

Appendix A (ii): Corporate Plan Performance (Quarter 3 2016/17)

This appendix sets out **performance** information for each of the strategic priorities in the refreshed Corporate Plan – highlighting progress on the council’s key areas of focus; and commentary on indicators that are “below target” (RAG rated as Green Amber, Red Amber or Red)¹. Further information, including full service reports, is published on the website each quarter at www.barnet.gov.uk/currentperformance

80 indicators are in the refreshed Corporate Plan. Of these, 62 have been reported in Q3 2016/17. 45 have been given a RAG rating: 62% (28) are “on or above target” and 38% (17) are “below target”. 47 have been given a Direction of Travel (DOT) status: 66% (31) have an “improved or same” DOT and 34% (16) have a “worsened” DOT from the same period last year.

Strategic priority	No. reported (Q3)	No. with a RAG rating (Q3)	RAG Ratings				Monitor / NYA	No. with a DOT (Q3)	Long Term Direction of Travel	
			Green	Green Amber	Red Amber	Red			Improved / Same	Worsened
Growth and regeneration	11	7	71% (5)	14% (1)	0% (0)	14% (1)	4	10	60% (6)	40% (4)
Managing demand	25	20	55% (11)	20% (4)	10% (2)	15% (3)	5	17	65% (11)	35% (6)
Transforming services	13	7	57% (4)	29% (2)	0% (0)	14% (1)	6	7	57% (4)	43% (3)
Resilient communities	6	6	83% (5)	17% (1)	0% (0)	0% (0)	0	6	83% (5)	17% (1)
Customer service and transparency	7	5	60% (3)	20% (1)	20% (1)	0% (0)	2	7	71% (5)	29% (2)
Total	62	45	62% (28)	20% (9)	7% (3)	11% (5)	17	47	66% (31)	34% (16)

¹ Public Health indicators are reported a quarter in arrears, so refers to Quarter 2 2016/17

Responsible growth and regeneration

Key area of focus	Description	Q3 2016/17 Progress Update
Growth and regeneration programme	Building more than 20,000 new homes by 2025 – the most in outer London – across our seven major growth and regeneration sites	<p>Significant progress has been made on the growth and regeneration programme this quarter, with the completion of 60 homes at Grahame Park and 210 homes at Millbrook Park, including 51 affordable homes for social rent and shared ownership.</p> <p>On 1 December 2016, Policy and Resources Committee authorised the drafting of a Supplementary Planning Document for North Finchley Town Centre Area Framework, in consultation with stakeholders.</p> <p>The final parcel of land (St Peters Church and the Vicarage) has been transferred to the developer, as part of the Stonegrove Spur Road scheme. A solution has been identified for the acquisition of properties within the Dollis Valley scheme to resolve the problem of a compulsory purchase order that will expire in January 2018. This will avoid the need to seek a further order.</p>
Sport and physical activity	Designing the 'built environment' to help people keep fit and active, and investing in new leisure centres	<p>Graham Construction has been appointed, as part of the Construction Strategic Partnership Agreement. Graham Construction has commenced Stage 4 of the RIBA Plan of Work process for the proposed new leisure centres, and a full review is currently progressing to develop a forward programme in 2017. Meetings to finalise the pre-construction services agreement are also ongoing.</p> <p>Full Council has approved a recommendation to maintain the core facilities mix at Barnet Copthall Leisure Centre as agreed in December 2015, with an approved amendment from the Leader to support construction of a regional facility through provision of land and £500k, and with the support of public funding.</p> <p>The leisure management procurement has commenced, an evaluation and moderation process has taken place and successful bidders have been invited to the outline solution stage, which will commence in January 2017.</p>
Entrepreneurial Barnet	<p>Creating the conditions for a thriving local labour market;</p> <p>Investing in town centres (focusing on Burnt Oak and Finchley Church End).</p>	<p>A pop-up business school has been held with good outcomes for local entrepreneurs. This has been delivered through a partnership of Hammersons, Barnet and Southgate College, and Microsoft. Re has secured places for 45 apprentices in its regeneration activities, exceeding the annual target of 15. The apprentices started on site by December 2016.</p> <p>The Finchley Church End draft Town Centre Strategy has been published for public consultation, closing on 15 January 2017. This follows a consultation event in November 2016.</p> <p>The consultation on Burnt Oak Town Centre Strategy has received a small number of positive responses. Infrastructure improvements will now commence.</p> <p>The specification for Golders Green Town Centre Strategy will be put out to market in January 2017.</p>

Key area of focus	Description	Q3 2016/17 Progress Update
	Ensuring that businesses can access information about the council easily and at first contact	Development of the Barnet Business Directory has progressed. In addition, plans have been put in place for a "Business Portal" to make business transactions with the council easier and more joined up, which will be delivered as part of the Customer Access Strategy.
Health estates pilot	Looking at how to optimise the use of health and care estate across the sub-region and identify surplus health estate land for development and regeneration.	The North Central London (NCL) Sustainability and Transformation Plan (STP) partnership covers five London boroughs: Barnet, Camden, Enfield, Haringey and Islington. This new partnership has been formed to support the development of the STP and a bid for estates devolution. The vision for the NCL estate is to provide a fit for purpose, cost-effective, integrated, accessible estate that enables the delivery of high quality health and social care services for local residents. The pilot outline business case has been submitted to the London Health and Care Devolution Programme; and the London Estates Board has met in shadow form as a step towards implementation.
One public estate	Encouraging local authorities to work collaboratively with central government and local agencies on public property and land issues	A high-level masterplan report on Edgware Community Hospital has been considered by the One Public Estate Board. The Board will also consider the Urban Design and Public Realm study report in relation to Edgware Town Centre in February 2017. Phase 3 is expected to be completed in the same month. An application for funding for Phase 5 was submitted to the Cabinet Office Government Property Unit in October 2016, for £500k. Phase 5 will have four workstreams: West Hendon Broadway, New Southgate, the Colindale Public Health England site, and the London Gateways Services site. The result of the bid will be known at the end of January 2017.

