	Policy and Resources Committee **3 October 2019**
Title	**Quarter 1 (Q1) 2019/20 Strategic Performance Report**
Report of	Councillor Dan Thomas - Chairman of Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: Children's Services Analysis Tool (ChAT) Appendix B: Q1 2019/20 Corporate Risk Register Appendix C: Q1 2019/20 P&R Committee Delivery Plan Performance Report
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Summary

This report provides a strategic overview of performance for Quarter 1 (Q1) 2019/20 in relation to the corporate priorities in the new Corporate Plan (Barnet 2024).

Officer Recommendations

1. **The Committee is asked to note the revenue and capital forecasts for 2019/20.**

2. **The Committee is asked to note the progress on savings for 2019/20.**

3. **The Committee is asked to scrutinise the Actions, KPIs and Risks related to the new Corporate Plan (Barnet 2024), including the escalated high (15 to 25) level risks in the Corporate Risk Register at Appendix A.**

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1.   INTRODUCTION

1.1   This report provides a strategic overview of performance for Q1 focusing on the budget forecasts and activities to deliver the **corporate priorities** in the new **Corporate Plan** (Barnet 2024).

1.2   In addition to this report, a thematic overview of performance for Q1 focusing on the budget forecasts and activities to deliver the **committee priorities** in the **Annual Delivery Plans** is provided to the Theme Committees. These reports can be found on the Committee webpages at: https://barnet.moderngov.co.uk/ieDocHome.aspx?bcr=1

1.3   More detailed budgetary information can be found in the Theme Committee reports and the Chief Finance Officer Report to Financial Performance and Contracts Committee.

2.   BUDGET FORECASTS

2.1   The General Fund revenue forecast for 2019/20 is **£306.219m**, which is a net overspend of **£6.583m,** compared with the revised budget of £299.636m (see table 1). This forecast is stated after the net contribution to specific and general earmarked reserves totalling £1.687m. Excluding reserve movements, the forecast is **£307.916m**, which is an **adverse variance of £8.280m,** compared with the revised budget of £299.636m.

2.2   All proposed reserve drawdowns and contributions will be considered and approved, if appropriate later in the financial year. These reserve movements are over and above the planned use of £4.040m of reserves approved to achieve a balanced budget.

2.3   The original budget approved by Council in March of each year is revised during the year to reflect virements between budgets and the allocation of contingency held within central expenses and separately approved. The following table provides updates of the council revenue position against the revised budgets.

Table 1: Revenue forecast (Q1 2019/20)

Service	Revised Budget £000	Q1 Forecast £000	Variance from Revised Budget Adv/(fav) £000	Reserve Move-ments £000	Forecast after Reserve Move-ments (Adv/(fav) £000	Variance after Reserve Move-ments Adv/(fav) £000
Adults and Health	111,801	113,781	1,980	(263)	113,518	1,717
Assurance	5,648	5,611	(37)	0	5,611	(37)
Children's Family Services	66,711	69,144	2,432	(434)	68,710	1,998
Growth and Corporate Services	36,198	39,221	3,022	0	39,221	3,022
Environment	21,086	22,722	1,636	0	22,722	1,636
Finance	55,722	53,786	(1,936)	0	53,786	(1,936)
Regional Enterprise (Re)	2,469	3,651	1,182	(1,000)	2,651	182

Service	Revised Budget £000	Q1 Forecast £000	Variance from Revised Budget Adv/(fav) £000	Reserve Move-ments £000	Forecast after Reserve Move-ments (Adv/(fav) £000	Variance after Reserve Move-ments Adv/(fav) £000
Total	**299,636**	**307,916**	**8,280**	**(1,697)**	**306,219**	**6,583**

2.4   The main reasons for the forecast overspend of £6.583m are set out below.

2.5   The revenue budget for **Adults and Health** is projected to overspend by £1.717m which represents 1.5% of the overall budget. The placements budget overspent by £1.407m because of unfunded demographic growth on Older Adults, Mental Health and Physical Activities Clients; offset by underspends in under 65s Learning Disabilities Clients.

2.6   The non-placements budget is underspent by £0.310m, which is the net effect of £0.672m overspend on staffing budget and £0.362m underspend predicted on prevention services mostly due to less demand on equipment and adaptations and management recovery plans to reduce budget pressures. The prevention services budget pays for several contracts on prevention services and DoLS.

2.7   Leisure, Sports and Physical Activity budget is forecasted to spend on budget.

2.8   There are several significant debtors (such as the Barnet Clinical Commissioning Group or BCCG) for the service which could result in debt write-offs being written back to the service. The service management are working to resolve the debt issue and the council has put in place a Debt Board to look in more detail at how debt is managed and pursued.

2.9   The revenue budget for **Assurance** is projected to underspend by £0.04m due to underspends on Electoral Service by-election costs (£0.032m) and Organisational Resilience (£0.027m due to delayed recruitment of Emergency Responders) partially offset by a £0.022m overspend due to additional shredding costs and software licences.

2.10   The revenue budget for **Children's Family Services** is projecting an overspend of £1.998m. This will reduce by £0.521m if the inflation bid for contracts is approved. Pressures arises from staffing, placement pressures, non-pay pressures offset by additional income relating to Cambridge Education Contract.

2.11   The nature of services provided to children and families by **Family Services** manage significant levels of risk. The implementation of the Barnet Children's Services Improvement Action Plan based on inspection findings and recommendations reduce this risk and drive forward improvements towards good quality services.

2.12   Staffing budgets were reduced by £1.371m. Mitigating actions are planned by management to deliver a reduction of agency spend of £0.308m, however £0.700m staffing pressures remains.

2.13   The forecast builds in assumptions for placement turnover of £2.264m (£2.043m on external placements and £0.221m on internal placements), however, due to the ongoing need to meet emergency situations, expenditure can fluctuate month on month.

2.14   **Legal spend** is currently projecting an overspend of £0.300m with further risk of £0.100m to the forecast, assuming legal spend will be in line with 2018/19 spend of £1.906m.

2.15   The position contains £0.677m of risks being offset by planned mitigating management actions in order to maintain current outturn as predicted (£0.190m staffing and £0.487m placements).

2.16   The revenue budget monitoring for **Environment** is forecasting a projected overspend of £1.636m.

2.17   For **Street Scene,** the forecasted outturn variance as at Q1 was a projected overspend of £1.578m. The main reasons for the projected overspend are Waste (frontline) with an overspend of £1.162m. The projected overspend is being generated by the cost of running the service from two sites, increases in staffing costs and increases in fleet repair costs due to vehicle ageing. There is a profiled reduction in spend through 2019/20 as round balancing continues and green waste cost reduction for the winter months. Management and service support is forecasting an overspend of £0.298m. The position assumes a number of reserve movements, of circa £1m. While other management actions are developed to continue downward pressure on the forecast spend.

2.18   The revenue budget for **Growth and Corporate Services** is forecasting a projected overspend of £3.022m which represents 8.3% of the overall budget.

2.19   **CSG Managed Budget (Estates)** are forecasting an overspend of £1.5m. The delayed moved to Colindale has resulted in an overspend of £0.4m of for North London Business Park buildings 2 and 4 rates and rents. There is a projected overspend of £0.2m for Leasing and Service charges in relation to Harrow Depot for Street Scene, Highways and Salt Barns. There is a projected overspend of £0.5m in relation to Document Solutions mark-up costs where the income target of £770k is unachievable. The income target is unachievable due to the reduction in printing and more agile working. There is a £0.4m overspend due to a miscalculation during budget realignment relating to Barnet Group SLA income.

2.20   CSG Management Fee is forecasting an overspend of £0.386m. This is partly due to a delay in implementing the new Customer Services model of £0.235m. Delays in the move to Colindale and the website launch have impacted the ability to reduce resources earlier. The underachievement of saving is expected to be £0.235m; the service is reviewing options to plug this gap including not backfilling posts. £0.06m of the overspend is due to delays in implementation telephony shut down and the balance is due to unachievable service credit accruals and Barnet House SLA income accruals.

2.21   Trade Union activities are forecast to overspend by £0.142m due to staff recharges for time spent on Trade Union activities. The TU budget is only £33k and recharges of £176k are being projected for five members of staff from Adults, Schools and Libraries.

2.22   **Housing Strategy** is forecasting an overspend of £0.9m due to Temporary Accommodation Acquisition and Transfer savings not expected to be fully delivered in 2019/20. This will be fully mitigated by the transfer of Flexible Homelessness Support Grant to fund Homelessness Prevention. The transfer of this funding will go to P&R Committee for approval in October 2019.

2.23   The revenue budget for **Finance** is forecasting an underspend of £1.936m.

2.24   There is a forecast underspend on **Central Expenses** of £0.236m. **Capital Financing** is forecasting an overspend of £0.160m due to £0.897m interest payable and bank charges, £0.020m debt management expenses partially offset by an underspend of £0.757mk on MRP. Interest payable is forecasting an overspend as the assumed speed of borrowing is higher than anticipated in the budget but this is expected to come back in line due to capital slippage.

2.25   **Revenues & Benefits** are forecasting an underspend of £1.7m. £0.8m of this is due to over achievement on Housing Benefits overpayment recovery and £0.9m relates to Flexible Homelessness Support Grant to fund Homelessness Prevention which will be transferred to Housing following P&R Committee approval in October 2019.

2.26   For **Re Managed Budgets,** the forecasted outturn variance is a break-even position, with a saving on expenditure being offset by an underachievement of income.

Housing Revenue Account (HRA)
2.27   The Housing Revenue Account (HRA**)** has a budgeted contribution from balances of **£10.712m** in 2019/20. The forecast for the year as at 31 June 2019 is a deficit of **£2.371m**, thus there is a forecast balance of **£9.951m** as at 31 March 2020.

Table 2: Housing Revenue Account (Q1 2019/20) forecast

	Budget £000	Q1 Forecast £000	Variance from Budget Adv/(Fav) £000
Dwelling rents	(48,634)	(49,166)	(532)
Service and other charges	(8,897)	(8,628)	269
Housing management	20,473	21,391	918
Repairs and maintenance	7,570	7,559	(11)
Provision for bad debts	250	250	0
Regeneration	837	926	89
Capital charges	30,134	30,134	0
Revenue Contribution to Capital	9,074	0	(9,074)
Interest on balances	(95)	(95)	0
Total	**10,712**	**2,371**	**(8,341)**

2.28   The main reason for the variance from budget of £8.341m is that the budget for Revenue Contribution to Capital is no longer required, as capital will be funded from

other sources of finance such as borrowing and is the major part of this variance. Other reasons for the variance are set out below.

2.29 **Income** – Dwelling rents are projected to over achieve by £0.532m compared with the revised budget. This is mainly due to the partial benefit of the additional week of rental income in 2019/20. Service and other charges are currently projected to under achieve by £0.269m. This relates to two areas of variance, being garage and commercial rental income. Garages income is forecasting £0.184m underachievement due to a higher level of voids and a longer time to re-let after they become void. Commercial rents is forecasting £0.145m underachievement partly due to voids on regeneration estates.

2.30 **Expenditure** – Housing Management costs are forecast to overspend by £0.918m mainly due to higher insurance premiums based on 2018/19 (£0.578m), additional payments for disturbance and wardens (£0.161m) and a head lease extension (£0.150m).

2.31 The repairs and maintenance budget of £7.570m relates to the management fee paid to Barnet Homes for the repair and maintenance of housing stock.

2.32 The Housing regeneration forecast shows a net overspend of £0.89m due to costs being recovered from developers on a number of regeneration schemes at Dollis Valley, Grahame Park, West Hendon and Granville Road and additional management fee costs.

Dedicated Schools Grant (DSG)

2.33 The Dedicated Schools Grant (DSG) has pressures within the High Needs Block circa £1m however the 2018/19 carry forward (£1.5m) will offset these. At this early stage it has been assumed the DSG will be fully spent in 2019/20.

2.34 DSG High Needs funding has not kept up with inflation or the rate of demographic growth in recent years, whereas demand, driven by a mixture of demographic change, the growing complexity of needs and the new framework created by the SEN reforms, has grown significantly. Local authorities across England are facing similar problems and many are known to have faced significant overspending on their High Needs budgets.

Table 4: Dedicated Schools Grant (Q1 2019/20)

Service	Revised Budget £000	Q1 19/20 Forecast £000	Variance from Revised Budget Adv/(fav) £000	Reserve Movements £000	Q1 19/20 Forecast after Reserve Movements £000	Variance after Reserve Movements Adv/(fav) budget £000
Schools						
Individual Schools Budget	142,028	142,028	0	0	142,028	0
Growth Fund	1,536	1,536	0	0	1,536	0
Central schools expenditure	1,281	1,281	0	0	1,281	0

Service	Revised Budget £000	Q1 19/20 Forecast £000	Variance from Revised Budget Adv/(fav) £000	Reserve Movements £000	Q1 19/20 Forecast after Reserve Movements £000	Variance after Reserve Movements Adv/(fav) budget £000
ESG retained funding	897	897	0	0	897	0
Sub-total	**145,742**	**145,742**	**0**	**0**	**145,742**	**0**
Early Years Block	29,051	29,051	0	0	29,051	0
High Needs Block	46,653	46,653	0	0	46,653	0
Sub-total	**221,446**	**221,446**	**0**	**0**	**221,446**	**0**
DSG Income	(219,903)	(219,903)	0	0	(219,903)	0
DSG c/f	(1,543)	(1,543)	0	0	(1,543)	0
Total	**0**	**0**	**0**	**0**	**0**	**0**

Capital Programme

2.35   The forecast for the 2019/20 Capital Programme is **£490.152m**, which is a spend reduction of £130.209m (21%) compared with the budget. The General Fund programme has an underspend of £67.621m against a budget of £525.601m (12.9%). The HRA has an underspend of £62.588m against a revised budget of £94.76m (66.0%).

Table 5: Capital forecast (Q1 2019/20)

Service	2019/20 Revised Budget £000	Additions/ (Deletions) £000	(Slippage) / Accelerated Spend £000	2019/20 Period 3 £000	Variance from Budget £000	Variance from Budget %
Adults and Health	14,679	0	(650)	14,029	(650)	-4.4%
Children's Family Services	49,430	46	8,211	41,173	(8,257)	-16.7%
Growth and Corporate services	142,538	637	(49,405)	93,770	(48,768)	-34.2%
Environment	33,556	690	(4,925)	29,321	(4,235)	-12.6%
Regional Enterprise (Re)	285,398	(13)	(5,698)	279,687	(5,711)	-2.0%
General Fund Programme Total	**525,601**	**1,268**	**(68,889)**	**457,980**	**(67,621)**	**-12.9%**
HRA (Barnet Homes)	94,760	0	(62,588)	32,172	(62,588)	-66.0%
Grand Total	**620,361**	**1,268**	**(131,477)**	**490,152**	**(130,209)**	**-21.0%**

2.36   The service areas are forecasting net slippage overall as at Period 3 (Q1), the principal variances from budget are as follows:

2.37   **Adults and Communities** are forecasting slippage of £0.650m on Copthall.

2.38   **Children's Family Services** slippages include: Alternative Provision £6.2m and Meadow Close Children's Home £1m with some mainly retention and other smaller slippages making up the difference.

2.39   The Housing General Fund (Tackling Homelessness) capital programme is showing slippage of £48.452m. This is largely due to two schemes being delivered by Open Door Homes. The phasing of the delivery of these programmes are being reviewed. This is the significant part of the change in **Growth and Corporate Services**.

2.40   The main areas of slippage reported for **Environment** at Q1 are Carriageways, with slippage of £1.018m and LED Lighting with slippage of £2.100m.

2.41   **Development & Regulatory Services (including Re).** The Re (Regeneration) capital programme is forecasting a reduction in the programme by £0.13m as this scheme is now completed and an overall net slippage of £5.698m across the programmes. This slippage includes: The Colindale – Highways and Transport £2.762m slippage is dependent on the completion of Colindale Station; Grahame Park Community Facilities £1.973m slippage results from a new programme having to be developed; Town Centre £2.263m slippage is the result of re-profiling to tailor resources to support the project. Colindale Station Works £1.300m acceleration reflects payments expected to be made in line with the funding agreement and award of contract.

2.42   **HRA** - The most significant movements relate to slippage in the extra care pipeline £33.789m following delays in purchasing properties and the commencement of the tender process, delays in the HRA fire safety programme (£11.509m) due to consultation requirements, completion of property purchases relating to Dollis Valley in 2020/21 (£6.589m) and tendering of the contract for Burnt Oak Broadway Flats (£4.521m). The advanced acquisitions programme will be completed following the final property acquisition (£4.473m).

