	<h2>Policy and Resources Committee</h2> <h3>20 February 2019</h3>
Title	Q3 2018/19 Strategic Performance Report
Report of	Chairman of the Policy and Resources Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: Corporate risk register
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Summary

This report provides a **strategic overview** of performance for **Quarter 3 (Q3) 2018/19** focusing on financial (budget forecasts and savings) and staffing (sickness absence) information, as well as performance (progress on activities and performance of key indicators) and risk information related to the corporate priorities in the Corporate Plan 2018/19 Addendum.

Recommendations

1. The Committee is asked to note the Period 9 (Q3 2018/19) revenue and capital forecasts.
2. The Committee is asked to note the savings delivered in Period 9 (Q3 2018/19).
3. The Committee is asked to scrutinise the performance and risk information related to the corporate priorities in the Corporate Plan 2018/19 Addendum, including the strategic and high level service/joint risks that form the corporate risk register at Appendix A.

1. PURPOSE OF REPORT

Introduction

- 1.1 This report provides a **strategic overview** of performance for **Q3 2018/19** focusing on financial (budget forecasts and savings) and staffing (sickness absence) information, as well as performance (progress on activities and performance of key indicators) and risk information related to the corporate priorities in the Corporate Plan 2018/19 Addendum.
- 1.2 This report is in addition to the Q3 2018/19 Themed Performance Reports to each Theme Committee (7 March to 1 April 2019) and the Q3 2018/19 Contracts Performance Report to Financial Performance and Contracts (FPC) Committee on 11 March 2019. These reports will be published on the committee section of the council's website at: <https://barnet.moderngov.co.uk/ieDocHome.aspx?bcr=1> prior to the committee.

Financial information

- 1.3 The revenue and capital forecasts for Period 9 (Q3 2018/19), along with a high level narrative are provided below. More detailed information can be found in the Theme Committee Performance Reports (7 March to 1 April 2019) and the Chief Finance Officer Report to FPC Committee 11 March 2019.
- 1.4 The **General Fund revenue forecast** for 2018/19 is a net overspend of **£2.396m**. This forecast is stated after the net contribution to specific and general earmarked reserves totalling £1.226m. Excluding these reserve movements, the forecasted overspend is £1.168m. The reserve movements in table 1 include two one-off transfer to reserves relating to the windfall gains of £3.685m and £1.000m respectively following the contract settlement with Capita (net of project costs) and a recognition of balances held within the North London Waste Authority (NLWA).

All proposed reserve drawdowns and contributions will be considered and approved, if appropriate, later in the financial year. It is important to note that these reserve movements are over and above the planned use of £4.040m of reserves in balancing the budget.

At the Policy and Resources Committee on 23 October 2018 approval was sought to allocate additional funds from the council's contingency budget. These movements have been reflected in table 1 below. Additionally, it was announced that additional government funding would be made available in year towards Adult Social Care. This will be included in future period forecasts once more details are available.

Table 1: Revenue forecast (Period 9 – December 2018)

Service	Revised Budget	P9 Forecast	Variance from Revised Budget Adv/(fav)	Reserve Movements	Forecast after Reserve Movements (Adv/(fav))	Variance after Reserve Movements Adv/(fav)
	£000	£000	£000	£000	£000	£000
Adults and Communities	95,498	95,071	(426)	0	95,071	(427)
Assurance	6,344	7,904	1,559	(582)	7,322	978
Central Expenses	44,082	41,913	(2,169)	0	41,913	(2,169)

Service	Revised Budget	P9 Forecast	Variance from Revised Budget Adv/(fav)	Reserve Movements	Forecast after Reserve Movements (Adv/(fav))	Variance after Reserve Movements Adv/(fav)
	£000	£000	£000	£000	£000	£000
Children's Services	66,657	68,472	1,814	(918)	67,554	897
Commissioning Group	19,197	17,606	(1,591)	(189)	17,417	(1,780)
CSG and Council Managed Budgets	25,062	23,455	(1,607)	3,685	27,140	2,078
Housing General Fund (Tackling Homelessness)	6,926	7,056	129	0	7,056	130
Public Health	17,160	17,160	0	0	17,160	0
Development & Regulatory Services (including Re)	689	3,001	2,312	(770)	2,231	1,542
Street Scene	11,711	12,858	1,147	0	12,858	1,147
Total	293,326	294,496	1,168	1,226	295,722	2,396