11 indicators are reported in Q3 2016/17. Of these, 7 have been given a RAG rating: **71% (5)** are "on or above target" and **28% (2)** are "below target". 10 have been given a Direction of Travel (DOT) status: **60% (6)** have an "improved/same" DOT and **40% (4)** have a "worsened" DOT from the same period last year.

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
<i>Growth and regeneration programme</i>											

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
CG/S6 (RPS - Biannual)	Percentage of residents who list affordable housing as a concern ²	Smaller is Better	Monitor	Monitor	34% (Autumn 2016)	41% (Spring 2016)	Improving	36% (Autumn 2015)	Improving	London 23% (November 2014, Survey of Londoners)	
REGENK PI01 (Re/S11)	Number of New Homes completed	Bigger is Better	3152	Monitor	509	192	Improving	117	Improving	No benchmark available	
High quality private rented sector											
BH/C2 (LY: BH/C6)	Households placed directly into the private sector by Barnet Homes	Bigger is Better	500	375	454 (Apr-Dec 2016) (G)	318	Improving	359	Improving	No benchmark available	
EH02I	Compliance with licensing requirements for Houses in Multiple Occupation	Bigger is Better	100%	60.0%	68.4% (G)	68.7%	Worsening	73.2%	Worsening	No benchmark available	
Social housing											

² A representative sample of 500 residents (adults, 18+) from across the London Borough of Barnet. Confidence intervals for a sample of 500 = +/-4.4% (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%). London data taken from Survey of Londoners 2014/15 (November 2014) - a representative random sample of approximately 1,000 adults in London. National data taken from LGA public poll on resident satisfaction (October 2016) – a representative random sample of approximately 1,000 British adults polled by telephone once a quarter.

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
CG/S18 Biennial	Percentage of respondents very or fairly satisfied with the service provided by their social housing provider (Barnet Homes)	Bigger is Better	81%	81%	79% (GA)	Survey delivered on a biennial basis. Not undertaken in Q2 2016/17.	Survey delivered on a biennial basis. Not undertaken in Q2 2016/17.	81% (2014/15)	Worsening	London average 76% (2013-2016, Housemark) Survey of 19 London Boroughs	Whilst the target of 81% was not achieved, the result of 79% is within the 3% statistical margin of error tolerance applicable to surveys of this nature. The result places Barnet Homes in the top quartile against London peers based on benchmarking analysis provided by independent housing consultancy Housemark. A total of 1,054 surveys were returned, which have provided valuable intelligence in terms of the drivers for dissatisfaction and this data is being analysed to develop detailed plans for the areas of service in which residents most wish to see improvements.
BH/S3 (LY: BH/S4)	Current tenant arrears as a percentage of the annual rent debit	Smaller is Better	3.0%	3.8%	3.5% (Dec 2016) (G)	3.3%	Worsening	4.1%	Improving	Top Quartile (Q2 2016/17, Housemark)	

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
BH/C5 (LY: BH/S5)	Temporary Accommodation (TA) current arrears as percentage of debit	Smaller is Better	4.95%	5.79%	6.47% (Dec 2016) (R)	5.70%	Worsening	6.11%	Worsening	No benchmark available	The cash arrears were approximately £159k off target against a total annual collectable debit of £23.2m. Housing Benefit as a percentage of the rent collected is of concern this year with a continuous decline in HB receipts experienced since March 2016. An income maximisation plan is in place, focusing on early intervention for low level arrears cases to limit escalations.
Parks and open spaces											
SS/S1 (RPS - Biannual)	Percentage of residents who are satisfied with parks and open spaces ²	Bigger is Better	72%	72% (Autumn 2016)	72% (Autumn 2016) (G)	66% (Spring 2016)	Improving	67% (Autumn 2015)	Improving	London 68% (November 2014, Survey of Londoners)	
Entrepreneurial Barnet											
CG/S27	Percentage of council spend (excluding direct debits) with local businesses	Bigger is Better	Monitor	Monitor	32.0%	51.2%	Worsening	New for 2016/17	New for 2016/17	No benchmark available	
CG/S1	Unemployment (of people of out of work benefits)	Smaller is Better	Monitor	Monitor	5.2% (Jul 2015 - Jun 2016)	5.6% (Apr 2015 - Mar 2016)	Improving	6.2% (Jul 2014 - Jun 2015)	Improving	London 6.1% National 5.1% (Jul 2015 - Jun 2016, Nomisweb)	
Planning and building control											
KPI001 (A&A)	Compliance with planning application statutory timescales (for major, minor, other applications)	Bigger is Better	75.0%	75.0%	81.4% (G)	83.1%	Worsening	91.6%	Worsening	Newham 97%, Brent 70%, Enfield 83% Haringey 76% (Q4 2015/16, DCLG)	

Managing demand for services (Fairness)

Key area of focus	Description	Q3 2016/17 Progress Update
Health and social care integration	Helping the NHS manage the cost of A&E and hospital admissions through greater provision of primary and community care	The Barnet Integrated Locality Team (BILT) works across the borough to provide community based support to service users and patients who are at risk of an unplanned accident and emergency attendance or unplanned admission into an acute setting within the next 12 months. The team are part of a wider integrated care system that includes the use of targeted identification via risk stratification to identify those who can be supported, a rapid response team and 7-day social work at hospitals plus preventative services.
Older peoples independence	Working with older people to design and manage services that help them to be more independent	Plans have been developed to establish an Engagement Working Group under the council's Involvement Board, which will focus on dementia. The working group, consisting of service users and carers, will run during early 2017 and focus on the information needs of residents with regards to dementia, and the services and support available in the borough.
Foster care	Increasing the size and effectiveness of the in-house foster care service	As of December 2016, 47% of children in care were in council foster care, including kinship placements. Targeted recruitment work is planned to further increase the number of fostering households that can offer high quality local placements to Barnet's children in care. A significant amount of work has been undertaken to increase the size and effectiveness of the in-house foster care service e.g. increasing take-up of loft conversion grants to increase capacity/household numbers; and increasing the age band of children foster carers can accept, as well as the numbers of children, linked to approvals. A new fostering recruitment strategy will be created and will launch in April 2017.
Families early intervention	Working with partners to deliver early intervention for families	<p>The Early Intervention Project (EIP) products, principles and pathways have all been signed off. Roadshows have continued, with more planned across the early part of 2017. The systems supporting the web-based menu of interventions and the universal plus form are due to be live by April 2017.</p> <p>The number of open Common Assessment Frameworks (CAF) continues to grow, with 867 as of December 2016. Key partners such as schools, the private, voluntary and independent (PVI) sector and early years are both initiating and leading CAFs. Work continues to increase those initiated and led by health colleagues.</p> <p>Outcomes and outputs for partnership delivery of the EIP are to be monitored through a dashboard reported to the EIP strategic group from this term onwards.</p>