3.   SAVINGS

3.1   In 2019/20 the council budgeted to deliver £20.702m of savings. Table 6 summarises by Theme Committee the value of savings that are expected to be achieved against the savings programme. In total, £19.201m of savings is expected to be delivered by year end, representing 88% of the target. Delivery of these savings is included in the forecasts reported in table 1. Commentary on the delivery of savings is included within the explanation of variance from budget.

Table 6: Savings (Q1 2019/20)

Service	19/20 MTFS Savings Target £000	Savings Achieved / Expected to be Achieved £000	Savings Unachiev-able £000	Savings Expected to be Achieved %
Adults and Health	(7,213)	(7,213)	0	100
Assurance	(21)	(5)	-16	24
Children's Family Services	(3,912)	(3,912)	0	100
Growth and Corporate Services	(4,604)	(3,479)	-1,125	76
Environment	(4,930)	(3,570)	-1,360	72

Service	19/20 MTFS Savings Target £000	Savings Achieved / Expected to be Achieved £000	Savings Unachiev-able £000	Savings Expected to be Achieved %
Finance	(22)	(22)	0	100
Regional Enterprise (Re)	0	0	0	0
Total	**(20,702)**	**(18,201)**	**-2,501**	**88**

4. STAFFING

4.1 There were 1800 staff in established posts (1474 FTEs) and 337 agency staff (186 agency FTE) in June 2019 (see table 7). Spend on agency staff was £3.2m in Q1 (see table 8).

4.2 A range of health and wellbeing initiatives has helped to reduce sickness absence, to 7.33 days in June 2019 (see table 9).

Table 7: LBB Establishment and Agency (June 2019)

Service	Establishment[1]		Agency[2]	
	Headcount	FTE	Headcount	FTE
Adults and Health	347	312	25	15
Assurance	97	94	1	1
Children's Services	673	477	126	72
Commissioning Group	12	10	0	0
Education and Skills	13	7	NK	NK
Environment (incl. Street Scene)	532	457	159	86
Finance	50	47	15	8
Growth and Corporate Services	76	70	11	5
Overall	**1800**	**1474**	**337**	**186**

Table 8: Expenditure on Agency Staff (Q1 2019/20)

Service	Q1 18/19 £000	Q1 19/20 £000	Change %	18/19 Full Year Actual £000	19/20 Full Year Forecast* £000
Adults and Health	683	178	-74%	1,827	476
Assurance	0	14	0	15	56
Children's Service DSG	25	0	-100%	0	0
Children's Family Services	2,768	1440	-48%	9,512	4,948
Growth and Corporate Services	246	409	66%	795	1,322
Environment	665	820	23%	2,831	3,491

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[1] Source: HR Establishment Pack
[2] Source: Agency data extracted from Matrix 10 days after the end of the month. The figures exclude agency staff outside of Matrix and non-active agency staff e.g. not paid or contract ended on Matrix.

Service	Q1 18/19 £000	Q1 19/20 £000	Change %	18/19 Full Year Actual £000	19/20 Full Year Forecast* £000
Finance	40	234	485%	136	796
HRA	0	88	0	1	352
Capital	402	42	-90%	973	168
Total	**4,829**	**3,225**	**-33%**	**16,090**	**11,609**

For comparison only - simple extrapolation from June based on 18/19 results

Table 9: Sickness Absence (June 2019)

Service	Average days lost per FTE (rolling 12 months)[3]		
	Jun-19	Long-term absence	Short-term absence
Adults and Communities	6.42	4.44	1.98
Assurance	3.96	0.00	3.96
Environmental Services	1.16	0.00	1.16
Family Services	7.19	4.64	2.55
Finance	1.04	0.00	1.04
Growth and Corporate Services	1.28	0.00	1.28
Street Scene	11.77	8.22	3.55
Overall	**7.33**	4.93	2.40

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[3] Source: HR Dashboard (average over rolling 12 months)

5.   CORPORATE PRIORITIES

5.1   The remainder of the report is structured by Theme Committee and **corporate priorities**.   The **corporate priorities** are focused on achieving one of the three Corporate Plan (Barnet 2024) outcomes:
- A pleasant, well maintained borough that we protect and invest in (PLACE)
- Our residents live happy, healthy, independent lives with the most vulnerable protected (PEOPLE)
- Safe and strong communities where people get along well (COMMUNITY)

5.2   Each section provides:
- A summary of progress on Actions[4] to deliver the priority
- Performance of Key Performance Indicators (KPIs)[5]
- Risks to delivering the Actions and priority
- High (15 to 25) level risks from the Corporate Risk Register[6]
- Any escalations from Theme Committees where KPIs have not met target and/or high (15 to 25) level risks for a committee priority.

5.3   The Q1 performance for each of the **corporate priorities** is shown in table 10.   This reflects the *overall performance on Actions, KPIs and Risks[7]* for each priority.   There are three corporate priorities that fall under the remit of a Theme Committee and the Health and Wellbeing Board.   These are highlighted in blue in the table.

Table 10: Corporate priorities and outcomes by Theme Committee

Theme Committee	Section	Corporate Priority	Outcome	Q1 Overall Performance
Assets, Regeneration and Growth	6.	Responsible delivery of major regeneration schemes	PLACE	Good
		Investing in community facilities	PLACE	Satisfactory
		Helping people into work and better paid employment	PEOPLE	Satisfactory
		Supporting local businesses to thrive	COMMUNITY	Good

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[4] 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).

[5] 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: Q1 19/20 result minus Q1 18/19 result equals difference; then difference divided by Q1 18/19 result multiplied by 100 = percentage variation.   Any results not for Q1 19/20 are illustrated by (s) snapshot at end of year or (r) rolling 12 months.

[6] 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 Q1 19/20 Corporate Risk Register provides a snapshot in time (as at end June 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).

[7] The Overall Performance reflects 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).

Theme Committee	Section	Corporate Priority	Outcome	Q1 Overall Performance
Housing	7.	Ensuring decent quality housing	PLACE	Satisfactory
Environment	8.	Getting Barnet clean	PLACE	Satisfactory
		Keeping the borough moving	PLACE	Satisfactory
		Getting the best out of parks and improving air quality	PLACE	Good
Adults and Safeguarding	9.	Integrating health and social care and providing support for those with mental health problems and complex needs	PEOPLE	Satisfactory
		Supporting older and vulnerable residents and those with disabilities to remain independent	PEOPLE	Good
		Encouraging residents to lead active and healthy lifestyles and maintain mental wellbeing	PEOPLE	Good
Children, Education and Safeguarding	10.	Improving services for children and young people	PEOPLE	
		Ensuring good schools and enough school places	PEOPLE	
		Ensuring we are a family friendly borough	COMMUNITY	
Health and Wellbeing Board	11.	Integrating health and social care and providing support for those with mental health problems and complex needs	PEOPLE	Good
		Encouraging residents to lead active and healthy lifestyles and maintain mental wellbeing	PEOPLE	Good
		Improving services for children and young people	PEOPLE	Good
Community Leadership and Libraries	12.	Keeping Barnet safe	COMMUNITY	Satisfactory
		Tackling anti-social behaviour and environmental crime	COMMUNITY	Satisfactory

Theme Committee	Section	Corporate Priority	Outcome	Q1 Overall Performance
		Celebrating diverse and strong communities and taking a zero-tolerance approach to hate crime	COMMUNITY	Good
		Focusing on the strengths of the community	COMMUNITY	Satisfactory

5.4   In addition to the corporate priorities, P&R Committee has **six committee priorities, which were set out in the P&R Committee Annual Delivery Plan.**   This was approved on 20 February 2019 and can be found online at:
https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9461&Ver=4

5.5   An update on these **committee priorities** is provided in **Appendix C.** Escalations in relation to the committee priorities, where KPIs have not met target and/or high (15 to 25) level risks, are reported in Section 13.

6. ASSETS, REGENERATION AND GROWTH (ARG) COMMITTEE

6.1 The **ARG Committee Annual Delivery Plan** sets out the Actions, KPIs and Risks to delivering the **corporate priorities** in the Corporate Plan (Barnet 2024). It was approved on 25 March 2019 and can be found online at:
https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9484&Ver=4

6.2 There are four **corporate priorities** that fall under the remit of ARG Committee. These are set out below. The Q1 performance reflects the *overall performance on Actions, KPIs and Risks* for each priority.

Corporate Priority	Outcome	Q1 Overall Performance
Responsible delivery of major regeneration schemes	PLACE	Good
Investing in community facilities	PLACE	Satisfactory
Helping people into work and better paid employment	PEOPLE	Satisfactory
Supporting local businesses to thrive	COMMUNITY	Good

Responsible delivery of major regeneration schemes	Q1 Overall Performance
	Good

6.3 Summary of Actions   Good progress

6.3.1 The draft Growth Strategy was approved for consultation by ARG Committee on 13 June 2019 and the final version will be submitted in November 2019.

6.3.2 Progress has been made across the regeneration programme. Highlights include the approval of the Outline Business Case for Upper and Lower Fosters by ARG Committee on 13 June 2019 and submission of the planning application in May 2019. Phase 3b of the regeneration scheme at West Hendon completed in June 2019. This has delivered 207 homes, of which 101 are affordable.

6.3.3 Q1 saw another big step forward for the Brent Cross Cricklewood programme, with the Infrastructure Re-phasing application and update to the Indicative Construction Programme approved at Planning Committee on 24 June 2019. This approval creates a separate phase within the wider planning permission that allows the council and Brent Cross South to proceed ahead of the Brent Cross North development. Physical works on the Brent Cross Thameslink programme have progressed with delivery of the pre-fabricated facility buildings for the Train Operating Company (TOC) successfully completed despite challenging weather conditions. The procurement of the Brent Cross West station contractor has progressed and the initial tender submissions have been evaluated. The final stages of negotiation with the three preferred bidders is proceeding.

6.4 KPIs

6.4.1 There is one KPI for this priority, which monitors delivery of the regeneration programme. This has achieved target for Q1, with one milestone being delivered earlier than expected.

Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19	Benchmarking
				Target	Result	DOT	Result	
Delivery of regeneration projects	Bigger is Better	90%	90%	90%	117% (G)	↑ ❘ +17%	100%	No benchmark available

6.5 Risks

6.5.1 There are two risks to delivery of the actions for this priority. Both have been assessed at a medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- **G&CS029 - Community facilities stakeholder relationship schemes (risk score 9).** Stakeholder engagement plans are being developed to mitigate the risk of opposition to regeneration schemes which could result in delays.

- **G&CS030 - Market conditions (risk score 12).** Market conditions are being regularly monitored to mitigate the risk of impact on the viability of regeneration schemes and delays to housing delivery should market uncertainty grow.

6.5.2 In addition to the risks in the Annual Delivery Plan, there was a *strategic risk* for this priority that was scored at a high (15 to 25) level in Q1.

- **STR08 - Major regeneration schemes (risk score 15).** This was a new risk, identified as part of the refresh of the strategic risk register in June 2019, and relates to the potential failure to effectively manage the major regeneration schemes such as Brent Cross. Governance arrangements and controls are in place to regularly review the viability and delivery of the regeneration schemes.

Investing in community facilities	Q1 Overall Performance
	Satisfactory

6.6 Summary of Actions   Satisfactory progress

6.6.1 As above, the draft Growth Strategy was approved for consultation by ARG Committee on 13 June 2019 and the final version will be submitted in November 2019. The strategy encompasses infrastructure, including community facilities, to support new housing developments. Community facilities will be delivered on a scheme by scheme basis, as part of the regeneration programme. Development of the council's Infrastructure Delivery Plan is also underway.

6.6.2 An engagement plan is being developed in partnership with Argent Related for the delivery of schools, community facilities, leisure and improved parks as part of the Brent Cross South business plan.

6.7 KPIs

6.7.1 There are no KPIs for this priority.

6.8 Risks

6.8.1 There are 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&CS027 - Community facility sustainability (risk score 9).** This risk is about the long-term financial viability of newly constructed community facilities. Proposals are marked against the council's project management toolkit and any actions taken are determined on a case by case basis.

- **G&CS028 – Community facilities stakeholder relationship (risk score 6).** This risk is also about the long-term financial viability of newly constructed community facilities. Engagement plans are being developed for each scheme to ensure communities are engaged throughout the lifetime of the schemes.

Helping people into work and better paid employment	Q1 Overall Performance
	Satisfactory

6.9   Summary of Actions   Satisfactory progress

6.9.1   Active employment schemes have continued to support residents to find work on Barnet's regeneration estates, including Dollis Valley, West Hendon and Grahame Park.

6.9.2   Progress has been made to reduce levels of NEET (Not in Education, Employment or Training) and ensure Barnet's residents have access to employment and training.

6.9.3   The council is working to develop a new project with Cambridge Education to offer 'Access for All' routes into construction and funding for the project has been confirmed.

6.9.4   Work has continued with development partners to secure apprenticeships and training opportunities through development. These include preparatory work for the Brent Cross Cricklewood programme employment and skills delivery.

6.9.5   Employment and training support was provided to council tenants by Barnet Homes through the Community Engagement and Floating Support services. In Q1, four people were helped into work.

6.9.6   Barnet Homes also leads on managing BOOST, which provides community-based help for Barnet residents from bases at Burnt Oak Library and 184 Cricklewood Lane or via outreach at libraries. In Q1, the service supported 52 people into work (14 of whom were under 25).

6.9.7   The Welfare Reform Task Force led by Barnet Homes engages with residents and provides support to help them manage the Benefit Cap and transition to Universal Credit. In Q1, 54 clients moved off the Benefit Cap as a result of finding work.

6.9.8   More detailed actions will be agreed by ARG Committee in November 2019, as part of the Growth Strategy Delivery Plan, to help people into work and better paid employment.

6.10   KPIs

6.10.1 There is one KPI for this priority, which monitors the local unemployment rate. The latest figures show Barnet's unemployment rate at 4.8%, which is higher than last year (4.3%). Barnet's figure is lower than the London average (4.9%) but higher than the national average (4.1%).

Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19	Benchmarking
				Target	Result	DOT	Result	
Unemployment (of people on out of work benefits) (r)	Smaller is Better	4.7% (Jan - Dec 18	Monitor	Monitor	4.8%[8]	⬇ W +11%	4.3%[9]	London 4.9%, National 4.1% (Apr 18 – Mar 19, NOMIS)

6.11 Risks

6.11.1 There are two risks to delivery of the actions for this priority. Both have been assessed at a medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- **G&CS031 - Team resource/capacity to deliver employment schemes (risk score 9).** To manage the risk to employment schemes from a lack of resources, residents' needs are being prioritised to ensure that those furthest from employment remain the focus of scarce resources.

- **G&CS032 - Economic uncertainty impact on training and apprenticeship (risk score 12).** To manage the risk to training and apprenticeship opportunities from an economic downturn, discussions have taken place with Argent Related regarding resources for employment and skills co-ordination on the Brent Cross development, as well as other employment opportunities such as the BOOST project.

Supporting local businesses to thrive	Q1 Overall Performance
	Good

6.12 Summary of Actions   Good progress

6.12.1 Local businesses have continued to be supported through construction contracts that form part of the regeneration programmes, with specific activities targeted at Brent Cross.

6.12.2 To support the sustainability of town centres and improvements to the public realm, the council has continued to offer support to the established Town Teams in main town centres: Chipping Barnet, Edgware and Cricklewood. In addition, the council has maintained support for Chipping Barnet pavement build-out to improve the public realm; continued the revitalisation of North Finchley through the development programme; and is progressing improvements at West Hendon Broadway.

6.12.3 The Colindale Business Engagement project supported the council's move to the area, with a 'Welcome to Colindale' flyer shared with all staff which showcased over 30 local businesses.

6.12.4 To facilitate the provision of appropriate and affordable workspace for small and micro businesses, the council is identifying suitable assets for workspace and is seeking to influence development to bring forward additional capacity.

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[8] Rolling 12 months to March 2019.
[9] Rolling 12 months to March 2018.

6.12.5 Actions to deliver specialist support to entrepreneurs and business start-ups are on track for November 2019, and form part of a three-year programme of business school support.

6.13   KPIs

6.13.1 There are two KPIs for this priority, which monitor the health of the local economy through the business survival rate and vacant high street properties. These are both annual indicators and will be reported in Q4.

Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19	Benchmarking
				Target	Result	DOT	Result	
Business survival rate (Annual)	Bigger is Better	63.6% (-3.0% pts[10]) (R)	5%pts more than comparable boroughs	5%pts more than comparable boroughs	Due Q4 19/20	N/A	Annual	Comparable boroughs 73.7% (-1.5%pts) (2018, ONS)
Vacant High Street Properties (Annual)	Smaller is Better	5.9% (-7.5% pts)[11] (A)	2.5%pts more than comparable boroughs	2.5%pts more than comparable boroughs	Due Q4 19/20	N/A	Annual	Comparable boroughs 6.8% (-5.9%pts) (2018, Experian)

6.14   Risks

6.14.1 There are three risks to delivery of the actions for this priority. These have been assessed at a low (1 to 3); medium/low (4 to 6) and medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- **G&CS044 - Colindale business engagement (risk score 6).** The risk on planned business engagement from a delay in the council's office move to Colindale has not materialised and will be closed in Q2.

- **G&C033 – Flexible workspace delivery (risk score 12)**. To manage the risk of delay to the delivery of business, enterprise and employment schemes should suitable workspace not be identified for the Business, Employment and Skills team, work has been ongoing with the Estates team to identify workspace sites and locations.

- **G&CS034 – Co-ordinating business support activities (risk score 2).** To minimise the risk of delay to business support activities due to ineffective engagement of partners, an officer will be focused on partner engagement.

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[10] This indicator compares Barnet's rate of improvement (from a 2011 baseline) with comparable boroughs (Brent, Bromley, Harrow, Havering). The comparable boroughs business survival rate of 73.7% represents a 1.5%pts decline on their 2011 baseline position (75.2%). Barnet's business survival rate of 63.6% represents a 3.0%pts decline on its 2011 baseline (66.6%). The target was for Barnet to be 5%pts better than the comparable boroughs %pts position (2011 to 2018), so Barnet needed to achieve a 3.5%pts increase of the 2011 baseline – the equivalent of 69.5% business survival rate in 2018.

[11] This indicator compares Barnet's rate of improvement (from a 2011 baseline) with comparable boroughs (Croydon, Havering and Hounslow). The comparable boroughs vacancy rate of 6.8% represents a 5.9%pts improvement on the 2011 baseline position (12.6%). Barnet's vacancy rate of 5.9% represents a 7.5%pts improvement on its 2011 baseline (13.3%). The target was for Barnet to be 2.5%pts better than the comparable boroughs %pts position (2011 to 2018), so Barnet needed to achieve an 8.4%pts decrease on the 2011 baseline – the equivalent of 4.9% vacancy rate in 2018.

6.15   Escalated KPIs and/or Risks

6.15.1 There were no escalations in relation to ARG Committee priorities.

7. HOUSING COMMITTEE

7.1 The **Housing Committee Annual Delivery Plan** sets out the Actions, KPIs and Risks to delivering the corporate priorities in the Corporate Plan (Barnet 2024). It was approved on 14 January 2019 and can be found online at: https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9488&Ver=4

7.2 There is one **corporate priority** that falls under the remit of Housing Committee. This is set out below. The Q1 performance reflects the *overall performance on Actions, KPIs and Risks* for each priority.

Corporate Priority	Outcome	Q1 Overall Performance
Ensuring decent quality housing	PLACE	Satisfactory

	Q1 Overall Performance
Ensuring decent quality housing	Satisfactory

7.3 Summary of Actions   Satisfactory progress

7.3.1 The Planning team has progressed a number of schemes across the borough that will see delivery of over 5000 new homes, including 1340 at Transport for London (TfL) sites around tube stations, 2000 at Grahame Park and 1200 in Cricklewood.

7.3.2 The initial tranche of 320 new affordable homes for rent to be delivered by Opendoor Homes (ODH) has progressed, with 227 homes on site and a further 37 homes completed. A further 56 homes are awaiting either planning consent or ODH Board approval. 25 homes are expected to be completed during 2019/20, of which four will be in Q1.

7.3.3 Funding has been made available to The Barnet Group to progress plans to deliver 87 new council homes for rent, supported by funding from the Greater London Authority (GLA), and initial capacity and feasibility studies are underway for the delivery of a further 89 homes.

7.3.4 Officers are preparing a detailed business case for the transfer of some council properties to ODH, which will support the delivery of additional homes by ODH by creating additional borrowing capacity.

7.4 KPIs

7.4.1 There are three KPIs for this priority, which monitor the delivery of new homes in the borough. 328 new homes were completed in Q1. This is significantly more than last year when 65 new homes were completed. 165 affordable homes were completed across the borough by all providers (not just ODH) in Q1.

Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19 Result	Benchmarking
				Target	Result	DOT		
New homes completed across the borough by all providers[12]	Bigger is Better	830[13] (prov.)	Monitor	Monitor	328	↑ ǀ +405%	65	No benchmark available
Affordable housing completions across the borough by all providers	Bigger is Better	211[14] (prov.)	Monitor	Monitor	165	↑ ǀ +1550 %	10	No benchmark available
Affordable housing delivered on council owned land	Bigger is Better	New for 19/20	35[15]	6	4	New for 19/20	New for 19/20	No benchmark available

7.5 Risks

7.5.1 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 risk.

- **G&CS038 - Economic uncertainty impacting on the delivery of new homes (risk score 12).** To manage the risk of landowners with planning permission not bringing forward developments due to economic uncertainty, a Growth Strategy has been adopted setting out the council's priorities for bringing housing development forward. This will also act as a tool for inward investment, which could help stimulate development if the economy stagnates. A new Local Plan is being prepared to promote growth in key areas and provide a viable policy framework to ensure appropriate Community Infrastructure Levy and Section 106 charges.

Escalations from Housing Committee

7.6 Escalated KPIs and/or Risks

7.6.1 In addition to the corporate priority, the **Housing Committee Annual Delivery Plan** has four **committee priorities.** A thematic overview of performance for Q1 was provided to Housing Committee in October 2019. Any KPIs that have not met target and/or high (15 to 25) level risks are escalated for review by P&R Committee.

7.6.2 Implementation of the £52million fire safety investment programme is a key Action under the **Safe and secure homes** priority. Good progress was made on the programme in Q1, including the categorisation of "high priority" works on the Silk & Shoelands and Grahame Park estates, surveying and design works for sprinkler and alarm system installations at four blocks on the Belle Vue and Norfolk/Prospect estates and enhanced Fire Risk Assessments (FRAs) at medium and low-rise blocks across the borough. Work continued to identify suitable replacement options for defective flat front entrance fire doors and the surveying of blocks that are constructed using the "large panel system" type to determine their structural integrity. In addition, Barnet Homes completed updated FRAs of all blocks with defective flat front entrance fire doors, which

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[12] This KPI measures all new homes in the borough (including as part of regeneration schemes and private development schemes).

[13] This is a provisional result (830) as at March 2019. The result is sourced internally and relates to the number of new homes added to council tax records. The final result will be confirmed in 2019/20.

[14] This is a provisional result (211) as at March 2019. The result is sourced from GLA data releases. The final result will be confirmed in 2019/20.

[15] The target for the KPI has been amended from 77 to 35 following publication of the Housing Delivery Plan to Housing Committee.

stipulate target timescales within which the doors should be replaced, and subsequently timescales for the replacement programme.

7.6.3   There are seven KPIs for the **Tackling and preventing homelessness and rough sleeping** priority. Four KPIs met the Q1 target – on acquisition of additional properties for temporary accommodation; households in emergency temporary accommodation; households placed into private sector accommodation; and homelessness preventions. One KPI is Monitor only and reported 32 rough sleepers. One KPI did not meet the Q1 target.

- **Households in Temporary Accommodation (RAG rated AMBER) – 2579 against a target of 2500.**   There was a 1% reduction in households in TA from Q1 last year (2608), but a 1% increase on Q4 (2545). The main factor contributing to this increase was new household admissions into TA.

Indicator[16]	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19	Benchmarking
				Target	Result	DOT	Result	
Households in Temporary Accommodation (r)	Smaller is Better	2545	2400	2500	2579 (A)	↑ ǀ -1%	2608	Rank 29 (out of 32) (Q4 17/18, DCLG)

7.6.4   There was a *service risk* and *joint risk (with TBG)* for the **Tackling and preventing homelessness and rough sleeping** priority that were scored at a high (15 to 25) level in Q1.

- **G&C043 - Housing Revenue Account plan viability (risk score 15).**   External pressures on the Housing Revenue Account (HRA) could result in an inability to meet statutory responsibilities for managing and maintaining the stock and reduction in service which could have an impact on residents and require further savings and efficiencies. Following the approval to transfer 175 General Fund acquisitions delivering an expected budget saving of £822k at Policy and Resources Committee on 20 February 2019, there have been delays in realising the savings due to the MRP (minimum revenue provision). Housing Strategy Officers are liaising with Finance colleagues to resolve this. There is a high likelihood the savings initially envisaged will not be realised.

- **TBG003 - Increase in demand for homelessness services (risk score 15 – increased from 12).**   Increasing costs and demand for homelessness services could lead to increased temporary accommodation costs and additional pressure on the Housing General Fund. The risk has increased as the Homelessness General Fund budget outturn had a deficit for 2018/19. The plan to transfer council housing stock to Open Door homes was put on hold subject to resolution of the MRP (Minimum Revenue Provision), which has prevented expected savings from being realised.

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[16] Transfer 141 properties acquired for Temporary Accommodation to Opendoor Homes has been changed from a KPI to an Action.

8.   ENVIRONMENT COMMITTEE

8.1   The **Environment Committee Annual Delivery Plan** sets out the Actions, KPIs and Risks to delivering the corporate priorities in the Corporate Plan (Barnet 2024). It was approved on 14 March 2019 and can be found online at: https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=9669&Ver=4

8.2   There are three **corporate priorities** that fall under the remit of Environment Committee. These are set out below. The Q1 performance reflects the *overall performance on Actions, KPIs and Risks* for each priority.

Corporate Priority	Outcome	Q1 Overall Performance
Getting Barnet clean	PLACE	Limited
Keeping the borough moving	PLACE	Limited
Getting the best out of parks and improving air quality	PLACE	Good

Getting Barnet clean	Q1 Overall Performance
	Limited

8.1   Summary of Actions   Limited progress
8.1.1   Progress was made against most actions; however, capacity issues arising from competing priorities hindered this. Further work will need to be scheduled with services such as Planning to move some actions forward.

8.1.2   The website was updated and a communications plan implemented to support residents on waste reduction and recycling, with information linked to regional and national campaigns such as Recycle for London and Love Food Hate Waste. A campaign is being prepared to target 15,000 flats managed by Barnet Homes in August 2019.

8.1.3   A Feasibility Study to identify options for better waste reduction and recycling at privately managed sites was carried out, including an assessment of bin capacity and the level of re-balancing required to support recycling.

8.1.4   Additional funding was allocated for street cleansing improvements and options on how to use this funding, focusing on key areas such as residential roads, town centres and trunk roads, were agreed at Environment Committee on 4 June 2019.

8.1.5   To tidy up town centres, time banded collections were implemented in Mill Hill (July 2018) and Burnt Oak (May 2019). A schedule for further time banded collections is being developed. Work is being carried out to determine the number, type and location of litter bins across the borough. Bins in poor condition or under-utilised are being removed.

8.2   KPIs
8.2.1   There are seven KPIs for this priority, which monitor waste, recycling and street cleansing activity. One KPI met the Q1 target. One KPI did not meet the Q1 target. Five KPIs were not reported in Q1.

- **Kilogram of residual household waste produced per household (RAG rated AMBER) – 154.1kg/HH against a target of 152.9kg/HH.** The amount of residual waste collected from households remains high. A communications plan has been implemented to support residents on waste reduction and recycling, with information linked to regional and national campaigns such as Recycle for London and Love Food Hate Waste.

Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19 Result	Benchmarking
				Target	Result	DOT		
Kilogram of residual HH waste produced per household	Smaller is Better	617.2	612 kg/HH	152.9 kg/HH	154.1 kg/HH (A)	↑ ǀ -3%	158.8 kg/HH	No benchmark available
Kilogram of total HH waste produced per household	Smaller is Better	Not reported in 18/19	970 kg/HH	232.8 kg/HH	215.8 kg/HH (G)	New for 19/20	New for 19/20	No benchmark available
Residents who are satisfied with refuse and recycling services (Annual[17])	Bigger is Better	79% (Autumn 17)	80%	80%	Due Q3 19/20	No RPS 18/19	No RPS 18/19	National 79% (LGA, 2019)
Targeted communications with landlords and agents to reduce 'throw away' culture" (Annual)	Bigger is Better	New for 19/20	3	Annual	Due Q4 19/20	New for 19/20	New for 19/20	No benchmark available
Residents satisfied with street cleansing service (Annual[18])	Bigger is Better	60% (Autumn 17)	60%	60%	Due Q3 19/20	No RPS 18/19	No RPS 18/19	National 64% (LGA, 2019)
Street cleansing[19]	TBC	New for 19/20	Due Q2 19/20	Due Q2 19/20	Due Q2 19/20	New for 19/20	New for 19/20	TBC
Time banded collections rolled out	Bigger is Better	New for 19/20	55	Due Q2 19/20	Due Q2 19/20 [20]	New for 19/20	New for 19/20	No benchmark available

8.3 Risks
8.3.1 There are five risks to delivery of the actions for this priority[21]. These have been assessed at a low (1 to 3), medium/low (4 to 6) and medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- **SS011 – Reduction in household waste (risk score 12).** Due to the readily available capacity for refuse, the amount of waste will not reduce significantly unless

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[17] Annual KPI from the Residents' Perception Survey (RPS).
[18] Annual KPI from the Residents' Perception Survey (RPS).
[19] Street Cleansing KPIs to be agreed for Q2 reporting.
[20] Methodology to be finalised. Therefore, KPI will be reported in Q2.
[21] There were seven risks, but two street cleansing risks on staff training and staff reluctance have been merged into one risk (SS019) and two recycling risks on lack of planning enforcement and lack of engagement have been merged into one risk (SS012).

communications and policies to encourage waste reduction are implemented. A communications plan is in place to encourage recycling and waste reduction and household recycling and waste policies are being rolled out to support increased recycling. A review of future recycling and waste service options will be completed in Q2. This will include an analysis of financial, environmental and performance implications of different service options for next steps to be decided.

- **SS012 – Flats recycling (risk score 6).** The risk to improving waste reduction and recycling by residents living in flats is being managed through better engagement with Barnet Homes to refresh and re-distribute recycling communications and a study to identify options for increasing recycling at privately managed flat sites. The ratio of recycling and refuse capacity will be ensured through the planning process for new buildings, and management of bin provision to existing sites.

- **SS017- Project delays (risk score 1).** The risk of delays to the rollout of projects such as time banded collections or the new data and works system is being managed by a Change Management team within Street Scene. For example, for time banded collections this has included de-briefings and learning from the earlier rollouts to assess capacity and resource levels required to meet targets.

- **SS013 – Embedding new recycling and waste collection rounds (risk score 6).** A communications plan is in place to manage communications with residents about the round re-organisation to minimise the risk of complaints

- **SS019 - Utilise new street cleansing equipment (risk score 6).** A lack of suitably trained staff could affect full utilisation of new street cleansing equipment. Staff who hold the relevant driving licenses are being trained and additional driver operatives are being recruited for the street cleansing service. All will be required to hold a full driving license and will receive training on the new equipment (mechanical brooms, HAKO's and Gluttons).

8.3.2   In addition to the risks in the Annual Delivery Plan, there was a *strategic risk* and two *service* risks for this priority that were scored at a high (15 to 25) level in Q1.

- **STR09 - Increase in the NLWA levy (risk score 15).** This was a new risk identified as part of the refresh of the strategic risk register in June 2019 and is about the expected replacement of the NLWA Energy from Waste (EfW) facility, which could lead to an increase in the waste disposal levy of potentially up to £8million per annum and additional financial costs relating to delays in the construction of the EfW. This would result in an increased financial pressure on the council.

- **SS018 - Frontline employment and retention (risk score 16).** The risk relates to the challenge in recruitment and retention into frontline positions. There has been a struggle to recruit appropriate staff and this could have a detrimental impact on service delivery. Filling vacant posts is a priority with a recruitment campaign due to start soon. To support these activities, engagement activities with existing staff will take place this quarter to collate opinions to inform on the recruitment campaign.

- **TS015 - Change in LEZ and expansion of ULEZ (risk score 15).** Council vehicles will need to be replaced or retrofitted with compliant technology to meet the minimum emission standard in Low Emission Zones (LEZ) and Ultra Low Emission Zones (ULEZ)

by October 2020. Work is ongoing to develop a capital bid along with market research for retrofitting emission reduction technology in existing vehicle where viable.