1.5 The forecasted overspend as at Period 9 (after reserve movements) has increased since the forecast reported at Period 8. The main movements are shown in table 2 below and laid out in more detail in 1.6 onwards.

Table 2: Movement from Period 8 (November 2018) forecast

Service	P8 Forecast Variance	P9 Forecast Variance	Increase / (Decrease)	Explanation for Significant Movements
	£000	£000	£000	
Adults and Communities	110	(426)	(536)	Planned flexible use of capital receipts to fund Mosaic costs
Assurance	977	977	0	
Central Expenses	(2,169)	(2,169)	0	
Children's Services	1,077	896	(180)	Reduced pension costs relating to Cambridge Education together with reductions in new placement inflows have reduced the forecast from Period 8
Commissioning Group	(1,157)	(1,780)	(623)	Increased housing benefit overpayment recovery (£0.500m), the anticipated capitalisation of transformation costs (£0.055m) and an increase to the forecasted underspend on the NLWA levy budget (£0.069m)

Service	P8 Forecast Variance	P9 Forecast Variance	Increase / (Decrease)	Explanation for Significant Movements
	£000	£000	£000	
CSG and Council Managed Budgets	2,259	2,078	(181)	<u>Favourable movements:</u> -£0.343m reduction in the estates maintenance and repairs budget -£0.118m increased expected income on Managed Budget lines <u>Offset by the following adverse movement:</u> £0.340m increase in gain share contractual payments and other areas of Managed Budgets
Housing General Fund (Tackling Homelessness)	89	129	40	Increased turnaround times to prepare properties between tenancies
Public Health	0	0	0	
Development & Regulatory Services (including Re)	1,351	1,542	191	Unfunded capital costs relating to DFG
Street Scene	273	1,147	875	Delay in the implementation and changes to recycling and waste rounds resulting in continuation of inherent unfunded in-year pressures and delay in achieving addition MTFs savings. This has been exacerbated by increased costs of transformation as a result of not embedding the changes by Christmas, and continued expected pressure in Q4
Total	2,810	1,396	(1,414)	

1.6 The main reasons for the forecast overspend of £2.396m as at Period 9 are set out below.

- A proposal will be put to Council to use capital receipts to fund one off costs relating to the Mosaic project. As a result, the revenue budget for **Adults and Communities** is projected to underspend by £0.426m. The underspend relates to staffing budgets within the service. These had previously been assumed to be offset but additional revenue costs relating to the implementation of the Mosaic system. These are now proposed to be funded through the flexible use of capital receipts, subject to Council approval.

Non-achievement of any mitigating actions will lead to an increased pressure. Risks are monitored monthly and will result in an overspend of £0.573m, if all materialise. One of the key risks being monitored is the potential increase in forecast for winter spikes in activity (currently estimated at £0.315m).

The non-placements budgets are forecasting a net underspend of £0.562m which is the net effect of £0.417m underspend on staffing budget and £0.145m underspend mostly due to Equipment and Adaptations and partially offset by overspends on Deprivation of Liberty safeguards (DOLs) assessment costs. The Equipment and Adaptations budget is used to purchase small items of equipment. Following a review, it was decided that it was more

appropriate to capitalise the large items of equipment via the Disabled Facilities Grant (DFG) budget. The DFG capital budget is managed within the Development and Regulatory Services area of the capital programme and is expected to be overcommitted. This pressure has therefore emerged as a forecast overspend on the revenue budget.