Key area of focus	Description	Q3 2016/17 Progress Update
Family friendly Barnet	Working with partners to make Barnet a family friendly borough	Good progress has been made against actions for the Children and Young People's Plan, which was signed off by the Children, Education, Libraries and Safeguarding Committee in Quarter 1 2016/17. The vision of the Plan is to make Barnet the most family friendly borough by 2020. A dashboard of indicators and an actions tracker have been developed to track progress towards meeting this vision, which aligns with new indicators for educational attainment and measures of resilience. A young people's survey has been undertaken, which ran alongside the residents perception survey, to assess how family friendly young people think Barnet currently is, with future surveys tracking any change in perception. The results and analysis of this will be available in February 2017.
Homelessness	Tackling rising demand for help with housing through work to prevent homelessness	<p>Homelessness demand remains higher than at the same point last year with 1,119 placements into temporary accommodation (TA) compared to 1,047 in 2015/16. However, despite this increased pressure on services, Barnet Homes' demand mitigation measures continue to deliver strong results. Let2barnet enabled a record 454 private sector lettings by the end of Quarter 3 2016/17 and is well on the way to achieving the annual target of 500. The number of homelessness preventions has also remained stable, with services already having delivered 720 preventions against an annual target of 900 for 2016/17. Numbers in emergency accommodation have fallen to 185, their lowest since April 2011.</p> <p>Despite these successes, demand for TA remains at peak levels with 2,861 households in such accommodation at the end of December 2016. To help relieve pressures, Barnet Homes has developed further proposals to help manage demand. For example, it has employed a TA reduction officer to pilot a scheme. In addition, new mitigation proposals to support TA reduction and homelessness preventions are being developed. Subject to funding these proposals will start to yield results in Quarter 1 2017/18. With potentially adverse changes to the TA subsidy system due to be implemented in 2017/18, progress made in reducing demand will have compound benefits next financial year.</p>
Specialist housing	Diversifying Barnet's accommodation so that it supports people to live independently	<p>Demolition has commenced at Moreton Close. Capital investment for an additional 125 extra care units has been agreed by the Policy and Resources Committee on 1 December 2016.</p> <p>Procurement of accommodation and support services has been completed. New services will be operational from 1 April 2017, including neighbourhood networks, Crash Pad, Mental Health Floating Support and Complex Needs.</p> <p>The early support evidence review has been completed, and provider events are scheduled for February 2017.</p>
Recycling and waste strategy	Developing strategy for achieving 50% target recycling rate by 2020	Expansion of recycling systems in flats has continued this quarter. The roll-out of 1100-litre bins for the Flats Recycling project commenced in November 2016 and is anticipated to continue until March 2017.

Key area of focus	Description	Q3 2016/17 Progress Update
Enforcement	Improving the overall approach to enforcement of enviro-crime	The Keep Barnet Clean trial has been operating very successfully, with almost 1300 fixed penalty notices being issued for littering. 15 people have been convicted for non-payment of their fixed penalty notice and ordered to pay £280 each. The fixed penalty notice for fly tipping has also been increased to its maximum level of £400, as agreed by the Environment Committee. During the quarter the Keep Barnet Clean trial also introduced the use of body-worn cameras for Environment Enforcement Officers.

25 indicators are reported in Q3 2016/17. Of these, 20 have been given a RAG rating: **55% (11)** are “on or above target” and **45% (9)** are “below target”. 17 have been given a Direction of Travel (DOT) status: **65% (11)** have an “improved/same” DOT and **35% (6)** have a “worsened” DOT from the same period last year.

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where “below target”
Health and social care integration											
AC/S8	Percentage of new clients, older people accessing enablement	Bigger is Better	63.0%	63.0%	63.1% (G)	53.2%	Improving	62.1%	Improving	No benchmark available	
AC/S9 ASCOF2A (2)	Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	Smaller is Better	530 (new method)	363.8	262.0 (G)	169.7	Worsening	New method 2016/17	New method 2016/17	CIPFA 445.2 London 516.5 (2015/16, ASCOF)	
AC/C14 (ASCOF 2A(1))	Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64*	Smaller is Better	16.60	10.10	8.50 (G)	5.10	Worsening	New method 2016/17	New method 2016/17	Group Average 1.1 (Q1 2016/17, LAPS)	
PH/S4	Rate of hospital admissions related to alcohol (per 100,000) ¹	Smaller is Better	400.00	400.00 (Q2 2016/17)	310.35 (Q2 2016/17) (G)	424.90 (Q1 2016/17)	Improving	404.78 (Q2 2015/16)	Improving	No benchmark available	

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
Experience of service users											
AC/S29	Number of instances of information, advice and guidance provided to carers	Bigger is Better	3000	2250	2584 (G)	1649	Improving	New for 2016/17	New for 2016/17	No benchmark available	
Older people's independence											
AC/S3 (ASCOF 1G)	Percentage of adults with learning disabilities who live in their own home or with their family	Bigger is Better	63.00%	63.00%	62.42% (GA)	65.93%	Worsening	61.80%	Improving	CIPFA 68.8% London 70.1% (2015/16, ASCOF)	<p>The shortfall in performance will be addressed via ongoing reviews with service users and their families, at which different accommodation options are explored. The service is also working with Barnet Homes to ensure regular referrals into appropriate HRA developments, which is being monitored by the joint Housing Oversight Panel.</p> <p>Commissioners are carrying out work to ensure the market has enough capacity and a broad range of provision. In November, the Adults and Safeguarding Committee agreed plans for 125 extra care and enabled care places to be delivered by public and private developers by 2022.</p>