Keeping the borough moving	Q1 Overall Performance
	Limited

8.4   Summary of Actions   Good progress

8.4.1   In Q1, the working area completed under three Network Recovery Plan (NRP) workstreams - proactive patching, footway relay and carriageway large-scale machine patching - was 15,927 square metres (0.44 of the borough network). The NRP 2019/20 aims to achieve 2.1% overall improvement on the road network. In Q1, road repairs completed 0.31% of the road network; and footway relay completed 0.13% of the footway network. The Year 5 NRP customer perception survey for footway relay and carriageway resurfacing will be conducted after individual schemes have been completed.

8.4.2   £12million capital investment to continue the NRP for the next two years (£6million per year for 2020/21 and 2021/22) was approved by P&R Committee on 20 February 2019. The Highways Maintenance Contract is being re-procured and a discussion about additional capital funding for Highway maintenance beyond 2021/22 is required with key Members. A bid for Government funding from the Local Highways Maintenance Challenge Fund is being led by TfL in the autumn.

8.4.3   The Local Implementation Plan (LIP) was approved by the Mayor of London, which includes a commitment to improve public transport and work towards TfL's Vision Zero. There is an agreed LIP programme for 2019/20; however, there are concerns around the use of borough wide 20mph zones and vertical measures to slow traffic, which need further discussion prior to implementation. The use of sustainable transport modes will also play an important part in achieving TfL's vision, which will be subject to approval by Members.

8.5   KPIs

8.5.1   There are three KPIs for this priority, which monitor highways repairs. One KPI met the Q1 target. Two KPIs were not reported in Q1 due to resource issues in Conway Aecom. An average for April and May 2019 has been reported instead. These KPIs did not meet the Q1 target.

- **Highways Category 1 defects rectification timescales completed on time (RAG rated RED) – 89.6% against a target of 100%.** IT issues have continued to affect performance. Barnet Council and Re officers are meeting with the contractor's senior officers, supervisors and IT officers weekly to discuss and agree necessary measures to resolve the process and system issues which are preventing the reporting of Category 1 and Category 2 performance. A number of issues have been identified and good progress has been made to date but a sustainable long-term solution requires system development on both sides which are being actively pursued but will not be available until early November 2019. KPI reporting performance should significantly improve once these amended processes and system upgrades are implemented.

- **Highways Category 2 defects rectification completed on time (RAG rated RED) – 89.2% against a target of 100%.** See comment above

Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19	Benchmarking
				Target	Result	DOT	Result	
Emergency defects rectification timescales completed on time	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%	No benchmark available
Highways Category 1 defects rectification timescales completed on time (48 hours)	Bigger is Better	78.8%	100%	100%	89.6% (R)[22]	↑ | +49%	60%	No benchmark available
Highways Category 2 defects rectification completed on time	Bigger is Better	69.2%	100%	100%	89.2% (R)[23]	↑ | +13%	79.3%	No benchmark available

8.6 Risks

8.6.1 There are two risks to delivery of the actions for this priority[24]. These have been assessed at a medium/low (4 to 6) level and have controls/mitigations in place to manage the risk.

- **EC015 - Breakdown with development partner (risk score 4).** To manage risks of delays, quality or cost due to a breakdown in partner relationship, a new Service Director has been appointed by Re. Joint meetings are being held regularly to discuss priorities and timescales for delivery of schemes and projects. Reactive maintenance is a priority and issues with defects on the highway are discussed weekly with the Chair and Vice Chair of the Environment Committee. In addition, there are weekly meetings with the third-party contractor to monitor and identify reasons why defects are not repaired on time.

- **EC016 - Non-delivery of LIP spend (risk score 4).** The LIP programme is actively monitored by the council and bi-monthly meetings are held with TfL to review progress of delivery and financial spend. Barnet's LIP funding allocations have been fully committed in the past three years and this is expected to continue in the future. The LIP3 programme has been approved for the next three years.

8.6.2 In addition to the risks in the Annual Delivery Plan, there were two *service* risks for this priority that were scored at a high (15 to 25) level in Q1.

- **TS013 - Passenger Transport Services move (risk score 20).** The handback of North London Business Park (NLBP) will necessitate the relocation of Passenger Transport Service (PTS) vehicles with operation to a suitable alternate site; not being able to secure a suitable site could result in additional costs to extend the current lease (subject to availability) or disruption to the Home to School transport service for Special Education Need children in and out of borough. The depot project team are undertaking space planning exercise for vehicle parking and office space. The lease for the PTS

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[22] The result covers April and May only. Q1 results are being finalised.
[23] The result covers April and May only. Q1 results are being finalised.
[24] There were three risks, but two highways risks on relationship management have been merged into one risk (EC015).

vehicles parked at NLBP is being extended for another year to 2020 reducing the risk to business continuity until a suitable site is found

- **PI011 - Winter Service (risk score 15).** The relocation of the gritting depot from Barnet to Harrow could lead to increased travel time and the effectiveness of the service. As there is no other alternative available during this winter season, this risk will be tolerated with a focus on ensuring that decisions and deployment are carried out in a timely manner. Work on relocation has been continuing with Property Services continuing to work on identifying a suitable site in Barnet though it is acknowledged that this is proving difficult before the next winter season and thus the risk remains at a high level. The Winter Service Plan is yet to be finalised by Re and this is being is followed up by the Head of Network and Infrastructure.

Getting the best out of parks and improving air quality	Q1 Overall Performance
	Good

8.7 Summary of Actions   Good progress

8.7.1 The sports hub master plans for West Hendon Playing Fields, Barnet/King George V Playing Fields, Copthall Playing Fields have progressed and will be presented to a future Environment Committee for adoption.

8.7.2 The delivery of the Montrose and Silkstream Parks investment has progressed and is on target for completion by end 2019. A series of smaller parks improvement projects are underway across the borough. The Tree Planting programme is progressing well and the planting will resume later this year during the appropriate planting season.

8.8 KPIs

8.8.1 There are three KPIs for this priority, which monitor parks and open spaces. One KPI met the Q1 target. Two KPIs are annual and will be reported in Q3.

Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19	Benchmarking
				Target	Result	DOT	Result	
Residents satisfied with parks and open spaces (Annual[25])	Bigger is Better	77% (Autumn 17)	74%	74%	Due Q3 19/20	Not reported in 18/19	Not reported in 18/19	No benchmark available
Total value of investment secured (£)	Bigger is Better	New for 19/20	100k	25k	82.6k (G)	New for 19/20	New for 19/20	No benchmark available
Total number of trees planted per annum[26]	Bigger is Better	New for 19/20	900	Due Q3 19/20	Due Q3 19/20	New for 19/20	New for 19/20	No benchmark available

8.9 Risks

8.9.1 There are three risks to delivery of the actions for this priority[27]. These have been assessed at a medium/high (8 to 12) level and have controls/mitigations in place to manage the risk.

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[25] Annual KPI from the Residents' Perception Survey (RPS).
[26] Data to be reported in Q3 and Q4 to coincide with the tree planting season.

- **EC007 - Objections to masterplan proposals (risk score 8).** To manage the risk of objections to masterplan proposals, public and stakeholder consultation has taken place for Copthall Playing Fields, Barnet and King George V Playing Fields, and West Hendon Playing Fields. The public consultation has been publicised via posters in the park, leaflet drops to nearby properties, Twitter, Facebook and contact made to stakeholders.

- **EC008 - Delays to construction (risk score 8).** To manage the risk of delays to the construction programme, SLC (The Sport, Leisure and Culture Consultancy) has been appointed to produce a feasibility study to help identify project risks for Barnet and King George V Playing Fields, and West Hendon Playing Fields. A consultant has been appointed to assist in the development of the draft master plan for Copthall. For the Sports Hubs master planning projects work will be carried out to identify risks associated with the development of the sites. This will be undertaken as part of the development of an Outline Business Case n Q2.

- **EC009 - Brexit uncertainty leading to increased costs (risk score 8).** Procurements and contracts for works will take into account, where possible, any known and unknown factors to mitigate this risk.

Escalations from Environment Committee

8.10 Escalated KPIs and/or Risks

8.10.1 In addition to the corporate priorities, the **Environment Committee Annual Delivery Plan** has two **committee priorities.** A thematic overview of performance for Q1 was provided to Environment Committee in October 2019. Any KPIs that have not met target and/or high (15 to 25) level risks are escalated for review by P&R Committee.

8.10.2 There was a *strategic risk* for the **Creating a healthy environment** priority that was scored at a high (15 to 25) level in Q1.

- **STR16 - Environmental sustainability (risk score 20).** This was a new risk identified as part of the refresh of the strategic risk register in June2019 relating to the inability to adequately manage the environmental impact of resident and business activities (such as air quality, resource management and climate change), which could lead to negative long-term consequences to the local environment and result in statutory environmental duties and targets not being met; financial consequences; and not protecting the environment for future generations.

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[27] There were five risks. Two parks risks relating to relationship with contractor have been merged into one risk (EC008) and the risk on objections to tree planting was closed in Q1, as it was no longer considered to be relevant.

9.   ADULTS AND SAFEGUARDING (A&S) COMMITTEE

9.1   The **A&S Committee Annual Delivery Plan** sets out the Actions, KPIs and Risks to delivering the corporate priorities in the Corporate Plan (Barnet 2024). It was approved on 18 March 2019 and can be found online at:
https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=9475&Ver=4

9.2   There are three **corporate priorities** that fall under the remit of A&S Committee. These are set out below. The Q1 performance reflects the *overall performance on Actions, KPIs and Risks* for each priority.

Corporate Priority	Outcome	Q1 Overall Performance
Integrating health and social care and providing support for those with mental health problems and complex needs	PEOPLE	Satisfactory
Supporting older and vulnerable residents and those with disabilities to remain independent	PEOPLE	Good
Encouraging residents to lead active and healthy lifestyles and maintain mental wellbeing	PEOPLE	Good

Integrating local health and social care and providing support for those with mental health problems and complex needs	Q1 Overall Performance
	Satisfactory

9.1   Summary of Actions   Good progress

9.1.1   This priority incorporates joint work with NHS Barnet Clinical Commissioning Group (BCCG) on the Care Closer to Home Programme (CC2H). The programme aims to transform how primary and community health care and support is delivered, so that people receive care and support closer to their homes, and is intended to act as a foundation for the development of a local integrated care system (ICS) as per the NHS Long Term Plan launched in January 2019.

9.1.2   Currently, there are seven Primary Care Network's (PCN's)[28] launched in Barnet. The council has been jointly leading this programme of work with the BCCG and has supported the first PCN to improve referrals and signposting to council and other universal services. The Adult Social Care (ASC) Prevention and Wellbeing Team (PWT) have been working closely with PCN2, which has a focus on the care for those at the end of life and with frailty. The team participate in a weekly multi-disciplinary team meeting looking at opportunities for improvements across the health and social care system. Adults and Health are also closely involved with PCN5 and the development of an improved model of care and support for adults with dementia and their carers. Each of the seven GP practices within PCN5 has committed to becoming a dementia friendly practice. Adults and Health have also been central to the development of the borough wide social prescribing offer, both through ASC and Public Health teams. Workshops are being held to agree the final social prescribing approach for PCN's.

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[28] Primary Care Networks are groups of GP practices working closely together with other primary and community care staff and health and care organisations to provide integrated services to their local populations.

9.1.3   Work also continues with the Prevention and Wellbeing Co-ordinators working across Barnet with individuals and in Wards, co-ordinating local activities, highlighting what works well, improving accessibility and increasing what is on offer to support local people. This has included a Mental Health support group, carers meetings, a gardening club, walking groups, an IT surgery, a Bollywood dancing group, new reading groups, Information and advice drop-in's and events.

9.1.4   The ASC Mental Health Service is fully integrated with the Barnet Enfield and Haringey Mental Health Trust (BEHMHT) and continues to deliver services to people closer to home, working with people in their own homes, supported living and residential placements. The Intensive Enablement team have been working to improve person-centred support offered in accommodation based care services. The Care Quality team have increased their work and monitoring of mental health supported living providers, engaged with providers through a range of forums and events.

9.1.5   The Barnet Integrated Learning Disability Service (BILDS), based in the council and made up of social care, community health and mental health trust staff, continues to provide multi-disciplinary care and support for people with learning disabilities. The council's Joint Commissioning team supports BILDS to deliver the national Transforming Care National strategy.

9.1.6   BILDS is also making a number of changes to ensure that it maximises the 'progression' of people with learning disabilities to increased independence. This includes in-depth reviews, which identify opportunities to build people's skills and independence, and working with care providers to reduce any overprovision of care in the same setting and work with clients to help them progress towards their identified goals. The service is also already working with six major care providers to alter the way they are commissioned, enabling greater flexibility in supporting progression and changes in people's needs, at a lower overall cost. In the remainder of 2019/20 the BILDS will explore greater use of general purpose housing for people with Learning Disabilities and deliver intensive reviews of out-of-borough residential placements to assess opportunities for progression, improving overall quality, and cost.

9.1.7   ASC continues to work closely with the NHS to ensure that people are discharged from hospital as soon as possible. However, in Q1, there has been an increase in delayed transfers of care after a prolonged period of target achievement. This has been caused by increased demand pressure on hospitals and insufficient supply within the care market for complex residential and nursing placements. An action plan has been put in place to improve performance, focusing on work with care providers on capacity and ensuring efficient processes are in place: for example, the average time from notification by the hospital to discharge a patient to arranging a residential placement is 2.5 days while for a complex nursing placement it is 9 days. For the Q1 performance, Barnet is ranked 76th out of all 152 local authorities nationally for delayed transfers of care. Within North Central London (Barnet, Camden, Enfield, Haringey and Islington), Barnet is in 2nd position after Enfield. The combined acute hospital days delayed reported nationally for June 2019, is lower than May 2019 and early indications show the downward trend continues for July 2019.

9.2   KPIs
9.2.1   There are 10 KPIs for this priority, which monitor health and social care integration. Three KPIs met the Q1 targets – permanent admissions to residential and nursing care (18-64 and 65+) and people with Mental Health and Learning Disabilities in settled

accommodation. Five KPIs were not reported in Q1. Two KPIs did not meet the Q1 targets.

9.2.2   Reducing Delayed Transfers of Care (DTOC) has been a priority for Adult Social Care, with national targets set for DTOC reduction in July 2017 by the Department of Health & Social Care, with the improved Better Care Fund (iBCF) was linked to achieving this target.

- **Delayed transfers of care (DTOC) from hospital per day per 100,000 population (aged 18+) which are attributable to NHS and adult social care (RAG rated RED)** – **8.73 against a target of 6.84.** DTOC targets were set two years ago under the Better Care Fund Programme. It is a joint target between health and social care for Barnet as a health and social care system. Performance shown is against the monthly target.

  In June 2019, the total target for Barnet Health and Social Care System was missed by a total of 171 days delayed or 1.86 delays per day per 100,000 population. The NHS was responsible for 158 of these 171 days (or 1.72 delays per day per 100,000); social care was responsible for 6 of these days (or 0.06 delays per day per 100,000); and joint NHS/ASC delays accounted for 7 of these days (or 0.08 delays per day per 100,000)

- **Delayed transfers of care from hospital per day per 100,000 population which are attributable to adult social care only (RAG rated RED) – 2.32 against a target of 2.03.** See comment above.

Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19 Result	Benchmarking
				Target	Result	DOT		
Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	Smaller is Better	381.4	490	120	76 (G)	↓ W -20%	63.5	CIPFA Neighbours 383.4 London 406.2 England 585.6 (NASCIS, 17/18)[29]
Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64	Smaller is Better	9.1	12.0	3	1.3 (G)	↓ W -9%	1.2	CIPFA Neighbours 8.8 London 9.6 England 14.0 (NASCIS, 17/18)
New admissions to residential care for working age adults, per 100,000 population, MH only (Annual)	Smaller is Better	New for 19/20	7.5	7.5	Due Q2 19/20 [30]	New for 19/20	New for 19/20	No benchmark available

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[29] 2018/19 benchmarking data is due to be released in Q3.
[30] This is a national ASCOF measure for Mental Health data and will be reported in Q2.

Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19	Benchmarking
				Target	Result	DOT	Result	
Adults with mental health needs who live independently, with or without support	Bigger is Better	80.9%	83%[31]	83%	Due Q2 19/20 [32]	Due Q2 19/20	83.8%	CIPFA Neighbours 67.1% London 61% England 57% (NASCIS, 17/18)
Adults with learning disabilities who live in their own home or with their family	Bigger is Better	78%	74%	74%	77.5% (G)	↑ I +3%	75.3%	CIPFA Neighbours 70.9% London 73.3% England 77.2% (NASCIS, 17/18)
Delayed transfers of care from hospital per day per 100,000 population (aged 18+) which are attributable to NHS and adult social care (s)	Smaller is Better	9.45[33]	6.84[34]	6.84	8.73 (R)	↓ W +95%	4.47	CIPFA Neighbours 5.61 London 6.17 England 10.9 (Feb 18, Department of Health)
Delayed transfers of care from hospital per day per 100,000 population which are attributable to adult social care only (s)	Smaller is Better	2.01[35]	2.03[36]	2.03	2.32 (R)	↓ W +186%	0.81	CIPFA Neighbours 1.77 London 1.93 England 2.92 (Feb 18, Department of Health)
People who feel in control of their own lives (Annual – reported in Q3)	Bigger is Better	75.8%[37]	75.8%[38] (within confidence interval)	75.8%	Due Q3 19/20	Due Q3 19/20	Due Q3 19/20	No benchmark available

[31] Data provided by Barnet, Enfield, Haringey Mental Health Trust. NHS England have been working with all Mental Health Trusts to improve the quality of this data. As this work continues this may lead to variations in reported performance and the target may be revised accordingly.

[32] This is a national ASCOF measure for Mental Health data and will be reported in Q2.

[33] The results for the DTOC KPIs are a snapshot of performance in the most recent month for which data is available at the point of report production (February 2019) – they do not show data over the preceding year.

[34] The DTOC targets are set by NHS England at a national level.

[35] The results for the DTOC KPIs are a snapshot of performance in the most recent month for which data is available at the point of report production (February 2019) – they do not show data over the preceding year.

[36] The DTOC targets are set by NHS England at a national level.

[37] This survey indicator has a confidence interval of +/-4.2%pts.

[38] All indicators based on the Adults Social Care user survey are set using a 'confidence interval' that takes account of the margin of error which may result from surveying a small sample of the population.

Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19	Benchmarking
				Target	Result	DOT	Result	
People signposted to information, advice and guidance	Bigger is Better	New for 19/20	Monitor	Monitor	Due Q2 19/20 [39]	New for 19/20	New for 19/20	No benchmark available
Referrals to voluntary sector organisations at first contact	Bigger is Better	New for 19/20	Monitor	Monitor	Due Q2 19/20 [40]	New for 19/20	New for 19/20	No benchmark available

9.3   Risks

9.3.1   There are three risks to delivery of the actions for this priority[41]. These have been assessed at a medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- **AC004 - Surge in demand from NHS (risk score 12).** To manage an unpredictable surge in demand for Adult Social Care (ASC) from the NHS, regular meetings are held between ASC, BCCG and NHS Provider Trusts to manage pressures in the system and management of patients who are delayed in hospital. In Q1 there were pressures on admissions and beds and a higher number of Delayed Transfer of Care (DToC) reported for health and social care. ASC has an action plan in place and is working closely with providers to ensure capacity and quality of care, and manage expectations from system partners about capacity in care provider markets. Home care capacity remains at a satisfactory level. There is continued partnership with CCG on the roll out of the Primary Care Networks and exploring ways to reduce admissions into hospitals and support people to have community based care and support.

- **AC016 - Strategic prevention and intervention (risk score 8).** Funding and sustainability challenges facing the voluntary sector could lead to a reduction in capacity of preventative services. ASC continues to focus on prevention and early intervention for people with care needs and their carers using the strengths-based approach which enables people to focus on their own strengths and assets and recognises what goals they want to achieve, and looks at what community resources are available to support them. In Q1, the Prevention and Wellbeing Service and commissioned provider for dementia community support services launched a Young Onset Dementia group, and the Wellbeing Hub opened its monthly Wellbeing Cafe.

- **AC020 - Lack of practicing Approved Mental Health Professionals (AMHP) (risk score 9).** Joint working arrangements are being developed across Barnet, Enfield and Haringey councils and regular meetings have taken place to discuss issues impacting on the AMHP service such as shortage of hospital beds, length of travel to out-of-borough hospital placements, and change of ambulance and transport services. In addition, ASC, the CCG and Barnet Enfield and Haringey Mental Health Trust

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[39] New reporting mechanisms being developed and KPI will be reported in Q2. 2019/20 will establish a baseline for future targets to be set in 2020/21.

[40] New reporting mechanisms being developed and KPI will be reported in Q2. 2019/20 will establish a baseline for future targets to be set in 2020/21.

[41] There were three Delivery Plan risks; however, AC018 – Strategic relations with the NHS has been reflected in the new strategic risk (STR12 – Relationship with healthcare providers and partner organisations), which has been mapped to the Safeguarding priority instead of the Integrating local health and social care priority; and AC020 has been moved to this priority from the Supporting older and vulnerable residents priority.

(BEHMHT) are working together to review the crisis pathway to aid crisis support in the community.

Supporting older and vulnerable residents and those with disabilities to remain independent	Q1 Overall Performance
	Good

9.4   Summary of Actions   `Good progress`

9.4.1   Ansell Court, a dementia friendly extra-care scheme with 53 flats (51 x 1-bedroom flats and 2 x 2-bedroom flats), is the first of the council's three new developments in Barnet. Building works were completed in February 2019 and occupation of the flats commenced during the first week of April 2019. The first set of residents include a family who were eager to step down from residential care where they had been temporarily housed. As at the end of July 2019, 19 flats have been occupied, a further 12 flats have been allocated and the registered manager is working with ASC to assess the referrals for the remaining flats.

9.4.2   Two additional extra care sites are in development, one is due to commence build early in 2020 and the other is entering planning stages following the approval of the outline business case.

9.4.3   The Reablement service continues to perform well with 157 individuals supported in Q1 and only 13 requiring on-going long-term services.

9.4.4   Care technology and equipment help support individuals to continue to live in their own homes or in the community safely and maintain their independence. The Care Technology service continues to grow significantly; now in year three of the contract it is projected there will be another 1,440 user installations, which is significantly above the contract target of 700. The Barnet Community Equipment service is a joint Local Authority and BCCG service which offers a range of community equipment like specialist chairs, grab rails and hoists and this continues to be offered to residents.

9.4.5   The dementia support offer continued to grow with the launch of Better Barnet - Dementia Club UK at Copthall Leisure Centre and a new Young Onset Dementia Group set up by the ASC prevention team. Additionally, the Dementia Action Alliance led by Public Health has been re-launched in Barnet and an action plan is being developed to ensure dementia-friendly communities are embedded across the borough.

9.4.6   The ASC Specialist Dementia Support team continued to work with adults with dementia and their carers promoting independence and wellbeing. Training takes place over eight weeks and was being delivered to seven carers of adults with dementia in Q1.

9.5   KPIs

9.5.1   There are three KPIs for this priority, which monitor support to older and vulnerable residents. One KPI met the Q1 target. Three KPIs were not reported in Q1.

Indicator[42]	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19	Benchmarking
				Target	Result	DOT	Result	
Number of Extra Care beds in Ansell Court which are filled (s)	Bigger is Better	New for 19/20	53	14	19 (G)	New	New for 19/20	No benchmark available
Proportion of people receiving reablement who go on to require a long-term service (SALT)	Smaller is Better	New for 19/20	Monitor	Monitor	Due Q2 19/20 [43]	New for 19/20	New for 19/20	No benchmark available
Clients receiving preventative reablement services enabling them to live in the community for longer	Bigger is Better	New for 19/20	TBC[44]	TBC[45]	No[46] result	New for 19/20	New for 19/20	No benchmark available

9.6 Risks

9.6.1 There are no risks delivery of the actions for this priority[47].

Encouraging residents to lead active and healthy lifestyles and maintain mental wellbeing	Q1 Overall Performance
	Good

9.7 Summary of Actions   Good progress

9.7.1 Construction of the New Barnet Leisure Centre and Barnet Copthall Leisure Centre continued in Q1 2018-19. The centres opened to the public on the 30 August 2019 and 1 September 2019 respectively. Pre-launch marketing and communication has been undertaken by GLL, in partnership with the council. The demolition programme at Barnet Copthall Leisure Centre commenced in September 2019 and should be completed by March 2020.

9.7.2 In Q1, GLL commenced a programme of capital works at Finchley Lido Leisure Centre, totalling £485,000 of investment; which included a refurbishment of the changing village area, installation of new technology and environmental improvements such as reducing carbon emissions. In Q1, a planned structural condition survey identified the need for essential roof repairs. In the interests of customer safety, the council made the decision to close public access to the pools in March 2019 and the indoor pools have been closed during Q1. The council has conducted specialist intrusive investigations during

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[42] KPIs on the proportion of people with a reduction in support needs following telecare and service users receiving ongoing services with telecare; taken out. These have been replaced by a new KPI on clients receiving preventative reablement services enabling them to live in the community for longer. This enablement measure is a good replacement as it shows value added services and impact with the number clients supported to live within the community and not requiring more complex social care support.

[43] New reporting mechanisms being developed and KPI will be reported in Q2. 2019/20 will establish a baseline for future targets to be set in 2020/21.

[44] New target for 19/20 to be confirmed when baseline established.

[45] New target for 19/20 to be confirmed when baseline established.

[46] KPI not reported in Q1.

[47] There was one Delivery Plan risk (AC020 – Lack of practicing AMHP) but this has been moved to the Integrating local health and social care priority.

the existing closure period, which requires the pools to remain closed to complete the extent of the review and repairs as necessary. Unfortunately, it is anticipated that full access to the wetside area will not be available until early 2020. All swimming lessons have been transferred to other centres and customers signposted to the council's other pools. The other facilities at the centre have remained open including the outdoor lido.

9.7.3   A review of the Fit and Active Barnet (FAB) Hub was completed with areas identified for improvement, building on the success of 20,000 residents receiving a FAB Card (free residents card which includes a range of concessionary benefits).

9.7.4   As part of the council's leisure management contract with GLL, a range of universal and targeted programmes are co-ordinated. These are delivered by the GLL Physical Activity and Health Team. In Q1, the following targeted interventions were offered;

- Four adult weight management programmes scheduled across Barnet Copthall, Finchley Lido and Burnt Oak Leisure Centres offering 60 places
- Four Xplore Children's Weight Management programmes were delivered in the summer term focusing on 7 to 13 year olds at Brunswick Park School/Church Hill School, Burnt Oak, Finchley Lido and Hendon Leisure Centres; and a further programme took place at Burnt Oak Leisure Centre focusing on 4 to 6 year olds. 48 referrals were received through self-referral, National Child Measurement Programme letter, school nurses, GPs, and other
- 203 referrals into the Physical Activity Referral Scheme (PARS), 53 of which came through the NHS Health Checks pathway. Of the 203 referrals, 62 people started a health intervention programme with the team. 23 starters were participants who were referred with mental health as a primary or secondary reason, and a further 13 starters were participants who were referred with diabetes.

9.7.5   The latest Active Lives dataset published by Sport England (biannually) evidenced a 7.7% increase in the number of adults (16 years plus) taking part in 150 minutes or more of moderate activity. This is Public Health England recommended amount of physical activity per week. This result improved the overall ranking of Barnet in the London region by six places. In addition, the survey showed that:

- Barnet is **one of only five London Boroughs** to be classified as 'significant improvement' in the 'Active'
- Barnet is **the only Borough** to achieve 'significant improvement' in the 'Active' section against the comparators
- Barnet is **one out of two London Boroughs** to achieve 'significant decrease' in the 'Inactive' section

9.8   KPIs
9.8.1   There are three KPIs for this priority, which monitor active and healthy lifestyles. Two KPIs met the Q1 targets. One KPI did not meet the Q1 target.

- **Participants engaged in targeted programmes (RAG rated RED) - 86 against a target of 105.** This KPI measures participation in targeted programmes delivered by Barnet's operator, Better, which is designed to improve the health and wellbeing of residents. Participation was below target due to a decision to delay the start of the programmes for Falls and Cancer to avoid clashes with schemes being delivered by Age UK Barnet (Falls) and the Tottenham Hotspur Foundation.

| Indicator | Polarity | 18/19 EOY | 19/20 Target | Q1 19/20 | | | Q1 18/19 | Benchmarking |
				Target	Result	DOT	Result	
Adults (16+) taking part in moderate activity at least 150 minutes per week (Bi-annual)[48]	Bigger is Better	New for 19/20	60%	60%	64.5% [49] (G)	New for 19/20	New for 19/20	Rank 20 (out of 33 London Boroughs) (2019, Sport England)
FAB card holders following FAB2 campaign	Bigger is Better	New for 19/20	22000	20000	20149 (G)	New for 19/20	New for 19/20	No benchmark available
Participants engaged in targeted programmes	Bigger is Better	New for 19/20	690	105	86 (R)	New for 19/20	New for 19/20	No benchmark available

9.9 Risks

9.9.1 There are four risks to delivery of the actions for this priority. These have been assessed at a low (1 to 3); medium/high (8 to 12) and high (15 to 25) level and have controls/mitigations in place to manage the risks.

- **AC023 - Construction of leisure facilities (risk score 9).** An increase in construction costs places a risk on affordability of the schemes and potential delays to the programme. The RIBA Stage 4 plans have been reviewed by Capita and Gardiner and Theobald (an independent cost consultancy). Affordability has been re-modelled and the schemes are affordable based on a 35-year prudential borrowing period, assuming the maximum contract income. The construction contract will seek to include Liquidated and Ascertained Damages (LADs) baselined from the programme agreed with Graham Construction. After approval and commencement of construction, regulation and monitoring of the programme will be implemented. The schemes are being funded via the Community Infrastructure levy (CIL) with £2m external investment from Sport England.

- **AC043 - FAB Card registrations (risk score 2).** There is a risk that the second phase of the FAB campaign might not result in the level of anticipated FAB Card registrations. The second phase of FAB Card will be implemented alongside the launch of an Active Travel digital application. The FAB Card will continue to be promoted via articles in Barnet First and social media.

- **AC044 - Leisure operator performance against contract (risk score 16).** If the leisure operator fails to deliver against contractual obligations/commitments and KPIs this could impact the quality and extent of the service provided. The leisure contract is monitored on a monthly and quarterly basis via an agreed framework of activity to ensure targets are met. The unexpected closure of swimming facilities at Finchley Lido Leisure Centre in March 2019 has influenced the achievement of performance and financial targets/projections.

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[48] KPI is reported from the Sport England Active Lives Adult Survey, which is undertaken twice a year.

[49] The dataset released in May 2019 (reporting Nov 17/18 data) demonstrates that 64.5% of Barnet's adult population (16 years plus)) are active for at least 150 mins per week. Barnet was only one of five boroughs that achieved a statistically significant increase of 7.7% since Nov 15/16 (alongside Bexley, Ealing, Islington and Lewisham). The survey can be found online at: https://www.sportengland.org/research/active-lives-survey/

- **AC045 - Barnet Disability Sports Network (DSN) (risk score 2).** There is a risk the DSN fails to identify and collaborate on opportunities to enhance access and experience for disabled residents. The DSN comprises stakeholders within the borough that provide a service or have contact with residents with a disability. The DSN meets every six months to collaborative on opportunities to maximise Sport and Physical Activity (SPA) access and experience for disabled residents. At the May 2019 meeting, support was identified for a sub-FAB campaign focused on engaging disabled residents to lead active lifestyles (including their carers); and a partnership working opportunity between GLL and Disability Sports Coach UK (DSCUK). DSCUK recently received a corporate grant from the council and engagement with the DSN and alignment with FAB was part of the award criteria.

Escalations from A&S Committee

9.10   Escalated KPIs and/or Risks

9.10.1 In addition to the corporate priorities, the **A&S Committee Annual Delivery Plan** has two **committee priorities.** A thematic overview of performance for Q1 was provided to A&S Committee in October 2019. Any KPIs that have not met target and/or high (15 to 25) level risks are escalated for review by P&R Committee.

9.10.2 There were two *service risks* for the **Efficient delivery of statutory duties** priority that were scored at a high (15 to 25) level in Q1.

- **AC001 - Increased overspend to meet statutory duties (risk score 20).** The uncertainty of the operating environment could lead to insufficient resources for the service to meet its statutory duties. The 2019/20 financial year will be difficult with the need to deliver substantial savings and increasing demand for service and the cost of care. Monthly budget monitoring processes have been strengthened and opportunities to improve business processes are being pursued and developed as appropriate. The Assistant Director for Community and Performance continues to scrutinise care planning and spending. There is an ongoing effort to realise income and further opportunities from existing savings initiatives are planned.