The forecast outturn on placements is currently showing a £0.135m overspend as at Period 9, all due to Older Adults. Winter Pressures funding from the Government of £1.400m is included within the projections, and reallocated in Period 8 to better reflect pressure from hospital discharge.

There is presently a backlog in raising invoices for income due to the service. In addition, there are a number of significant debtors (such as the CCG) for the service which could result in debt write offs being written back to the service. The service management are working hard to resolve the backlog and the council is introducing a Debt Board to look at how debt is managed and pursued.

- The forecast overspend of £0.977m in **Assurance** is driven by the HB Public Law contract. This is a demand-led service and in this year to date, demand has exceeded the available budget. The outturn for 2017/18 was a £0.789m overspend. This has increased in 2018/19 due to a combination of increased contract prices and demand for the service.
- **Central Expenses** is forecasting an underspend of £2.169m. The underspend relates mainly to capital financing costs caused by slippage on the capital programme coupled with underspends on levies. The significant underspend is partially offset by the one-off payment of pension strain areas due to the Pension Fund.
- **Children's Services** are currently reporting an overspend of £0.896m. Children Services gross pressures at the start of 2018/19 were £12.375m in addition the service savings of £2.337m to achieve, the majority of these pressures have been mitigated and savings achieved. An element of the mitigation has been a reduction in agency costs due to the new contract, approximately £0.590m. Children's Services are currently reporting a budget pressure of £0.896 on a budget of £66.657m. The realisation of pressures in the system has resulted in the reported variance. Pressures arise from staffing projections, placement forecast and other non-pay budgets offset by additional income relating to Cambridge Education Contract. Reductions of £0.181m have been recognised in the current month's forecast due to ongoing recovery plans – specifically the placements review and the use of grant income. This has mitigated the additional pressure for non-receipt of Vulnerable Children Funding £0.280m.

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.

The Period 9 position requires mitigating actions by management to deliver a planned reduction of agency spend of £0.250m. The forecast builds in new placements of £0.043m, however due to the often need to meet emergency situations expenditure can fluctuate month on month. There is an assumption that charges from other departments will be within the allocated budget including legal.

- **Commissioning Group** is forecasting an underspend of £1.780m. The underspend is primarily as a result of the Special Parking Account, which is expected to exceed its income

target resulting in an underspend of £1.145m, the North London Waste Authority Levy (£0.311m) and street lighting (£0.122m) as a result of electricity savings.

The forecasted underspends are offset partially by an overspend in Human Resources, which are projecting an overspend of £0.293m. The activity in this area is greater than budgeted, including an ongoing commitment for organisational development resources and a one-off cost pressure resulting from implementation of a new recruitment system. In addition, the registrar service is currently overspending due to income forecasts being below budgeted and operational costs above budgeted levels, together totalling £0.142m.

The most significant risks to the forecast are a risk to Parking and Infrastructure where the budgets are based on a mild winter. If there is a severe winter the SPA may not be able to absorb the impact.

- The forecast overspend for **CSG and Council Managed Budgets** is £2.078m. The overspend is due to Estates Repair and Maintenance budget (£0.636m), income shortfalls on retained income lines (£1.346m) and an overspend of £0.046m in contractual gain share budget. The variance has moved by £0.121m from Period 8 because of reduced forecast on Estates Repair and Maintenance budget (£0.343m) and £0.118m favourable movement on Retained Income because of pension fund recharge income (0.068m) and increased forecast on court case recovery awarded (£0.050m), offset by the increase of £0.340m of contractual gain share costs (linked to the increase in anticipated Housing Benefit Overpayment recoupment).
- The forecast overspend for the **Housing General Fund** is £0.129m. The forecast includes mitigations in place including acquisition of affordable properties to replace temporary accommodation, additional Flexible Homelessness Support Grant and appropriate recharging of costs to the HRA.

The current main risks to the forecast are around increases in demand for temporary and emergency accommodation (see paragraph 1.56). The expected cost of servicing these properties will be £27.880m in 2018/19.