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
AC/S4 (ASCOF 1E)	Percentage of adults with learning disabilities in paid employment	Bigger is Better	10.8%	10.4%	9.4% (RA)	9.4%	Same	9.5%	Worsening	CIPFA 9.9% London 7.5% (2015/16, ASCOF)	There was an increase in the actual number of adults with learning disabilities recorded as being in paid employment – from 67 at the end of Q2 to 69 at the end of Q3. However, this increase was offset by an increase in the overall cohort from 725 to 737. A programme of work is being carried out to improve employment outcomes for working age adults with disabilities.
AC/S5 (ASCOF 1F)	Percentage of adults with mental health needs in paid employment	Bigger is Better	7.2%	6.8%	6.1% (As at 31 Dec 2016) (R)	5.8%	Improving	5.4%	Improving	CIPFA 6.5% London 5.0% (2015/16, ASCOF)	This measure relates only to service users on the Care Programme Approach (CPA), whose needs are relatively intensive. It is showing the impact of a programme of mental health reviews which were undertaken to support implementation of the mental health transformation programme. In addition to the new YCB contracts focus on employment and other actions, the two mental health services, MAPS and IPS, are now increasingly working with service users with funded care packages as well as those on CPA only.
AC/S6 (ASCOF 1H)	Percentage of adults with mental health needs who live independently, with or without support	Bigger is Better	83.0%	82.5%	84.7% (As at 31 Dec 2016) (G)	83.2%	Improving	82.9%	Improving	CIPFA 74.4% London 73.5% (2015/16, ASCOF)	

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
Focus on foster care											
FS/S6	Percentage of children in London Borough of Barnet foster care	Bigger is Better	42.5%	42.1%	44.9% (As at 31 Dec 2016) (G)	44.5%	Improving	41.3%	Improving	No benchmark available	
Families early intervention											
FS/S4	Number of referrals to social care (per 10,000 of the under-18 population)	Monitor	Monitor	Monitor	379.0 (As at 31 Dec 2016)	377.8	Monitor	389.8	Monitor	Statistical Neighbours 467.48 London 477.9 England 548.3 (2014/15, LAIT)	
FS/S5	Number of children adopted	Bigger is Better	10	Monitor	7	3	Improving	7	Same	No benchmark available.	
FS/S16 NEW	Number of children in care per 10,000	Monitor	Monitor	Monitor	39.1 (As at 31 Dec 2016)	36.4	Monitor	New for 2016/17	New for 2016/17	Statistical Neighbours 43.1 London 52 England 60.0 (2014/15, LAIT)	
Tackling homelessness											
BH/S2	Number of Homelessness Preventions	Bigger is Better	900	675	720 (Apr-Dec 2016) (G)	450	Improving	685	Improving	2 nd Quartile (2015/16, DCLG)	

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
BH/KPI1 (LY: BH/C4)	Numbers of households in Temporary Accommodation	Smaller is Better	2700	2800	2861 (Dec 2016) (GA)	2887	Improving	2904	Improving	Rank 30 out of 33 London boroughs (Q2 2016/17, DCLG)	Despite strong performance with private sector lettings, preventions and additional affordable supply coming online in Q3, sustained levels of demand have meant that reducing the overall number of households in temporary accommodation has been challenging. The longer term outlook is positive with further proposals to help reduce the number of households in temporary accommodation,
Recycling and waste											
SS/S3	Percentage of household waste sent for reuse, recycling and composting	Bigger is Better	42.00%	41.92% (Q2 2016/17)	39.90% (Q2 2016/17) (GA)	39.43% (Q1 2016/17)	Improving	38.04% (Q2 2015/16)	Improving	Rank 5 out of 28 London boroughs (January 2017, Waste Data Flow)	There has been a 1.86% increase in performance compared to the same period last year. This is mainly due to an increase in kerbside garden waste tonnages; garden waste and wood tonnages at the Summers Lane Reuse and Recycling Centre; and a decrease in residual waste. Food waste tonnage has decreased slightly compared to the same period last year.

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SS/S4 (RPS - Biannual)	Percentage of residents who are satisfied with refuse and recycling services ²	Bigger is Better	80%	80% (Autumn 2016)	75% (Autumn 2016) (GA)	75% (Spring 2016)	Same	78% (Autumn 2015)	Worsening	London 68% (November 2014, Survey of Londoners).	Satisfaction with the refuse service was 76%, a 1% decrease compared with spring 2016. Recycling is 74%, a 1% increase compared with spring 2016. The overall result of 75% is unchanged from spring 2016. Spring and autumn results all fall within the 4% confidence interval level, so satisfaction levels are effectively same. These services remain among the highest rated council services. Street Scene continues to ensure it provides a high quality service, whilst looking at any operational changes that could contribute to an improvement in satisfaction.

Enforcement

SS/S6 (RPS - Biannual)	Percentage of residents who are satisfied with street cleaning ²	Bigger is Better	58%	58% (Autumn 2016)	51% (Autumn 2016) (RA)	59% (Spring 2016)	Worsening	52% (Autumn 2015)	Worsening	London 55% (November 2014, Survey of Londoners)	Although satisfaction is below target it remains in line with previous results. The Keep Barnet Clean trial and Street Cleansing Framework are expected to contribute to an improvement in satisfaction by spring 2017.
SS/S7	Percentage of unacceptable levels of litter	Smaller is Better	3.00%	3.00%	Data not available	1.00%	Unable to provide DOT	2.00%	Unable to provide DOT	Rank 1 (out of 11 reporting boroughs) (Q2 2016/17, LAPS). Group average was 5.28%	Unable to report in Q3 2016/17 due to resource issues affecting the completion of the survey. It is planned that this indicator will be reported in Q4 2016/17.