- **AC028 - Lack of fully functioning case management system (risk score 15).** If the substantial remedial work required to Mosaic is not implemented in a timely manner, the lack of a fully functioning case management system will have an impact on key business processes and on data/information. Good progress is being made in programme delivery with a major release in April 2019, which saw improvements to the majority of the case management workflows and has received positive feedback from staff.

10. CHILDREN, EDUCATION AND SAFEGUARDING (CES) COMMITTEE

10.1 The **Children and Young People's Plan (CYPP) 2019-23** establishes the vision, priorities and outcomes for children and young people in Barnet, providing a strategic framework for partnership activity in the borough. It has seven themes, which are linked to three **corporate priorities** in the Corporate Plan (Barnet 2024). The CYPP was approved on 16 January 2019 and can be found online at:
https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=9469&Ver=4

Corporate Priority	Outcome	CYPP Theme
Improving services for children and young people	PEOPLE	**Family and Belonging -** Families and children can be together and be part of a community that encourages resilience **Safe and Secure -** Children and young people are safe and protected from harm **Health and Wellbeing -** Children are supported to achieve a healthy start in life, enjoy a healthy lifestyle and to build resilience
Ensuring good schools and enough school places	PEOPLE	**Education and Learning -** Children and young people can learn about the world around them
Ensuring we are a family friendly borough	COMMUNITY	**Culture -** Our attitudes and behaviours enhance the way we work with and for children and young people **Co-operation and Leadership -** We include children and young people in decision-making **Communication -** Information is shared effectively to children, young people and families across the borough

10.2 An update on the Actions is provided below for each Theme, along with highlights from the KPIs in the Children's Services Analysis Tool (ChAT) in **Appendix A** and any high (15 to 25) level risks**.**

Improving services for children and young people

FAMILY AND BELONGING

10.3 Summary of Actions

10.3.1 The Youth Zone (Unitas) was completed and opened in June 2019.

10.3.2 Following extensive work with the Children in Care Council the new Children in Care (CIC) website was launched in May 2019.

10.3.3 The new Local Offer was launched, a website which helps children and young people with SEND and their families find the information and support they need.

10.3.4 Short breaks services for disabled children were recommissioned.

10.4 KPIs (see Appendix A: ChAT)

10.4.1 Children Looked After (CLA) per 10,000 levels remained lower than statistical neighbours and England averages, currently at 17 per 10,000, the lowest it has been over the last 5 years.

10.4.2 The percentage of Unaccompanied Asylum Seeking Children (UASC) as a proportion of the CIC cohort is 21%, which is significantly higher than our Statistical Neighbours and England average; this has been on an upward trend. UASC figures are slightly below Barnet's threshold of 68.

10.4.3 More children are placed within the borough, this is an improving picture and is at the highest it has been since 2014, with 52% of placements in borough.

10.4.4 Placement stability has remained fairly consistent; 70% of children have been in their latest placement for more than 2½ years, slightly higher than our Statistical Neighbours.

10.4.5 The council keeps in touch with 96% of 18 to 21 year old care leavers.

10.4.6 95% of the same cohort are in suitable accommodation.

10.4.7 Work is ongoing around Employment, Education and training (EET) data. Whilst it is reported only 62.5% of the above cohort are in EET, this is higher than Barnet's statistical neighbours and the England average. This is expected to improve with the projects ongoing within Onward and Upward.

SAFE AND SECURE

10.5   Summary of Actions
10.5.1 In May 2019, OFSTED undertook a full Inspection of Local Authority Children's Services (ILACS). The final report was published on the 1 July 2019. The authority was found to be Good on all four domains:
- Help and Protection services are Good
- Services to Children in care and care leavers are Good
- Leadership and Management of social care practice is Good
- Overall effectiveness is Good

10.5.2 The three Early Help hubs in the West, South and East Central have all been established and were well received by stakeholders.

10.5.3 Through a partnership with MAC UK, Growing Against Violence and Art Against Knives work was delivered with young people at risk of exploitation (including in relation to gangs). This work is being built on through a successful bid to the Home Office's Trusted Relationships programme.

10.5.4 The work of the REACH team is demonstrating positive impact on reducing missing episodes, offending, and family breakdown and is positively supporting young people back to employment, education or training.

10.6   KPIs (see table 11 and Appendix A: ChAT)
10.6.1 There was a 17% increase in the number of contacts between April and May 2019. This could be due to Early Help referrals now coming through the MASH for processing.

10.6.2 Caseloads remained relatively low and in line with demand. Onwards and Upwards remained the team most at risk of high caseloads through increased demands and the size of the cohort. These are monitored on a weekly basis through the Weekly Operational Trackers by all managers.

Table 11: Average Caseloads April to May 2019

Average Caseloads	Apr-19	May-19	Change from previous month
	No.	No.	No.
Duty and Assessment	18.5	15.6	-2.9
Intervention and Planning	17.5	17.1	-0.4
Children in Care	12.4	12.4	0
0-25	16.7	15.2	-1.5
Onwards and Upwards	20.1	19.3	-0.8
REACH	9.5	8.8	-0.7

10.6.3 86% of Early Help Assessments are completed by an Early Help hub locality lead – showing that the model is now embedded across the partnership.

10.6.4 Of those children requiring an Initial Child Protection Conference (ICPC), 86% were held within the timescales of 15-days from the strategy discussion. Of those children going to ICPC, 93% resulted in a child protection plan, suggesting good decision making.

10.6.5 64% of Children in Need (CiN) are visited within six weeks, this is an improving picture – there is ongoing close scrutiny of this data by managers; for children not seen within timescales we know it is a combination of failed visits, school holidays, non-engagement and religious holidays.

10.6.6 Re-registration rates are low at 7% of children becoming Child Protection (CP) having previously been on a plan; this is a positive as it shows that children are not revolving through our system

10.6.7 There are no children who have been on a CP Plan for more than two years; with the majority having been on a plan for less than six months, which is positive.

10.6.8 Significantly, when adopting, the council places children with family within 421 days of them entering care – this is the lowest it has ever been.

10.6.9 Decisions for adoption remain right, with no children who have had their permanence decision changed; this is much better picture than our statistical neighbours and the England average.

10.6.10 Staffing levels in June 2019 indicated a reduction in agency social workers to 26.9%. The cumulative turnover in staff for the year to end of June 2019 was 16.7% which is in line with the outer London position for both measures.

HEALTH AND WELLBEING

10.7   Summary of Actions

10.7.1   Section 75 agreement with CCG was in place for Family Services to commission early help mental health and wellbeing services from the transformation fund.

10.7.2   Early help mental health and wellbeing services were recommissioned and evaluations are underway

10.7.3   Work was undertaken to decommission the family nurse partnership and implement Maternal Early Childhood Sustained Home-visiting (MECSH).

10.8   Risks

10.8.1   There was a *strategic risk* for this priority that was scored at a high (15 to 25) level in Q1.

- **STR17 - Strengthening safeguarding (risk score 16).** Insufficient safeguarding arrangements for children could lead to children suffering significant harm. A delivery plan is in place to take forward recommendations from the Ofsted inspection to ensure continued improved outcomes for children, young people and families. Membership of the Multi-Agency Safeguarding Arrangements (MASA) is being refreshed and the work programme reviewed. The Chief Executive, Borough Commander and Lead Officer in the CCG provide visible leadership to drive forward the delivery plan, and ensure resources are available from across the council and partners to support further improvement. A strong communication/engagement plan is in place at all levels of the partnership to maintain focus, energy and momentum on improvements.

<div style="background-color:teal;color:white">Ensuring good schools and enough school places</div>

EDUCATION AND LEARNING

10.9   Summary of Actions

10.9.1   Following recent inspections in which schools' ratings have improved Barnet now has just four schools that are 'Requires Improvement'. More than 95% of schools are 'good' or 'outstanding'.

10.9.2   A needs analysis of Special Educational Needs and Disability (SEND) provision has been undertaken across Barnet and a proposal to meet the need. A consultation has been launched on the proposals, the aim of which is to provide as many high quality and local places as possible for children and young people who have an Education, Health and Care Plan (EHCP)

10.9.3   c.17,000 people accessed a range of activities (end May 2019) as part of the Libraries Year of Learning.

10.9.4   The SEND Information Advice and Support Service (SENDIASS) has secured funding from the Council for Disabled Children (CDC) to expand the independent information, advice and support offer to include young people to be aware of the service and actively participate in planning for their future educational needs.

10.10 KPIs

10.10.1 There are no KPIs for this priority.

10.11 Risks

10.11.1 There are no high (15 to 25) level *strategic or service risks* for this priority.

<div style="background-color:teal; color:white;">Ensuring we are a family friendly borough</div>

CULTURE

10.11 Summary of Actions

10.11.1 The Voice of the Child team has been working closely with UNICEF UK to deliver the Child Friendly Communities and Cities initiative. This is a global programme that aims to advance children's rights and well-being at the local level. Barnet is one of only five local authorities that are part of the initiative and the aim is to get accredited with Child Friendly status in the next two years.

10.11.2 Nine collaborative SEND working groups have been set up with representatives from education, health, social care, and the parent/carer community to look at priority areas such as autism, the local offer and Education, Health and Care Plans.

CO-OPERATION AND LEADERSHIP

10.12 Summary of Actions

10.12.1 The Children and Young People's Plan (CYPP) has been published. More than 2,000 children and young people were involved in its development, as well as elected members, council officers, heads of service and partner agencies to drive out the best outcomes.

10.12.2 The Children and Social Work Act 2017 replaced Local Safeguarding Children Boards with new arrangements that place a shared and equal duty on the local authority, the Police and CCG to safeguard and promote the welfare of children. In line with the guidance published in Working Together 2018, the statutory partners agreed and published their arrangements in June 2019.

COMMUNICATION

10.13 Summary of Actions

10.13.1 Work has begun on delivering the new Children and Young People Communication Strategy. Campaigns this year will focus on mental health and crime/safety, based on findings from the Children and Young People's survey that these were their top concerns.

10.13.2 A tender has gone out for the Young People's Perception Survey, which will run in October and November 2019.

10.13.3 A Children in Care survey relaunch in December 2018 resulted in a 60.9% increase in responses from children and young people when compared to the previous survey. The Corporate Parenting Advisory Panel will use a more in-depth analysis of the results, alongside the results of the other work with young people over the last 12 months, to agree what will happen as a result of the messages from the survey

10.14 KPIs

10.14.1 There are no KPIs for this priority.

10.15 Risks

10.15.1 There are no high (15 to 25) level *strategic or service risks* for this priority.

11.   HEALTH AND WELLBEING BOARD (HWBB)

11.1   The **HWBB Annual Delivery Plan** sets out the Actions, KPIs and Risks to delivering the corporate priorities in the Corporate Plan (Barnet 2024). It is a partnership plan that focuses, where possible, on wider health outcomes. Therefore, many of the KPIs are population level indicators that are collected annually. The plan was approved on 28 March 2019 and can be found online at:
https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=177&MId=9593&Ver=4

11.2   There are three **corporate priorities** that fall under the remit of the HWBB. These are set out below. The Q1 performance reflects the *overall performance on Actions, KPIs and Risks* for each priority.

Corporate Priority	Outcome	Q1 Overall Performance
Integrating health and social care and providing support for those with mental health problems and complex needs	PEOPLE	Good
Encouraging residents to lead active and healthy lifestyles and maintain mental wellbeing	PEOPLE	Good
Improving services for children and young people	PEOPLE	Good

Integrating health and social care and providing support for those with mental health problems and complex needs	Q1 Overall Performance
	Good

11.3   Summary of Actions   Good progress

11.3.1   The pre-diabetes Local Commissioned Service has been refreshed; however, as the NHS Diabetes Prevention Programme (NHS DPP) has now received a long-term funding commitment to cover the next five years, there will be continued reviews as to the need and available funding for a Locally Commissioned Service (LCS). To support patients with Atrial Fibrillation, clinics in the borough have identified patients who have not been seen or had a treatment discussion to close the treatment gap.

11.3.2   The Dementia Action Alliance has been re-launched in Barnet and a Dementia Action Alliance Action Plan is being developed to ensure dementia-friendly communities are embedded within Barnet. The Primary Care Network (PCN) 5 is developing materials to deliver an improved model of care and support to adults with dementia and their carers. KPIs are to be finalised by Public Health to measure the impact of the Dementia Action Alliance and outcomes achieved by the PCN 5.

11.3.3   The social prescription offer within Barnet continues to be strong with a wide and diverse range of organisations offering information, advice and signposting to help people maintain and improve their health and wellbeing. The Wellbeing Hub is utilised by GP practices in the borough and receives referrals from both statutory and non-statutory organisations as well as large numbers of self-referrals from Barnet residents. Mental Health Trust Primary Care Link Workers are also embedded throughout GP practices to ensure GPs are supported in assessing whether secondary mental health services may be appropriate or other community based provisions of support.

11.3.4 The CCG are considering with Public Health opportunities to further expand and strengthen social prescription in the borough for each PCN, in line with new funding available.

11.4 KPIs

11.4.1 There are four KPIs for this priority, which monitor health care. The Q1 result for the National Diabetes Prevention Programme was 368. 78.5% of patients diagnosed with atrial fibrillation were treated in a timely manner in 2017/18 (latest result available). The proportion of people using mainstream leisure and community opportunities or in education, employment, training or volunteering will be reported later in the year.

Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19 Result	Benchmarking
				Target	Result	DOT		
People referred to National Diabetes Prevention Programme	Bigger is Better	New for 19/20	995	Monitor	368	New for 19/20	New for 19/20	No benchmark available
Proportion of patients diagnosed with atrial fibrillation that are treated (anticoagulated) in a timely manner (Annual)	Bigger is Better	New for 19/20	85%	Annual	78.5% (17/18) [50]	New for 19/20	New for 19/20	No benchmark available
Proportion of people using mainstream leisure and community opportunities (Annual)	Bigger is Better	New for 19/20	65%	Annual	TBC[51]	New for 19/20	New for 19/20	No benchmark available
Proportion of clients who are in education, employment, training or volunteering (Annual)	Bigger is Better	New for 19/20	50%	Annual	TBC[52]	New for 19/20	New for 19/20	No benchmark available

11.5 Risks

11.5.1 There are four risks to delivery of the actions for this priority. These have been assessed at a low (1 to 3) and medium/low (4 to 6) level and have controls/mitigations in place to manage the risks.

- **PH12 - Inadequate uptake of Diabetes prevention programme (risk score 2).** If the programme is not advertised and promoted across the borough this could lead to inadequate uptake amongst those most at risk of developing diabetes. An automatic

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[50] 78.5% for 2017/18. 19/20 data expected March 2020.

[51] This is a partnership indicator that does not come from Public Health. The team is following up to establish when the data will be available for 19/20.

[52] This is a partnership indicator that does not come from Public Health. The team is following up to establish when the data will be available for 19/20.

prompt for referral has been put on GPs IT system and a facilitator is visiting Barnet GP practices to encourage engagement.

- **PH13 - Funding of diagnosis for Atrial fibrillation patients (risk score 4**). The NHS England Transformation Fund methodology could lead to local delivery challenges. Funding for Atrial fibrillation has been secured and the risk is will be therefore reduced in Q2.

- **PH14 - Delivery of dementia focused care (risk score 6).** If prevention and an integrated network is not in place, people with risk of developing dementia and those who already have dementia may have more complex illness and needs. A local Dementia Alliance had been formed, which meets quarterly to focus on delivery of care.

- **PH15 - Enablement model sustainability (risk score TBC).** The risk is about the sustainability of joined up working across the NHS, ASC and the voluntary and community sector. The risk will be mitigated to some extent by the local Sustainability and Transformation Plan (STP), NHS England resources to support development of a robust enablement model and the work of the HWBB.

Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing	Q1 Overall Performance
	Good

11.6   Summary of Actions   Good progress

11.6.1 Public Health is leading on a borough-wide mental health campaign supporting people to maintain and improve their mental health and wellbeing by raising awareness, tackling stigma and discrimination. As part of this campaign, the Good Thinking wellbeing service will be promoted. A promotional video has been shared via social media.

11.6.2 To support the Healthy Weight Strategy, the Health Visiting service is undergoing a review to ensure that it delivers the Healthy Child programme in Barnet. This also involves the rollout of new data collection systems, which should ensure that breastfed infants data will be accurately recorded. However, the mobilisation phase of the transformation has been delayed so the developmental target will not apply to the service until October 2019.

