Plan Indicators</i>.</p>																		
<b>Numerator</b>	<p>This is the relevant number that achieved the level required by the indicator. Please <a href="#">click here</a> for more information.</p>																		
<b>Outturn</b>	<p>This is the most recent result of the indicator measurement. Previous outturn – is the previous result from the most relevant period. This could be the last result, or the result from the same period in the previous year.</p>																		
<b>Performance webpage</b>	<p>The last two complete years of performance information can be accessed from <a href="http://www.barnet.gov.uk/performance">www.barnet.gov.uk/performance</a></p>																		
<b>Period Covered</b>	<p>The timeframe that the data has been measured in.</p>																		

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<b>Quarter(ly)</b>	<p>The Council operate on the financial year – April to March. This year is split into 4 quarters (3 months in each):</p> <table border="1" data-bbox="475 322 1369 483"> <tr> <td><b>Quarter 1</b></td> <td>1 April to 30 June</td> <td>reported in September</td> </tr> <tr> <td><b>Quarter 2</b></td> <td>1 July to 30 September</td> <td>reported in December</td> </tr> <tr> <td><b>Quarter 3</b></td> <td>1 October to 31 December</td> <td>reported in February</td> </tr> <tr> <td><b>Quarter 4</b></td> <td>1 January to 31 March</td> <td>reported in June</td> </tr> </table>	<b>Quarter 1</b>	1 April to 30 June	reported in September	<b>Quarter 2</b>	1 July to 30 September	reported in December	<b>Quarter 3</b>	1 October to 31 December	reported in February	<b>Quarter 4</b>	1 January to 31 March	reported in June
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<b>Target Variance</b>	<p>This is an assessment of how far the <i>outturn</i> is from the target. This is calculated by taking the gap between the target and the outturn divided by the target.</p>												

### Delivery Unit service breakdown

<b>Adults and Communities</b> (internal)	<ul style="list-style-type: none"> <li>• Registrars: Births, Deaths and Marriages</li> <li>• Community Safety including CCTV</li> <li>• Adult Social Care</li> <li>• Community Well-being</li> </ul>
<b>Children's Education and Skills</b> (internal)	<ul style="list-style-type: none"> <li>• Education and training of children and young people</li> <li>• School admissions: place sufficiency and the admission of pupils into school</li> <li>• Pupil attendance /pupils out of schools</li> <li>• Special Education Needs/Vulnerable pupils</li> <li>• School Improvement, early years and Narrowing the Gap</li> <li>• School funding and finance</li> <li>• School governance</li> <li>• Post 16 participation, progression and skills</li> <li>• Barnet Partnership for School Improvement</li> <li>• School Catering</li> </ul>
<b>Family Services</b> (internal)	<ul style="list-style-type: none"> <li>• Youth</li> <li>• Libraries</li> <li>• Early Years</li> <li>• Early intervention</li> <li>• Safeguarding and Quality Assurance</li> <li>• Assessment and Children in Need</li> <li>• Children in Care and Provider Services</li> <li>• Service Commissioning and Business Improvement</li> </ul>
<b>Street Scene</b> (internal)	<ul style="list-style-type: none"> <li>• Parking</li> <li>• Trade waste</li> <li>• Greenspaces (including parks)</li> <li>• Refuse and recycling</li> <li>• Road and pavement repairs</li> </ul>

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<b>Assurance</b> (internal)	<ul style="list-style-type: none"> <li>• Audit</li> <li>• Governance – support to Councillors and Committees</li> <li>• Risk Management</li> <li>• Anti-fraud</li> </ul>
<b>Commissioning Group</b> (internal)	<ul style="list-style-type: none"> <li>• Commercial team – managing Re and CSG contracts and the partnerships with Barnet Group, Public Health and Harrow</li> <li>• Communications</li> <li>• Policy</li> <li>• Lead Commissioners</li> <li>• Information Management</li> <li>• Insurance</li> <li>• Strategic finance</li> </ul>
<b>Barnet Homes</b> (Arms Length Management Organisation – The Barnet Group)	<ul style="list-style-type: none"> <li>• Maintenance of housing stock</li> <li>• Tenant management</li> <li>• Housing Options service</li> <li>• Leaseholder management</li> </ul>
<b>Public Health</b> (Shared service with Harrow Council)	<ul style="list-style-type: none"> <li>• Health and wellbeing</li> </ul>
<b>Re</b> (Joint venture with Capita Ltd)	<ul style="list-style-type: none"> <li>• Planning and Building Control</li> <li>• Environmental Health</li> <li>• Network Management</li> </ul>
<b>CSG</b> (External Contract with Capita Ltd)	<p>Customer services:</p> <ul style="list-style-type: none"> <li>• Customer Services</li> <li>• Benefit Claim administration</li> </ul> <p>Internal services:</p> <ul style="list-style-type: none"> <li>• Finance</li> <li>• Human Resources</li> <li>• Information Technology</li> <li>• Estates</li> </ul>
<b>HB Public Law</b> (Shared service with Harrow Council)	<ul style="list-style-type: none"> <li>• Legal advice/ support for the Council</li> </ul>