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
SS/S8	Percentage of unacceptable levels of detritus	Smaller is Better	9.00%	9.00%	Data not available	2.83%	Unable to provide DOT	9.00%	Unable to provide DOT	Rank 9 (out of 19 reporting boroughs) (Q4 2014/15, LAPS). Group average was 5.26%.	Unable to report in Q3 2016/17 due to resource issues affecting the completion of the survey. It is planned that this indicator will be reported in Q4 2016/17.
CG/S11 (RPS - Biannual)	Percentage of residents who are satisfied with the repair of roads ²	Bigger is Better	35%	35% (Autumn 2016)	33% (Autumn 2016) (G)	27% (Spring 2016)	Improving	35% (Autumn 2015)	Worsening	London 41% (November 2014, Survey of Londoners)	
CG/S12 (RPS - Biannual)	Percentage of residents who are satisfied with the quality of pavements ²	Bigger is Better	35%	35% (Autumn 2016)	34% (Autumn 2016) (G)	33% (Spring 2016)	Improving	35% (Autumn 2015)	Worsening	London 41% (November 2014, Survey of Londoners)	
KPI 2.1-2.3	Highways defects made safe within agreed timescale	Bigger is Better	100%	100%	FAIL (R)	FAIL	Unable to provide DOT	98%	Unable to provide DOT	No benchmark available	An element of this KPI has been unable to report again this quarter due to an ongoing issue with the contractor. Direct discussions aimed to resolve this and other contractual issues are taking place between the council and the contractor. Meanwhile, Re continues to raise highways repair orders to the contractor and also provides the council with a weekly update on instructed works.

Parking and regulatory services

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
PI/S3 (RPS)	Percentage of residents who are satisfied with parking services ²	Bigger is Better	33%	33% (Autumn 2016)	24% (Autumn 2016) (R)	28% (Spring 2016)	Worsening	30% (Autumn 2015)	Worsening	London 33% (November 2014, Survey of Londoners)	This is an area that the parking client team are looking to change including: an improved response to feedback received from residents; a speedier response to members enquiries; and freedom of information requests. A tracking system will be implemented by Q4 which will increase visibility of performance and identify trends and themes.
EH01B	Compliance with Environmental Health Service Standards (Priority 1 incidents and service requests)	Bigger is Better	100.0%	100.0%	100.0% (G)	100.0%	Same	100.0%	Same	Ealing 75.7% (2013/14) Q1 81.5% (2014/15, Barnet Survey)	

Transforming services (Opportunity)

Key area of focus	Description	Q3 2016/17 Progress Update
Burnt Oak Opportunity Support Team	Piloting new approach to place based commissioning to help longer-term unemployed	Burnt Oak Opportunity Support Team (BOOST) has signed up or engaged 728 people, and supported 269 into work up to the end of December 2016.
Welfare Reform Task Force	Co-locating service to help residents into work	Residents affected by the introduction of the new lower benefit cap have received letters and offers of support to find work. Barnet Homes have been successful in applying for funding from JobCentre Plus to provide local support to residents in areas most likely to be affected by the cap. Multi-agency support to key groups has continued, including for Care Leavers, 'Families First', those affected by welfare reforms, new claimants of Universal Credit and those living in priority wards (e.g. Burnt Oak and Childs Hill).

Key area of focus	Description	Q3 2016/17 Progress Update
Best practice social care	Remodelling social care services for adults to focus on independence and early intervention.	<p>The Adults and Safeguarding Committee has authorised implementation of the new operating model within the current service and further development of two delivery vehicle options (a reformed in-house service, and a shared service with the NHS). There will be a report back to the Adults and Safeguarding Committee early in 2017.</p> <p>Five cohorts have progressed to graduation through the learning programme. Group 6 are in the reflective practice phase. Sessions are being facilitated for non-practitioners in Community and Wellbeing. To embed the approach a 'Coaching Skills for Managers' session has been facilitated. The strengths-based approach is included in the induction programme. The council's approach was recognised as a Finalist in the Social Care Awards for 'Creative & Innovative Practice'.</p> <p>Adults Hubs Phase II has been operational for three months. As result of this experience, operations have been improved, the number of wrong appointments has decreased and staff feedback is increasingly positive. There remain some operational snags which are being addressed and a venue for a hub in the north locality still needs to be found. The occupational therapy equipment in the Independent Living Centre is providing good opportunities. The project will remain open until these snags are resolved and another performance cycle has been completed.</p> <p>The final proposals for the Barnet Mental Health enablement pathway have been approved by the General Functions Committee on 6 December 2016. The staff preferences period has been initiated and staff assimilation and redundancy notices issued.</p>
Children's social care	Developing excellent social work practice	<p>The drive for improvement continues, with Practice Development Workers appointed to support the pace of progress in practice improvement activity. The Quality Assurance framework has been strengthened, and increased audit activity is taking place across the service, including regular and thematic audits, as well as reviews of practice.</p> <p>Resilience Philosophies have been developed for each service area, with outcomes for what good looks like for children and young people. These will form the basis of team plans.</p> <p>Two-day training and briefing sessions for Signs of Safety (SoS) have commenced, and a SoS Steering Group and Operational Group will commence in Quarter 4. Five-day advance Practice Leaders Training will also commence towards the end of Quarter 4 2016/17.</p>
Family service ADM	Exploring opportunities for social work-led, not-for-profit organisation, to provide some services for children and young people	<p>Preparation is underway of an initial Outline Business Case document to report to the Children, Education, Libraries and Safeguarding Committee in spring 2017. This has been amended in light of advice received on VAT on delivery model options.</p> <p>Work is ongoing to maintain project management documentation, including the above-mentioned outline Business Case, Project Initiation Document, and revised project plans the future business case stages.</p>