11.6.3 Barnet has a similar proportion of adults that are physically active for 150 minutes or more a week as London and England. A working group has been formed to streamline priorities between the Sports, Participation and Activity team, Public Health and Transport, with physical activity priorities being integrated into the new Transport Strategy.

11.6.4 The National Child Measurement Programme (NCMP) is being delivered by Central London Community Healthcare (CLCH) to measure eligible children. A healthy schools lunches project pilot has been commissioned to promote healthy eating among primary school children.

11.6.5 To support schools in the implementing of 20 minutes of extra physical activity, an audit of the provision of additional physical activity in schools has been undertaken. Physical activity is being promoted via the Resilient Schools programme and Sport London.

11.7 KPIs

11.7.1 There are seven KPIs for this priority, which monitor active and healthy lifestyles. Six are annual KPIs – the latest results (for 2017/18) have been reported for three KPIs and three KPIs will be reported later in the year.

11.7.2 The **proportion of infants breastfed at 6-8 weeks (developmental target) was 7.1% in Q1.** Currently the data collected is incomplete, so when all live births at 6-8 weeks is used as the denominator to calculate this indicator the uptake is well below target (7.1%). The Health Visiting Service (which collects the data) is undergoing a transformation. A new data collection system is being implemented to record breastfeeding data, which should improve the completeness of data collection. The mobilisation phase of the transformation has been delayed by four months, so the developmental target will not apply to the service until October 2019 (Q2). Where this data was collected and recorded for Q1 at the six to eight weeks health visitor check, breastfeeding uptake was 78%, suggesting that the real rate of breastfeeding in Barnet is likely to be significantly higher than the rate currently reported.

Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19 Result	Benchmarking
				Target	Result	DOT		
Utilisation of 'Good Thinking' platform (Annual)	Bigger is Better	New for 19/20	10000	Annual	Due Q4 19/20	New for 19/20	New for 19/20	No benchmark available
Proportion of infants being breastfed at 6-8 weeks (developmental target) (Annual)	Bigger is Better	New for 19/20	60%	Monitor	7.1%		New for 19/20	England 42.7% (17/18)
Proportion of physically active adults that meet Chief Medical Officer guidelines (e.g. 150 minutes of moderate activity a week) (Annual)	Bigger is Better	New for 19/20	65%	Monitor	66.5% (17/18)[53]	New for 19/20	New for 19/20	No benchmark available
Childhood excess weight (overweight and obesity) prevalence for Reception pupils. (Annual)	Smaller is Better	New for 19/20	19%	Monitor	20% (17/18)[54]	New for 19/20	New for 19/20	London 21.8%

[53] 66.5% for 17/18. 18/19 data expected May 2020.
[54] 20% for data covering the academic year 17/18 (compared to London average of 21.8%). Data for academic year 18/19 expected Q3 19/20. Data for academic year 19/20 not due until Q3 20/21.

Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19	Benchmarking
				Target	Result	DOT	Result	
Childhood excess weight (overweight and obesity) prevalence for Year 6 pupils. (Annual)	Smaller is Better	New for 19/20	30%	Monitor	33.1% (17/18)[55]	New for 19/20	New for 19/20	London 37.7%
Number of schools participating in Mayors Golden Km[56]	Bigger is Better	New for 19/20	TBC	TBC	Due Q3 19/20	New for 19/20	New for 19/20	No benchmark available
Provide information, resources and signposting to all secondary and primary schools (Annual)[57]	Bigger is Better	New for 19/20	122	Annual	Due Q4 19/20	New for 19/20	New for 19/20	No benchmark available

11.8 Risks

11.8.1 There are three risks to delivery of the actions for this priority. These have been assessed at a low (1 to 3) and medium/low (4 to 6) level and have controls/mitigations in place to manage the risks.

- **PH16 - Management of 'Good Thinking' platform (risk score 2).** The 'Good Thinking' digital platform is managed regionally. There is a risk that implementation may not be tailored to local needs of residents and access to the service may be underutilised. A Campaign is underway to encourage use of the platform.

- **PH17 - Delivery and engagement of the Healthy Weight Strategy (risk score 6).** Improving outcomes linked to the Healthy Weight Strategy requires whole system leadership and consistent engagement. If the Healthy Weight Strategy is not delivered due to a lack of partnership working, prevalence of childhood obesity could increase. Regular meetings are held with commissioned providers to ensure the service is effective. The Public Health team supports schools to provide healthy school lunches and Year 7 pupils are taught about healthy diet. Schools are supported with healthy weight initiatives such as the Healthy Schools and Resilient Schools Programmes. A Wellbeing Officer has been recruited to support the rollout of the Healthy Weight Strategy.

- **PH18 - Lack of engagement with schools for Mayors Golden Kilometre (risk score 6).** To ensure schools are engaged with the programme, a physical activity action plan is being developed to support primary schools in the delivery of the daily physical activity programme. A Wellbeing Officer has been recruited to support the rollout of the scheme.

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[55] 33.1% for data covering the academic year 17/18 (compared to London average of 37.7%). Data for academic year 18/19 expected Q3 19/20. Data for academic year 19/20 not due until Q3 20/21.

[56] From Sep 19 this data will be routinely collected as part of the Resilient Schools Programme. A baseline figure will be provided in Q3 19/20 to inform the physical activity strategy due in 2020. The target will be confirmed once the baseline is established e.g. number of schools participating in 20 mins extra physical activity.

[57] This is to do with developing a menu of additional physical activities and resources for schools.

11.9 Summary of Actions — Good progress

11.9.1 A successful communications campaign the promote the expansion of the Resilient Schools Programme has achieved a commitment from 50 schools. To promote good mental health and resilience among young people, 72 schools have at least one mental health first aider, with a strategy to train another 45 to 50 schools in the next six months. An agreement is in place with the CCG for Family Services to commission early help for mental health and wellbeing services.

11.10 KPIs

11.10.1 There are six KPIs for this priority, which monitor services for children and young people. Three KPIs met the Q1 target. Three KPIs are annual - the latest result (for 2017/18) has been reported for one KPI and two KPIs are still to be confirmed.

Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19	Benchmarking
				Target	Result	DOT	Result	
Number of schools participating in Resilient Schools programme (Annual)	Bigger is Better	New for 19/20	40 by Q2 19/20	20	50 (G)	New for 19/20	New for 19/20	No benchmark available
Number of schools completed mental Health First Aid training (Annual)	Bigger is Better	New for 19/20	122[58]	43	72 (G)	New for 19/20	New for 19/20	No benchmark available
Positive satisfaction with life among 15 year olds (Annual)[59]	Bigger is Better	New for 19/20	90%	TBC	TBC	New for 19/20	New for 19/20	No benchmark available
Emotional wellbeing of looked after children aged 5-16 that is of no concern (Annual)	Bigger is Better	New for 19/20	70%	70%	71.1% (17/18) [60]	New for 19/20	New for 19/20	London 66.6%
Proportion of children in care with up to date immunisations (Annual)	Bigger is Better	New for 19/20	TBC	TBC	TBC	New for 19/20	New for 19/20	No benchmark available
Waiting times for Autistic Spectrum Disorder assessments	Bigger is Better	New for 19/20	<18 week wait	<18 week wait	7.2 week wait (G)	New for 19/20	New for 19/20	No benchmark available

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[58] The target represents all state schools in Barnet.
[59] The national survey that this statistic was previously taken from has been discontinued. The Public Health team is considering how surveys included in the Resilient Schools Programme can be used to provide similar information.
[60] This is an annual KPI and 18/19 results are expected in April 2020. The figure for 17/18 was 71.1% against a London average of 66.6%

11.11 Risks

11.11.1 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.

- **PH19 - Capacity of schools and the Resilient Schools programme (risk score 6).** The risk is about the capacity of schools to deliver interventions; and for the Resilient Schools programme expanding into further schools. There has been a change in model of delivery for 2019/20, with support provided through meetings for multiple schools, schools supporting each other, online resources, email/ telephone, and a framework to highlight schools where additional support is needed. A new part-time Health Improvement Officer will be in place from September to support rollout of the programme.

- **PH20 - Risk of health and wellbeing deterioration in young people (risk score TBC).** The risk is about the different factors that can influence emotional and physical wellbeing of looked after children.

- **PH21 - Lack of staffing resources within the CCG (risk score 12).** A lack of staffing resources with the CCG could lead to delays in service provision. A strategic Autistic Spectrum Disorder working group has been set up to identify a whole system approach to support the pathway and provider transformation needs. Commissioners are working with key providers to address recruitment problems and consider innovative pathways for Therapies and Community Paediatricians.

Escalations from HWBB

11.12 Escalated KPIs and/or Risks

11.12.1 In addition to the corporate priorities, the **HWBB Annual Delivery Plan** has two **committee priorities.** A thematic overview of performance for Q1 was provided to the HWBB in October 2019. Any KPIs that have not met target and/or high (15 to 25) level risks are escalated for review by P&R Committee.

11.12.2 There was a *service risk* for the **Continuing improvements on preventative interventions** priority that was scored at a high (15 to 25) level in Q1.

- **PH06 - Pandemic Influenza type disease outbreak (risk score 20).** A Declaration of Pandemic Influenza by the World Health Organisation (WHO) could lead to severe resource and capacity issues for the council and partner agencies resulting in an impact on service delivery and the health protection of residents. [Pandemic Influenza is a national risk and is recorded on the Borough Resilience Forum Risk Register. Local Authority management of a Pandemic Influenza outbreak is in accordance with the council's category 1 statutory responsibilities and obligations, in line with the Civil Contingencies Act (2004)]. The Multi-Agency Flu Plan was revised and is in the process of being finalised after consultation with partners. The planning on resilience and response has been reviewed to ensure the council's planning is in line with National and Regional guidance.

12. COMMUNITY LEADERSHIP AND LIBRARIES (CLL) COMMITTEE

12.1 The **CLL Committee Annual Delivery Plan** sets out the Actions, KPIs and Risks to delivering the corporate priorities in the Corporate Plan (Barnet 2024). It was approved on 7 March 2019 and can be found online at:
https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=694&MId=9610&Ver=4

12.2 There are four **corporate priorities** that fall under the remit of CLL Committee. These are set out below. The Q1 performance reflects the *overall performance on Actions, KPIs and Risks* for each priority.

Corporate Priority	Outcome	Q1 Overall Performance
Keeping Barnet safe	COMMUNITY	Satisfactory
Tackling anti-social behaviour and environmental crime	COMMUNITY	Satisfactory
Celebrating diverse and strong communities and taking a zero-tolerance approach to hate crime	COMMUNITY	Good
Focusing on the strengths of the community	COMMUNITY	Satisfactory

Keeping Barnet safe	Q1 Overall Performance
	Satisfactory

12.3 Summary of Actions   Satisfactory progress

12.3.1 Barnet's approach to anti-social behaviour (ASB) puts victims at the heart of the response and delivers enhanced multi-agency interventions to bring relief to neighbourhoods suffering from persistent and complex ASB problems. This work is facilitated and driven though the Community Safety MARAC (Multi-Agency Risk Assessment Case Conference), which meets regularly to review the most persistent and complex ASB cases. In Q1, the CS MARAC co-ordinated interventions across 19 new ASB cases and over 40 existing ASB cases.

12.3.2 The Barnet Safer Communities Partnership has invested in the OWL (Online Watch Link) system to help keep the community safe and updated with the latest crime prevention advice from the Police and Neighbourhood Watch. In Q1, over 20,000 people in Barnet were signed up to OWL and linked to over 2,700 Neighbourhood Watches across the borough.

12.4 KPIs

12.4.1 There are four KPIs for this priority, which monitor crime and ASB. One KPI met the Q1 target. Three KPIs are Monitor only. One KPI has worsened since last year.

- **Overall crime rate in Barnet – 77.0 compared to 70.4 last year.** Whilst overall crime has increased in Barnet, this is in line with other London Boroughs. Barnet remains the 9th lowest London Borough for overall crime and has the 2nd lowest rate of violent crime in the capital.

| Indicator | Polarity | 18/19 EOY | 19/20 Target | Q1 19/20 | | | Q1 18/19 | Benchmarking |
				Target	Result	DOT	Result	
Complex repeat ASB cases to be problem solved through Community Safety MARAC	Bigger is better	New for 19/20	30	7	19 (G)	New for 19/20	New for 19/20	No benchmark available
Residents signed up to OWL	Bigger is better	New for 19/20	TBC[61]	Monitor	22789	New for 19/20	New for 19/20	No benchmark available
Overall crime rate in Barnet (total notifiable offences) (r)	Smaller is Better	74.12 [62]	Monitor	Monitor	77.0[63]	↓ W +9.4 %	70.4[64]	London 95.0 (Jul 18 - Jun 19, Met Police)
Overall rate of burglary in Barnet	Smaller is Better	New for 19/20	Monitor	Monitor	27	New for 19/20	New for 19/20	London 24.7 (Jul 18 - Jun 19, Met Police)

12.5 Risks

12.5.1 There are two risks to delivery of the actions for this priority. These have been assessed at a low (1 to 3) and medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- **CLL01 - Missed opportunities for early intervention (risk score 9).** A multi-agency secure information sharing system (ECINS) is in place to ensure timely sharing of information on ASB cases; and the Community Safety MARAC provides multi-agency oversight on behalf of the Safer Communities Partnerships Board. In addition, a new Information Sharing Agreement is being developed.

- **CLL02 - Under-utilisation of OWL system (risk score 3).** Lack of effective multi-agency oversight could lead to under-utilisation of the OWL system resulting in loss of interest by residents as a source of information on crime prevention and the Barnet Safer Communities Partnership. The OWL system has been promoted across the Safer Communities Partnership and feedback has been positive, with high participation.

Tackling anti-social behaviour and environmental crime	Q1 Overall Performance
	Satisfactory

12.6 Summary of Actions   Satisfactory progress

12.6.1 The proportionate use of Public Space Protection Orders (PSPOs) are part of Barnet's approach to tackling ASB. They are implemented alongside a range of multi-agency interventions to bring relief to neighbourhoods suffering from persistent and complex ASB problems. There are four PSPOs in place. The Barnet Safer Communities Partnership works with the Community Safety MARAC and JTAG (Joint Tasking and Action Group), which focuses on location based ASB issues.

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[61] % increase on 2018/19
[62] Rolling 12 months to February 2019.
[63] Rolling 12 months to June 2019
[64] Rolling 12 months to May 2018

12.7 KPIs

12.7.1 There are four KPIs for this priority, which monitor ASB. Two KPIs met the Q1 targets. One KPI did not meet the Q1 target.

- **Volume of ASB calls to police – 8893 compared to 7855 last year.** There was a 10% increase in ASB calls to the Police in the 12 months up to June 2019. Overall London saw an average 5% increase. This increase has come after a number of year on year reductions, with the number of ASB reports still substantially lower than five years ago where the number of ASB calls to police was 12,244.

Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19	Benchmarking
				Target	Result	DOT	Result	
PSPOs implemented	Bigger is Better	New for 19/20	3	3	4 (G)	New for 19/20	New for 19/20	No benchmark available
Volume of ASB calls to police	Smaller is Better	New for 19/20	7855[65]	7855	8893 [66] (R)	↓ W +10%	8078	No benchmark available
Multi-agency action plans in place to address high impact ASB and environmental crime areas	Bigger is Better	New for 19/20	6	2	4 (G)	New for 19/20	New for 19/20	No benchmark available
Community engagement and communication campaigns delivered per year (Annual)	Bigger is Better	New for 19/20	2	2	Due Q4 19/20	New for 19/20	New for 19/20	No benchmark available

12.8 Risks

12.8.1 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.

- **CLL03 – Challenges to Public Space Protection Orders (PSPOs) (risk score 8).** A range of options are used to respond to emerging place based ASB issues, with a PSPO considered only after other options have been used and the issues persist. Oversight is provided by the Community Safety MARAC, Joint Tasking Group (JTAG) and the ASB Delivery Group. Extensive public consultation is carried out before implementing a PSPO.

- **CLL04 - Ineffective enforcement of PSPOs (risk score 6).** Multi-agency oversight of partnership activity is provided by JTAG and the ASB Delivery Group. This includes regular reviews of enforcement activity where PSPOs are in place.

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[65] A 5% reduction vs. 2017/18 baseline of 8,268 calls.
[66] Rolling 12 months to June 2019.