- **Public Health** are forecasting to deliver to budget.
- The forecast for **Development and Regulatory Services** is an overspend of £1.542m. The variance primarily relates to a £0.900m adverse variance as a result of a shortfall in net income as it is budgeted within both the General Fund and the HRA (this matter has been corrected in 2019/20). Additionally, there are £0.185m of LIP (Local implementation plan) pressures due to negotiated fees being higher than budgeted, £0.278m relating to estimated legal costs and unfunded capital costs of £223k. The forecast could also be affected if further income is counted towards guaranteed income but not reflected in the Re budget.
- The forecast overspend for the **Street Scene** is £1.147m. The variance has increased due a delayed start to the Recycling and Waste changes. The changes were previously anticipated to claw back an overspend relating to inherent historical service pressures as well as achieving planned MTFs savings. The delays in the start of, and difficulties embedding, the recycling and waste service changes have resulted in an increase in forecast relating to both the recognition of the existing overspend and enhanced by the non-delivery of savings. This has been exacerbated by increased costs of transformation, due to the service not being fully embedded by Christmas, and additional pressure from

increased costs of maintenance on the recycling and waste fleet as it ages. Further detailed information on the delay to service changes will be reported to the March 2019 Environment Committee.

- 1.7 The **Housing Revenue Account** (HRA) has a budgeted contribution from balances of £0.754m in 2018/19. The forecast for the year as at 31 December 2018 is a deficit of £1.147m, thus there is a forecast year-end balance of £13.856m as at 31 March 2019.

Table 3: Housing Revenue Account (Period 9 – December 2018) forecast

	Revised Budget £000	P9 Forecast £000	Variance from Budget Adv/(Fav) £000
Dwelling rents	(49,810)	(49,784)	26
Service and other charges	(9,133)	(8,401)	732
Housing management	20,375	20,158	(217)
Repairs and maintenance	7,570	7,570	0
Provision for bad debts	250	250	0
Regeneration	837	713	(124)
Capital charges	30,760	30,760	0
Interest on balances	(95)	(119)	(24)
Total	754	1,147	393

- 1.8 The main reasons for the variance from budget are set out below.

- **Income** - Dwelling rents are projected to under achieve by £0.026m compared with the revised budget. Service and Other Charges are currently projected to under recover by £0.732m. This relates to two areas of variance, being garage income and service charges. Garages income is forecasting £400k underachievement due to a higher level of voids and lower numbers of relets (i.e. how long it takes to re-let after they become void). Service Charges (Tenants) is forecasting £272k underachievement due to higher voids (as per Dwelling Rents). The primary reason for this is the number of voids on regeneration sites prior to demolition.
- **Expenditure** - Housing management costs mainly reflect the core management fee of £17m paid to Barnet Homes to manage the housing stock. There is a forecast underspend of £0.217m, which largely relates to a reduction in professional fees and other running costs.

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 and refurbishment of properties when they become void. The current forecast is to budget.

The housing regeneration forecast shows an underspend of £0.124m due to costs being partially recovered from developers on a number of regeneration schemes at Dollis Valley, Grahame Park, West Hendon and Granville Road.

1.9 The **Dedicated Schools Grant (DSG)** budget for 2018/19 has been revised to take into account the brought forward reserve of £0.501m and additional funding from Central Government of £0.964m announced in December 2018. The £0.501m carry forward has as planned been offset against the position, giving a total projected overspend of £0.297m.

The High Needs block is forecasting an overspend of £0.525m due to top-up funding for high needs pupils. The high needs funding system supports provision for children and young people with special educational needs and disabilities (SEND) from their early years to age 25, enabling both local authorities and providers to meet their statutory duties under the Children and Families Act 2014. High needs funding is also intended to support good quality Alternative Provision for pre-16 pupils who cannot receive education in schools.