Key area of focus	Description	Q3 2016/17 Progress Update
Health visiting CAMHS	Re-commissioning health visiting and CAMHS and developing a traded CAMHS service	<p>A Mental Health and Wellbeing Governance Board has been established to drive forward the re-modelling and re-commissioning of CAMHS. This work has commenced, with a refreshed needs assessment, service mapping, and plans to consult on the emerging model, including an event for young people in February 2017. Alongside this, four funding applications have been successful, including a bid to recruit graduate clinical psychology trainees to work with young people and their families in Early Help services; additional funding to reduce waiting lists, including Saturday sessions at Raphael House; perinatal mental health support; and youth offending CAMHS totalling £545k for next 12 months. The implementation of the Thrive approach in schools, to support emotional wellbeing, is being progressed by Public Health.</p> <p>As part of the 0-19 Family Services review, Health Visiting services are being reviewed and re-modelled, alongside the council's early years/intervention services, to establish a more integrated approach to service delivery that makes the best use of available resources and to develop a resilience-based approach to support families health and wellbeing. Extensive service mapping and consultation has taken place and options will be drawn up in the spring.</p>
Street services ADM	Exploring opportunities to deliver frontline services via different business models.	Following Full Council approval of the initial Outline Business Case for the Street Scene Alternative Delivery Model on 1 November 2016, the public consultation will run until 15 January 2017. A Street Scene staff consultation has been launched to run in parallel.

13 indicators are reported in Q3 2016/17. Of these, 7 have been given a RAG rating: **57% (4)** are “on or above target” and **43% (3)** are “below target”. 7 have been given a Direction of Travel (DOT) status: **57% (4)** have an “improved/same” DOT and **43% (3)** have a “worsened” DOT from the same period last year.

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where “below target”
Education and skills											
CES/S1	Percentage of primary schools rated as 'good' or better	Bigger is Better	95.0%	95.0%	94.3% (As at 31 Dec 2016) (GA)	94.3%	Same	93.1%	Improving	England 90.7% London 93.6% (January 2017, Watchsted)	Barnet's monitoring and challenge policy sets out how schools are supported to achieve a good or outstanding grade at their next Ofsted inspection.

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
CES/S3	Percentage of secondary schools rated as 'good' or better	Bigger is Better	92.0%	92.0%	92% (As at 31 Dec 2016) (G)	92%	Same	84.0%	Improving	England 79% London 89.5% (January 2017, Watchsted)	
CES/S11 -1	Percentage of pupils eligible for free school meals in the past 6 years (FSM6) achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2 ³	Smaller is Better	Improve national ranking	Improve national ranking	46.0%	Data was not published and validated by the DfE in time for Q2 submission	Data was not published and validated by the DfE in time for Q2 submission	New for 2016/17	New for 2016/17	England 39% London 49% Statistical Neighbours 44.8% (January 2017, Watchsted)	
CES/S13 -1	Average Attainment 8 score ⁴	Bigger is Better	Top 10% in England	Top 10% in England	55.70	Data was not published and validated by the DfE in time for Q2 submission	Data was not published and validated by the DfE in time for Q2 submission	New for 2016/17	New for 2016/17	England 48.2 London 51.7 Statistical Neighbours 52.85 (January 2017, Watchsted)	
CES/S13 -2	Average Progress 8 score ⁴	Bigger is Better	Top 10% in England	Top 10% in England	0.32	Data was not published and validated by the DfE in time for Q2 submission	Data was not published and validated by the DfE in time for Q2 submission	New for 2016/17	New for 2016/17	England 0 London 0.16 Statistical Neighbours 0.16 (January 2017, Watchsted)	

³ Method change for 2016/17. Target of 'Improve national ranking' to be reviewed in Q4 2016/17.

⁴ Provisional result. Final validated result available in Q4 2016/17. Target of 'Top 10% in England' will be confirmed in Q4 2016/17, when all England data has been validated.

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
CES/S18-1	Percentage of 16-18 year olds who are not in education, employment or training	Smaller is Better	London Top Quartile	2.5%	2.3% (As at 30 November 2016) (G)	2.3%	Same	2.1%	Worsening	West London and Barnet 2.4% (November 2016, West London Partnership Support Unit)	
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 ³	Bigger is Better	Improve national ranking	Improve national ranking	59.0%	Data was not published and validated by the DfE in time for Q2 submission	Data was not published and validated by the DfE in time for Q2 submission	New for 2016/17	New for 2016/17	England 53% London 59% Statistical Neighbours 58.9% (January 2017, Watchsted)	
CES/S25	Percentage attendance levels at primary schools	Bigger is Better	London Average	95.9%	95.9% (G)	96.2%	Worsening	95.8%	Improving	England 96.1% Outer London 96% (January 2017, Watchsted)	
Children's social care											
FS/S1	Number of children made subject to Child Protection Plans	Monitor	Monitor	Monitor	221 (Apr-Dec 2016)	143 (Apr-Sep 2016)	Monitor	232 (Apr-Dec 2015)	Monitor	Statistical Neighbours 265 (2014/15, CIN Census)	

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
FS/S2	Children made subject to Child Protection Plan for a second or subsequent time	Smaller is Better	Perform in line with statistical neighbours (currently 15.6%)	15.6%	15.9% (As at 31 Dec 2016) (GA)	15.8%	Worsening	New return method. Not comparable with Q3 2015/16	New return method. Not comparable with Q3 2015/16	Statistical Neighbours 15.64% London 13.8% England 16.6% (2014/15, LAIT)	A focused piece of analysis has been completed on this cohort which does not identify any significant issues, although does provide some learning. The indicator remains in line with statistical neighbours and above the England average and will continue to be closely monitored.
FS/S3	Number of children subject to Child Protection Plans for two or more years	Monitor	Perform in line with statistical neighbours (currently 3.31%)	Monitor	4 (As at 31 Dec 2016)	7	Monitor	Not comparable with Q3 2015/16	Not comparable with Q3 2015/16	Statistical Neighbours 9 (2014/15, CIN Census)	
FS/S7	Percentage of free entitlement early years places taken up by parents/ carers that are eligible for a place	Bigger is Better	63% (London average)	59%	60% (G)	Data is statutorily returned in Q3 and Q4 only	Data is statutorily returned in Q3 and Q4 only	52%	Improving	No benchmark available	