- **CLL05 – Ineffective community engagement (risk score 6).** To ensure resources are targeted in areas with the most persistent and severe ASB, analysis is undertaken to join-up information across the Safer Communities Partnership. A Community Safety Strategic Assessment is being undertaken to analyse ASB patterns and trends and will be used to inform the refresh of the Community Safety Strategy. JTAG provides multi-agency oversight of ASB related analysis.

Celebrating diverse and strong communities and taking a zero-tolerance approach to hate crime	Q1 Overall Performance
	Good

12.9   Summary of Actions   Good progress

12.9.1 The Barnet Zero Tolerance to Hate Crime Project is part of the Barnet Safer Communities Partnership's commitment to working together to improve access to justice for victims of Hate Crime and making it easier for people to report Hate Crime and get the support they need. The project has been supported with funding secured from MOPAC and brings together the council, Police, Barnet Mencap and other VCS partners to increase the profile and reach of Barnet's Hate Crime Reporting Centres.

12.9.2 The nine Hate Crime Reporting Centres are spread across the borough at Barnet Homes, Your Choice Barnet, Barnet Mencap, Inclusion Barnet, Community Barnet, GALOP, Hft, Homeless Action Barnet and Community Security Trust. The Hate Crime Awareness Co-ordinator has created a point of contact for all Reporting Centres and VCS partners to come together to share information and resources, establish reporting procedures and referral pathways and provide a co-ordinated support service to victims and witnesses of Hate Crime. There is ongoing work to increase the number of Reporting Centres and encourage more residents to become Hate Crime Reporting Champions.

12.9.3 The Communities Together Network (CTN) is Barnet's forum for the council, Police, CCG and VCS to share information on issues relating to community participation, cohesion and safety. The theme this year is to promote Strong, Successful and Resilient Communities. A CTN meeting was held on 6 June at Unitas, Barnet's Youth Zone, focused on how community groups can help provide support in emergency situations.

12.9.4 A first digital version of the CTN Bulletin was emailed to 862 recipients on 24 May 2019. To further share information and activities with the VCS, a closed Facebook platform was launched on 17 June 2019 and has 117 active members.

12.10 KPIs

12.10.1 There are seven KPIs for this priority, which monitor hate crime. Five KPIs met the targets. Two KPIs did not meet the targets. One KPI is Monitor only and has fallen from last year.

- **Racist and religious hate crime – 774 hate crimes were reported** in the 12 months up to June 2019 compared to 719 last year. Hate Crime is considered to be under-reported and the Safer Communities Partnership continues to undertake communications campaigns to encourage reporting.

- **Hate Crime Reporting Centres (RAG rated AMBER) – 9 against a target of 10 Hate Crime Reporting Centres to be open at any time in Barnet.** In Q1, the target was

slightly missed but the Barnet Zero Tolerance to Hate Crime Project plans to launch five new Hate Crime Reporting Centres this year.

- **Number of staff to receive training across the partnership (RAG rated RED)** – **4 against a target of 25.** Since 2017 to date the Barnet Zero Tolerance to Hate Crime project has trained over 120 staff. While the number of staff to be trained in Q1 was low, the project is planning to train over 100 staff in 2019/20.

Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19 Result	Benchmarking
				Target	Result	DOT		
Racist and religious hate crime (r)	Smaller is Better	729[67]	Monitor	Monitor	774	⬇ W +7.6%	719	No benchmark available
Hate Crime Reporting Centres in Barnet	Bigger is Better	New for 19/20	10	10	9 (A)	New for 19/20	New for 19/20	No benchmark available
Residents signed up as Hate Crime Awareness Champions	Bigger is Better	New for 19/20	50	12	12 (G)	New for 19/20	New for 19/20	No benchmark available
Training sessions delivered across the partnership	Bigger is Better	New for 19/20	10	2	2 (G)	New for 19/20	New for 19/20	No benchmark available
Number of staff to receive training across the partnership	Bigger is Better	New for 19/20	100	25	4 (R)	New for 19/20	New for 19/20	No benchmark available
Number of Hate Crime Awareness workshops delivered	Bigger is Better	New for 19/20	5	2	3 (G)	New for 19/20	New for 19/20	No benchmark available
Number of CTN meetings held per year	Bigger is Better	New for 19/20	4	1	1 (G)	New for 19/20	New for 19/20	No benchmark available

12.11 Risks
12.11.1 There are two 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.

- **CLL06 – Lack of consistent communication (risk score 12).** Actions are planned throughout the year to encourage the reporting of hate crime. The Zero Tolerance to Hate Crime Project reports every six months to the Safer Communities Partnership Board

- **CLL07 - Hate Crime awareness training programme (risk score 8).** A failure across the partnership to give sufficient priority to engaging with the Hate Crime Awareness training programme could limit its effectiveness and harm the ability of the partnership

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[67] Rolling 12 months to February 2019.

to provide a co-ordinated response to Hate Crime. Training attendance is monitored and reported every six months to the Safer Communities Partnership Board. A report is being prepared for CLL Committee with an update on the delivery of the Zero Tolerate to Hate Crime Project, which will include recommendations for next steps.

Focusing on the strengths of the community	Q1 Overall Performance
	Satisfactory

12.12 Summary of Actions   Satisfactory progress

12.12.1 Since contracts were awarded to Volunteering Barnet in August 2017 and Inclusion Barnet in November 2018, one-to-one sessions and workshops have been delivered to support the VCS sector. Work has progressed with Founders Fair, Employer Support Volunteering, and Volunteer Week to engage and increase the number of volunteers. Volunteering opportunities have been promoted through a variety of outreach events, social media, Facebook and through the CTN.

12.13 KPIs

12.13.1 There are five KPIs for this priority, which monitor community engagement. Three KPIs met the Q1 targets. Two KPIs are annual and will be reported in Q3.

Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19	Benchmarking
				Target	Result	DOT	Result	
Residents who agree that people pull together to help improve the area (Annual[68])	Bigger is Better	51% (Autumn 17)	54%	54%	Due Q3 19/20	No RPS 18/19	No RPS 18/19	No benchmark available
Number of hours of 121 surgeries	Bigger is Better	New for 19/20	36	9	9 (G)	New for 19/20	New for 19/20	No benchmark available
Number of Funders Fairs	Bigger is Better	New for 19/20	2	1	1 (G)	New for 19/20	New for 19/20	No benchmark available
Residents who volunteer at least once a month (Annual[69])	Bigger is Better	30 (Autumn 17)	33%	33%	Due Q3 19/20	No RPS 18/19	No RPS 18/19	No benchmark available
Number of new residents registering to be a volunteer	Bigger is Better	New for 19/20	750	187	218 (G)	New for 19/20	New for 19/20	No benchmark available

12.14 Risks

12.14.1 There are two 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.

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[68] Annual KPI from the Residents' Perception Survey (RPS).
[69] Annual KPI from the Residents' Perception Survey (RPS).

- **G&C050 - Availability of resources to the voluntary sector (risk score 9).** The voluntary sector is supported through partnership activity. Strategic plans have been aligned where possible and regular Partnership Board meetings are held to discuss activities.

- **G&CS051 - Working with the Voluntary Community Faith Sector (VCFS) (risk score 9).** If working relationships across the partnership are not effective it could affect the efficacy of the support received from the VCSF sector. As above, strategic plans have been aligned where possible and regular Partnership Board meetings are held discuss activities. A lead officer has been appointed to focus on strengthening partnerships with the VCFS.

Escalations from CLL Committee

12.15 Escalated KPIs and/or Risks
12.15.1 There were no escalations in relation to CLL Committee priorities.

13. POLICY AND RESOURCES (P&R) COMMITTEE

13.1 P&R Committee has six **committee priorities**, which were set out in the **P&R Committee Annual Delivery Plan.** This was approved on 20 February 2019 and can be found online at:
https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9461&Ver=4

13.2 An update on these **committee priorities** is provided in **Appendix C.** Any KPIs that have not met target and/or high (15 to 25) level risks are escalated for review below.

<div style="background-color:teal;color:white">Escalations from P&R Committee</div>

13.3 Escalated KPIs and/or Risks
13.3.1 There are five KPIs for the Ensuring we have strong financial management priority. Four KPIs are Monitor only for Q1 (see Appendix C). One KPI did not meet the Q1 target.

- **Implemented high and medium audit recommendations relating to fundamental financial systems (RAG rated RED) – 50% against a target of 90%.** Three of six high audit recommendations relating to finance were implemented in Q1. The outstanding audit recommendations relate to Pension Administration, Bankline Access and Schools Payroll. Revised target dates within Q2 have been agreed and implementation will be confirmed by Internal Audit in August and September 2019.

Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19	Benchmarking
				Target	Result	DOT	Result	
Implemented high and medium audit recommendations relating to fundamental financial systems	Bigger is better	New for 19/20	90%	90%	50%[70] (R)	New for 19/20	New for 19/20	No benchmark available

13.3.2 There were four *service risks* for the **Ensuring we have strong financial management** priority that were scored at a high (15 to 25) level in Q1.

- **FIN001 - Impact of political uncertainty on Finances (risk score 20).** This was a new risk for Q1. 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 actively managing budgets in line with financial regulations. Action plans for savings are currently being developed and are expected by July 2019.

- **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 budget monitoring processes are in place to supervise the budget, Budget monitoring with Finance partners and reporting progress on implementation and risks to CMT and Policy and Resources Committee throughout 2019/20. Following the insourcing of Strategic

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[70] The result relates to high audit recommendations only in Q1.

Finance on 1 April 2019 and refresh of the strategic risk register, this risk was moved from the strategic risk register to the Finance risk register.

- **FIN003 - 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. Testing of the action plan has been ongoing with monitoring occurring in June 2019. Following the insourcing of Strategic Finance on 1 April 2019 and refresh of the strategic risk register, this risk was moved from the strategic risk register to the Finance risk register.

- **G&C053 - Commercial viability of strategic suppliers (risk score 15).** The risk has been transferred from the strategic risk register following its refresh and relates to the commercial viability of a strategic suppliers. This risk is being managed using the contract management framework and policy/procedures for commercial activity. Contract monitoring takes place monthly with quarterly reporting to the Financial Performance and Contracts (FPC) Committee. The contract register is kept under review with checks on the financial status of strategic suppliers. The council is continuing to collate relevant information should it be necessary to take over any services on short notice with additional information collated following the insourcing of Finance and Strategic HR on the 1 April 2019. Client Leads continue to ensure business continuity plans are in place for critical services.

13.3.3 There are five KPIs for the **Continuing to improve customer services** priority. Three KPIs met the Q1 target – satisfaction with customer services; web and phone volumes (see Appendix C). One KPI was not reported in Q1. One KPI did not meet the Q1 target.

- **Satisfaction with the council's website – 31% against a target of 55%.** This KPI was below target in Q1 whilst other web performance measures showed an improvement. There was a continued upward trend of web usage and online transactions being completed, the web content quality score (rating on readability, completeness, user experience and security) increased to 95% (compared to 85% nationally) and there was no downtime on the website in Q1. A detailed analysis of web satisfaction data was conducted to understand this disparity. Statistically the usage has decreased and only represents a 0.3% sample of customers visiting the site. Although the feedback left can be useful to ensure continual improvement, it is difficult to gain meaningful assessment of the overall performance of the website from this measure.

Indicator	Polarity	18/19 EOY	19/20 Target	Q1 19/20			Q1 18/19 Result	Benchmarking
				Target	Result	DOT		
Satisfaction with the council's website	Bigger is Better	32%	55%	55%	31% (R)	↓ W -5%	32%	No benchmark available

13.3.4 There was a *service risk* for the **Being resilient as a local authority** priority that was scored at a high (15 to 25) level in Q1.

- **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. Performance at the end of Q1 was 73% of high priority actions were completed by the deadline. This was below the target of 90% and it is a deterioration on the performance in Q4, when 82% of actions were confirmed as implemented. The risk score remains unchanged until there is a guarantee that the implementation of audit actions is sustainable and consistent.

14 REASONS FOR RECOMMENDATIONS

14.1 These recommendations are to provide the Committee with relevant budget, performance and risk information in relation to the corporate and committee priorities in the Corporate Plan (Barnet 2024) and P&R Committee Annual Delivery Plan. This paper enables the council to meet the budget agreed by Council in March 2019.

15 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

15.1 None.

16 POST DECISION IMPLEMENTATION

16.1 None.

17 IMPLICATIONS OF DECISION

17.1 **Corporate Priorities and Performance**

17.1.1 The report provides an overview of performance for Q1 2019/20, including budget forecasts, savings, progress on actions, KPIs and risks.

17.1.2 The Q1 2019/20 results for all Corporate Plan and Delivery Plan KPIs are published on the Open Barnet portal at https://open.barnet.gov.uk/dataset

17.1.3 Robust budget, performance and risk monitoring are essential to ensure that there are adequate and appropriately directed resources to support delivery and achievement of corporate and committee priorities as set out in the Corporate Plan (Barnet 2024) and Annual Delivery Plans.

17.1.4 Relevant council strategies and policies include the following:
  o Medium Term Financial Strategy
  o Corporate Plan (Barnet 2024)
  o P&R Committee Annual Delivery Plan
  o Performance and Risk Management Frameworks.

17.2 Resources (Finance and Value for Money, Procurement, Staffing, IT, Property, Sustainability)

17.2.1 The budget forecasts are included in the report. More detailed information on financial performance is provided to Financial Performance and Contracts (FPC) Committee.

17.2 **Social Value**

17.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders. The council's contract management framework oversees that contracts deliver the expected services to the expected quality for the agreed cost. Requirements for a contractor to deliver activities in line with Social Value will be monitored through this contract

management process.

17.4   Legal and Constitutional References

17.4.1 Section 151 of the Local Government Act 1972 states that: "without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". Section 111 of the Local Government Act 1972 relates to the subsidiary powers of local authorities to take actions which are calculated to facilitate, or are conducive or incidental to, the discharge of any of their functions.

17.4.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. The definition as to whether there is deterioration in an authority's financial position is set out in section 28(4) of the Act.

17.4.3 The council's Constitution, Article 7 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Policy and Resources Committee:
(1) To be responsible for:
  o Strategic policy, finance and corporate risk management including recommending: Capital and Revenue Budget; Medium Term Financial Strategy; and Corporate Plan to Full Council
  o Finance including: Treasury management Local taxation; Insurance; Corporate procurement; Grants; Writing-off debt; Virements; Effective use of resources
  o Procurement Forward Plan
  o Local Plans (except for matters reserved to Full Council)
  o Information Technology
  o Strategic Partnerships
  o Customer Services and Resident Engagement
  o Emergency Planning
(2) To be responsible for those matters not specifically allocated to any other committee affecting the affairs of the Council.
(3) Consider for approval budget and business plan of the Barnet Group Ltd.
(4) To determine fees and charges for services which are the responsibility of the committee.

17.4.4 The council's Financial Regulations can be found at:
http://barnet.moderngov.co.uk/documents/s46515/17FinancialRegulations.doc.pdf

17.5   Risk Management

17.5.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. Risks are reviewed quarterly (as a minimum) and any high (15 to 25) level risks are reported to the relevant Theme Committee and Policy and Resources Committee. The strategic risks and all high (15 to 25) level risks associated with the priorities for this Committee are outlined in the report.

17.6   Equalities and Diversity

17.6.1 Section 149 of the Equality Act 2010 sets out the Public Sector Equality Duty which

requires a public authority (or those exercising public functions) to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not.
- Fostering of good relations between persons who share a relevant protected characteristic and persons who do not.

17.6.2 The broad purpose of this duty is to integrate considerations of equality into everyday business and keep them under review in decision making, the design of policies and the delivery of services. The protected characteristics are: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation; marriage and civil partnership.

17.6.3 In order to assist in meeting the duty the council will:

- Try to understand the diversity of our customers to improve our services.
- Consider the impact of our decisions on different groups to ensure they are fair.
- Mainstream equalities into business and financial planning and integrating equalities into everything we do.
- Learn more about Barnet's diverse communities by engaging with them.

This is also what we expect of our partners.

17.6.4 This is set out in the council's Equalities Policy, which can be found on the website at: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity

17.7 Corporate Parenting

17.7.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. There are no implications for Corporate Parenting in relation to this report.

17.8 Consultation and Engagement

17.8.1 Consultation on the new Corporate Plan (Barnet 2024) was carried out in the summer 2018. The Corporate Plan was approved by Council in March 2019.

17.9 Insight

17.9.1 The report identifies key budget, performance and risk information in relation to the Corporate Plan (Barnet 2024).

18 BACKGROUND PAPERS

18.1 Council, 5 March 2019 – approved Corporate Plan (Barnet 2024) https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=9456&Ver=4