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

The High Needs pressure is partly offset by underspends in the Schools Block. The Growth Fund for expanding schools is forecasted to underspend by £0.105m, the late conversion of a school to the maintained sector has resulted in a £0.185m underspend. Further underspend is likely in relation to this school. The underspend is partly offset by a pressure of £0.062m relating to NNDR

It should be noted that the current DSG forecasted overspend on the High Needs Block will take the DSG reserve into a negative balance. There is also a risk that this overspend will increase and further analysis is being carried out to quantify the risk. The council is able to carry forward a negative balance on this reserve for a limited period subject to having a robust recovery plan in place.

The council had submitted a request to the Secretary of State in relation to the transfer from the school's block of DSG to the high needs block in order to address pressures in this area. However, following a funding announcement in December where an additional £0.964m was allocated for 2018/19 and 2019/20 this request was withdrawn.

The council did however, successfully request that the Secretary of State approve the 2019/20 transfer of £1m from maintained schools for central education services previously funded by the Education Services Grant (ESG).

There have been no previous transfers between funding blocks under the new ring-fenced arrangements for funding blocks. In previous years there has been underspending in the overall Schools Budget, which helped to create reserves that could be used to address new pressures, such as the need to allocate 'growth funding' for new and expanding schools. However, the reserves have gradually been used up, largely to pay for growth funding and because of the growing pressures on the High Needs budget.

This is a reflection of the fact that there is an overall shortfall in the High Needs Block nationally. 'London Councils' is continuing to lobby the Government to request this is dealt with as part of the Comprehensive Spending Review.

A recovery plan is also in place to secure savings within the High Needs Block. Savings of £1.2m have already been achieved and plans are in place to achieve further savings of over £1m in 2019-20, rising to £2m in 2020/21. Combined with the additional funding

announced in December of £1.928m over two years for the High Needs block, this should remove the deficit next year, provided demand pressures are in line with current forecasts.

Table 4: Dedicated Schools Grant (Period 9 - December 2018)

	Revised Budget £000	Quarter 3 Forecast £000	Variance from Budget Adv/(Fav) £000
Schools			
- Individual Schools Budget	141,143	141,020	(123)
- Growth Fund	897	792	(105)
- Central schools expenditure	1,268	1,268	0
- ESG retained funding	852	852	0
Sub-total	144,160	143,932	(228)
Early Years Block	29,037	29,037	0
High Needs Block	45,182	45,707	525
Sub-total	218,379	218,676	297
DSG Income	(217,878)	(217,878)	0
DSG c/f	(501)	(501)	0
DSG Total	0	297	297

1.10 The forecast as at 31 December 2018 on the council's 2018/19 **capital programme** is **£294.791m**, £261.227m of which relates to the General Fund programme and £33.564m to the HRA capital programme. This is **£70.966m less** than the 2018/19 budget of £365.758m which was approved by Policy and Resources Committee on 11 December 2018. Table 5 summarises the actual expenditure, budget and variance by service.

Table 5: Capital forecast (Period 9 – December 2018)

Service	18/19 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	P9 18/19 Forecast	Variance from Approved Budget	Variance from Approved Budget
	£000	£000	£000	£000	£000	%
Adults and Communities	2,850	0	(450)	2,400	(450)	(15.8)
Commissioning Group	59,974	(526)	(5,757)	53,691	(6,283)	(10.57)
Children's Service (Education and Skills)	31,092	(110)	(10,739)	20,243	(10,849)	(34.9)
Children's Service (Family Services)	7,568	0	(1,522)	6,046	(1,522)	(20.1)
Housing General Fund (Tackling Homelessness)	68,232	0	(23,986)	44,246	(23,986)	(35.2)
Parking and Infrastructure	1,585	0	(68)	1,517	(68)	(4.3)

Service	18/19 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	P9 18/19 Forecast	Variance from Approved Budget	Variance from Approved Budget
	£000	£000	£000	£000	£000	%
Development & Regulatory Services (including Re)	150,366	13	(21,120)	129,259	(21,107)	(14.0)
Street Scene	4,201	1	(377)	3,825	(376)	(9.0)
General Fund Programme	325,869	(622)	(64,019)	261,227	(64,641)	(19.8)
HRA (Barnet Homes)	39,889	0	(6,325)	33,564	(6,325)	(15.9)
Total Capital Programme	365,758	(622)	(70,344)	294,791	(70,966)	(19.4)

1.11 The majority of service areas are forecasting slippage with two areas identifying deletions. The principal variances from budget and the reasons for these are highlighted below.