Public health

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
PH/S5	Smoking prevalence (aged 18 years and over) ¹	Smaller is Better	13.0%	13.0% (Q2 2016/17)	14.4% (Q2 2016/17) (R)	14.6% (Q1 2016/17)	Improving	13.2% (Q2 2015/16)	Worsening	England 16.9%; London 16.3% (7/12/16; Public Health Outcomes Framework)	The challenges are to identify options in the context of significant changes in the STP landscape and significantly reducing budgets, as well as the nascent Pan-London Smoking Channel Shift project that Barnet will be participating in. In light of the delays in being able to develop a strategy an interim solution is being agreed for specialist smoking support. The team has procured a specialist smoking trainer to deliver update training and CO monitor calibration in the new year.

More resilient communities (Responsibility)

Key area of focus	Description	Q3 2016/17 Progress Update
Community participation	Multiple work streams, including development of database for voluntary organisations and volunteering brokerage package	<p>The Barnet Community Directory has been signed off and a soft launch was initiated in December 2016. Work with internal stakeholders will continue throughout Quarter 1 2017/18.</p> <p>A meeting of the Communities Together Network Steering Group has considered the Network's annual report and agreed a way forward for 2017.</p> <p>A Community Participation Strategy update has been presented to the Community Leadership Committee. A communications campaign aimed at increasing community participation within the borough has launched in the Barnet First magazine. This has been underpinned by focus groups with residents.</p>

Key area of focus	Description	Q3 2016/17 Progress Update
Community assets strategy	Investing in community hubs to work with co-located community groups to improve interaction with council services	Phase 1 of the Community Asset Strategy implementation plan has been completed and subsequent phases are on track. A new Community Business Case Coach has been appointed, to help maximise the professional support available to Voluntary and Community Sector (VCS) groups. A user group for the proposed Tarling Road community centre is being established, to inform the development of a management organisation for the centre, and to keep all stakeholders informed of project progress. Works are scheduled to start in spring 2017.
Building family resilience	Working with families, schools and the community to build resilience.	Resilience continues to be embedded across the partnership: a pilot of a resilience approach to address mental ill health in educational settings in Barnet has been agreed; and 160 practitioners have been trained on Signs of Safety, a resilience-based tool for social care practice. A resilience DVD, incorporating views of key partners about resilience has been produced and shared at meetings with partners, including the voluntary sector and schools. A resilience page has been created on the Barnet Partnership for Schools (BPSI) website, which includes resources devised by schools that can be used across the borough. Resilience training, including mindfulness courses, have been included in the BPSI Training Programme. Resilience Champion schools are being established.

6 indicators are reported in Q3 2016/17. Of these, 6 have been given a RAG rating: **83% (5)** are “on or above target” and **17% (1)** is “below target”. 6 have been given a Direction of Travel (DOT) status: **83% (5)** have an “improved/same” DOT and **17% (1)** have a “worsened” DOT from the same period last year.

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where “below target”
Community participation											
CG/S5 (RPS – Annual)	Percentage of residents who report feeling they belong to their local area ²	Bigger is Better	74%	74% (Autumn 2016)	76% (Autumn 2016) (G)	Survey delivered on an annual basis. Not undertaken in Q2 2016/17.	Survey delivered on an annual basis. Not undertaken in Q2 2016/17.	74%	Improving	National 63% (2014/15, Community Life Survey)	

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
CG/S16 (RPS - Biannual)	Percentage of residents who are satisfied with Barnet as a place to live ²	Bigger is Better	90%	90% (Autumn 2016)	85% (Autumn 2016) (GA)	89% (Spring 2016)	Worsening	88% (Autumn 2015)	Worsening	National 83% (October 2016, LGA Survey)	Resident satisfaction remains high at 85% and above the national average (83%). The drop in satisfaction remains within the 4% point tolerance for a survey of this sample size, so effectively remains on par with the previous year.
Community safety											
CG/S3	Level of crime across the Mayor's Office for Policing And Crime set of crimes	Bigger is Better	20% reduction	20% reduction	21% reduction (12 months up to Dec 2016) (G)	18% reduction	Improving	17% reduction	Improving	London 16.5% (Jan-Dec 2014, Ministry of Justice)	
Building family resilience											
FS/S8	Percentage of the target groups that are registered with the children centre within the area it serves	Bigger is Better	65%	65%	85% (As at 31 Dec 2016) (G)	88%	Worsening	75%	Improving	65%+ of Deprived Children 0-5 should be known to be deemed as 'Good' or 'Outstanding' (April 2014, Ofsted Children's Centre handbook)	
FS/S15	Percentage of care leavers age 19 – 21 in education, employment or training	Bigger is Better	55% Above our statistical neighbours	55.0%	63.8% (As at 31 Dec 2016) (G)	58.7%	Improving	57.0%	Improving	Statistical Neighbours 51.8% London 53% England 48% (2014/15, LAIT)	

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
FS/S18 NEW	Proportion of care leavers age 19 – 21 in suitable accommodation	Bigger is Better	90%	90%	98% (As at 31 Dec 2016) (G)	96%	Improving	96%	Improving	Statistical Neighbours 79.8% London 83% England 81% (2014/15, LAIT)	

Improving customer services and ensuring transparency

Key area of focus	Description	Q3 2016/17 Progress Update
Council tax and business rates	Helping the council become financially sustainable by maximising local sources of revenue.	<p>At the end of Quarter 4, the Council Tax four-year collection rate was 98.43% against a year-end target of 98.49%, compared to 98.42% in December 2015.</p> <p>The Business Rates four-year collection rate was 98.13% against a year-end target of 99%. This compares to the December 2015 collection rate of 98.50%.</p> <p>An additional £2.613m has been collected in Council Tax compared to the same time last year. The forecast net annual collectable Council Tax as at December 2016 is £194.2m - an estimated increase of £3.4m compared to December 2015. The Council Tax four-year collection rate is on target to reach the year-end target. While the Business Rate collection rate is behind that of last year, the Council is confident of achieving its year-end target.</p>