- **Adults and Communities** have forecasted slippage of £0.450m on the Mosaic project.
- **Commissioning** are forecasting slippage of £5.757m and deletions of £0.526m. The deletion is as a result of the community centre fit out and the Tarling Road community centre projects being combined and releasing funds that are no longer required. The slippage relates primarily to the Office build where construction will not be completed until 2019/20 and the ICT Strategy where implementation of systems is now scheduled in 2019/20.
- The **Children's Services (Education)** forecast £20.243m includes slippage of £10.739m, this is largely due to the Saracens and Grammar school projects now not starting until 2019/20 (£2.000m), access issues causing delays to the Alternative Provision project (£2.995m) and underground contamination problems causing delays to the Blessed Dominic build (£2.586m). The forecast also includes a deletion of £0.110m as a result of a clawback of funding by the EFSA.
- The **Children's Services (Family Services)** forecast of £6.046m includes slippage of £1.522m. This is primarily due to delays to Meadow Close (£0.551m) and re-profiling of library works into 19/20 (£1.065m).
- The **Housing General Fund** capital programme is showing slippage of £23.986m. This is largely due to direct acquisitions that will not complete until 2019/20 (£14.000m), the Open Door project (9.000m) where land transfer delays have delayed the drawdown of funds and the Pinkham Way Land release which will not complete until 2019/20 (£1.250m). The programme also has accelerated spend in relation to the microsites project which is expected to now complete in 2018/19 (£0.673m).
- The **Parking and Infrastructure** programme is forecasting slippage of £0.068m. This is as a result of budget realignment on the on Highways permanent re-instatements project.
- The **Development and Regulatory Services (including Re)** capital programme has decreased by £21.107m overall, £5.000m of which relates to the Colindale Station

following an updated timescale from TFL. The Thameslink station (£5.000m) and Strategic Infrastructure fund (£7.000m) projects have been re-profiled. The Hendon Cemetery refurbishment has slipped by £1.000m as a result of delays to the scheme design, and the Colindale Highways and transport project will slip £0.800m into 2019/20 following delays by TFL for junction works. The Grahame Park community facility project has re-profiled £0.940m into 2019/20 following re-planning of this project after initial plans were refused planning consent by the GLA.

- **Street Scene** is forecasting slippage of £0.377m for vehicles where further purchases will not take place in 2018/19.
- Forecasted capital expenditure on the **HRA** capital programme is £33.228m against a revised budget of £33.564m, resulting in a forecast variance of £6.325m. The most significant movements are:

The HRA fire and safety programme forecasting slippage of £5.000m following a review of the plans for delivery of all the various improvements to the tower blocks to ensure residents are where possible only disturbed once.

The Upper and Lower Fosters project is forecasting slippage of £0.365m following a review of the profile of the spend and the phasing of the project. The extra care pipeline project has identified slippage of £0.621m following delays in leaseholder purchases. The voids and lettings project has accelerated spend of £0.380m following increases in the expected work required.

- 1.12 In 2018/19 the council budgeted to deliver £11.287m of savings. Table 6 summarises by Theme Committee the value of savings that are expected to be achieved against the savings programme. In total, **£9.622m of savings is expected to be delivered** by year end, representing 85.3% 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 above.

Table 6: Savings (Period 9 - December 2018)

Service	18/19 MTFS Savings Target	Savings Achieved / Expected to be Achieved	Savings Unachiev-able	Savings Expected to be Achieved
	£000	£000	£000	%
Adults and Safeguarding	2,980	2,315	665	77.7
Assets, Regeneration and Growth	2,355	1,855	500	78.8
Children, Education and Safeguarding	2,692	2,692	0	100.0
Environment	1,915	1,915	0	100.0
Policy and Resources	1,345	845	500	62.8
Total	11,287	9,622	1,665	85.3

- **Adults and Safeguarding** savings of £0.665m are unlikely to be achieved in 2018/19. £0.465m relates to moving clients into Moreton Close, the construction of which will not complete until the end of the year. £0.150m is linked with savings from cases 0-25 years old which is currently under review but will not be resolved in 2018/19; and £0.050m is linked with lower than anticipated savings from the reduction of care agency usage by personal assistant employed directly by service users.

- **Assets, Regeneration and Growth** unachievable savings of £0.500m will now not be achieved until 2019/20 as a result of the office move to Colindale taking place later than originally planned.
- **Policy and Resources** savings of £0.500m as part of the Customer Transformation Programme have been delayed until 2019/20.

Staffing information

1.13 There were 1,716 staff in established posts (1,414 FTEs) and 292 agency staff (187 agency FTE) in December 2018 (see tables 7a, 7b, 8a and 8b). There has been a sustained reduction in agency staff (by 58) and agency FTE (by 44) since the recruitment panel was established in May 2018. A report on the council's use of agency staff went to FPC Committee on 9 October 2018. The report is available online at:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=693&MId=9731&Ver=4>

Table 7a: LBB staff headcount (April - December 2018)

Service	Headcount*								
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Adults and Communities	317	309	310	319	319	317	320	318	318
Commissioning Group	242	243	249	262	262	260	256	253	253
Family Services	667	668	667	665	664	657	662	663	661
Street Scene	526	523	518	498	495	496	487	483	484
Overall	1,752	1,743	1,744	1,744	1,740	1,730	1,725	1,717	1,716

*Figures exclude vacancies and Education and Skills
Source: HR Establishment Pack

Table 7b: LBB staff full time equivalent (April - December 2018)

Service	FTE*								
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Adults and Communities	284	276	275	284	285	283	287	284	284
Commissioning Group	223	224	229	243	243	241	236	233	233
Family Services	483	486	488	490	490	485	487	485	484
Street Scene	445	444	440	425	422	424	418	412	413
Overall	1,435	1,430	1,432	1,442	1,440	1,433	1,428	1,414	1,414

*Figures exclude Education and Skills
Source: HR Establishment Pack

Table 8a: Agency headcount (April - December 2018)

Service	Agency Headcount*								
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Adults and Communities	48	51	60	52	39	38	28	23	27
Commissioning Group	24	22	24	24	28	26	30	29	27
Family Services	179	186	174	163	157	160	143	147	160
Street Scene	99	91	69	61	60	67	61	58	78

Service	Agency Headcount*								
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Overall	350	350	327	300	284	291	262	257	292

*Figures exclude Education and Skills

Source: HR Establishment Report (April-September data provided by Comensura; October-December data provided by Matrix. The data from the two systems is not directly comparable. The data is 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. FTE is calculated using the previous month's FTE as a proportion to agency Headcount.

Table 8b: Agency full time equivalent (April - December 2018)

Service	Agency FTE*								
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Adults and Communities	41	43	48	42	31	30	22	18	21
Commissioning Group	18	22	18	18	21	20	23	22	21
Family Services ⁴	120	124	114	107	102	104	93	96	104
Street Scene	47	42	36	32	31	35	32	30	41
Overall	226	231	216	199	185	189	170	166	187

*Figures exclude Education and Skills

Source: HR Establishment Report (April-September data provided by Comensura; October-December data provided by Matrix. The data from the two systems is not directly comparable. The data is 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. FTE is calculated using the previous month's FTE as a proportion to agency Headcount.

1.14 Agency staff expenditure included in the forecasted revenue outturn is shown in table 8c. Agency spend for the year up to 31 December 2018 was **£12.052m**, £1.066m less than the same period last year (£13.118m) and is **forecast to be £16.655m**, £2.538m less than the actual spend for last year (£19.193m).