Key area of focus	Description	Q3 2016/17 Progress Update
Web-based services	Interacting with the council via the web and other self-service channels	<p>Web satisfaction has seen a 6% point increase in Quarter 3 2016/17. For the first time ever, barnet.gov.uk has featured among the top 10 councils nationwide for customer web satisfaction in the GovMetric Channel satisfaction index, coming 3rd in October and 8th in November.</p> <p>GovMetric has provided positive feedback on Barnet's web satisfaction survey and an online case study is due to be published to highlight the successful approach taken.</p> <p>The council's web team has continued to progress with the gov.uk Verify implementation scheme, bringing together colleagues from IT, parking and customer services into a dialogue with other councils and gov.uk in implementing an ambitious identity assurance scheme. The project has completed its discovery phase and a technical phase is beginning.</p> <p>The content refresh is ongoing across the 60 most complained-about pages from GovMetric, and the approval score has risen steadily</p> <p>The carers section of the Adult Social Care pages has been re-designed, with page templates and content radically redesigned to take on board findings from user research.</p> <p>The web team has attended a third cross-council Local Government standards meeting to collaborate across London councils in adopting a clearer and simpler way of creating web content. Layout and user experience changes to MyAccount have also been implemented.</p>
Customer satisfaction	Resolving issues at first point of contact	<p>Quarter 3 2016/17 has seen an improvement on the previous quarter, with 74% of contacts being resolved first time. There have been two main drivers for this:</p> <ul style="list-style-type: none"> • The CSG contact centre closing the staffing gaps experienced in Quarter 2 2016/17. All new staff are now fully trained and operational. This has improved both the call handling capabilities and the quality of service being provided. • A strong focus on reducing the number of follow-up calls into the contact centre. Resolving issues at first point of contact has been a key focus of contact centre management to reduce overall call volumes. <p>The target for the proportion of customers rating their service via telephone, face-to-face or email as 'Good' has increased this quarter, but it has still been achieved despite a slight drop in performance from 90% to 89%. Barnet has received positive feedback on email and face-to-face services and has consistently been in the top three for GovMetric ratings for face-to-face service satisfaction.</p> <p>In improving the resolution of issues at the first point of contact, Quarter 3 2016/17 achievement has been 26% versus a target of 30%. This is an improvement of 1 percentage point on the previous quarter.</p> <p>Ratings for satisfaction with services have also achieved above target, at 89% vs 87% (from GovMetric).</p>

Key area of focus	Description	Q3 2016/17 Progress Update
Open Data Portal and Transparency	Providing access to council data and information; and publishing contract and spend data	<p>Barnet has built a national reputation for setting high standards in the field of transparency and Open Data, and is recognised as a Local Government Transparency Champion by the Cabinet Office.</p> <p>Changes to the Open Barnet portal have gone live, including a new-look front page incorporating enhanced visualisation, such as data dashboards and live dataset updates; and in-system data cleansing and improvement, increasing the quality of data the Council publishes. Interactive dashboards have been published, incorporating full listings of all parking Penalty Charge Notices issued in the Borough since 2015, along with the means to analyse and visualise data.</p> <p>The portal has reduced the burden of answering Freedom of Information (FOI) requests. 13% of all FOI requests have been answered using the portal, and there has been a 50% reduction in requests regarding Business Rates, due to the publication of data.</p>

7 indicators are reported in Q3 2016/17. Of these, 5 have been given a RAG rating: **60% (3)** are “on or above target” and **40% (2)** are “below target”. 7 have been given a Direction of Travel (DOT) status: **71% (5)** have an “improved/same” DOT and **29% (2)** have a “worsened” DOT from the same period last year.

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where “below target”
Improving customer services and ensuring transparency											
CG/S14 (RPS - Biannual)	Percentage of residents who are satisfied with the way the council runs things ²	Bigger is Better	73%	73% (Autumn 2016)	71% (Autumn 2016) (G)	74% (Spring 2016)	Worsening	74% (Autumn 2015)	Worsening	London 70% (November 2014, Survey of Londoners) National 71% (October 2016, LGA Survey)	
CG/S15	Performance of services	Bigger is Better	80% above average	80%	78% (GA)	78%	Same	77%	Improving	No benchmark available	In comparison to other single tier and county councils, Barnet has achieved above benchmarks for 14 out of 18 metrics, across themes including Education, Children’s Services, Adults’ Services and Housing.

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
CG/S22	Council Tax collection	Bigger is Better	98.5%	Monitor	98.4%	98.4%	Same	98.4%	Same	Outer London 96.8% (June 2016, DCLG)	
CG/S23	Business rate collection	Bigger is Better	99.0%	Monitor	98.1%	98.2%	Worsening	98.5%	Worsening	Outer London 98.4% (June 2016, DCLG)	
CG/S24	Overall satisfaction with customer services	Bigger is Better	80%	87%	89% (G)	90%	Worsening	77%	Improving	TBC	
CG/S25	Satisfaction with the council's website	Bigger is Better	51%	48%	52% (G)	48%	Improving	42%	Improving	TBC	
CG/S26	Customer cases that are closed within the agreed timescales	Bigger is Better	90%	92%	85% (RA)	84%	Improving	70%	Improving	TBC	The inclusion of Revenues and Benefits data (accounting for 67% of all cases) has a significant impact on the overall rating. Whilst Revenues and Benefits improved slightly from Q2, performance is still below target. When Revenues and Benefits data is removed, 90% of cases are delivered within SLA. The focus is now on Revenues and Benefits to deliver improvement. It should also be noted that the number of customers who need additional support cases delivered within SLA, increased significantly to 98% (versus 92% in Q2).