Table 8c: Expenditure on agency staff (Q3 2018/19)

Service	Q3 17/18 £000*	Q3 18/19 £000*	Change %	17/18 Full Year Actual £000	18/19 Full Year Forecast £000
Adults and Communities	2,151	1,127	(47.6)	2,510	1,390
Assurance	14	9	(40.8)	16	12
Children's Services	6,726	7,399	10.0	10,407	10,081
Commissioning Group	1,092	1,066	(2.3)	1,501	2,017
Customer Support Group	0	21	100.0	50	0
HRA	0	0	0	0	0
Public Health	0	131	100.0	8	171
Development and Regulatory Services	2	0	(100.0)	0	0
Street Scene	1,956	1,156	(40.9)	2,427	1,459
Capital	1,177	1,143	(2.9)	2,274	1,525
Total	13,118	12,052	(8.1)	19,193	16,655

*Figures are cumulative up to end December

1.15 Sickness absence has consistently fallen over past six months from 10.10 days in April 2018 to 8.07 days in December 2018. This is the lowest recorded sickness absence since August 2017 (8.47 days). Long-term sickness absence (4.74 days) continues to impact on the overall rate, with absences most notable in Street Scene (7.30 days) and Adults and

Communities (5.11 days). The split between long-term and short-term sickness absences is reducing.

Table 9a: Sickness absence (April – December 2018)

Service	Average days lost per FTE (rolling 12 months)								
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Adults and Communities	10.76	10.97	10.63	10.06	9.87	9.39	8.96	8.77	8.39
Commissioning Group	3.71	3.48	3.38	3.11	2.81	2.79	2.74	2.82	2.85
Family Services	8.01	8.20	8.34	8.25	8.07	7.83	7.61	7.12	6.96
Street Scene	15.12	14.86	14.44	14.46	13.92	13.25	12.69	12.28	12.13
Overall*	10.10	10.08	9.89	9.64	9.31	8.91	8.57	8.25	8.07

*Figures include Education and Skills

Source: HR Dashboard (average over rolling 12 months)

Table 9b: Long and short-term sickness absence (December 2018)

Service	Average days lost per FTE (rolling 12 months)		
	Dec-18	Long-term absence	Short-term absence
Adults and Communities	8.39	5.11	3.28
Commissioning Group	2.85	1.59	1.26
Family Services	6.96	3.85	3.11
Street Scene	12.13	7.30	4.83
Overall*	8.07	4.74	3.33

*Figures include Education and Skills

Performance and risk information

1.16 The corporate priorities are set out in the Corporate Plan 2018/19 Addendum. These are the top 15 priorities for the council. As well as these, the Theme Committees have additional priorities that will be reported to them as part of the performance and risk reporting framework. Information relating to the additional priorities has not been included in this Strategic Performance Report, except where there are indicators that have not met target and/or high level risks.

1.17 The update on **corporate priorities** is presented by Theme Committee and includes performance and risk information as follows:

- Progress on activities
- Performance of key indicators¹
- High level risks from the Corporate Risk Register²

¹ RAG rating reflects the percentage variance of the result against the target as follows: On target = GREEN (G); Up to 9.9% off target = AMBER (A); 10% or more off target = RED (R). The Direction of Travel (DOT) status shows the percentage variation in the result since last year e.g. Improving (↑ I), Worsening (↓ W) or Same (→ S). The percentage variation is calculated as follows: Q3 18/19 result minus Q3 17/18 result equals difference; then difference divided by Q3 17/18 result multiplied by 100 = percentage variation. Any results not for three months of quarter, illustrated by (c) = cumulative from start of financial year; (s) snapshot at end quarter; or (r) rolling 12 months.

² The Corporate Risk Register includes strategic risks (strategic and business critical risks) and high level (scoring 15 and above) service/joint risks (service and contract delivery risks). All risks are managed in line with the council's risk management framework. The risk registers are live documents and the Q3 18/19 Corporate Risk Register provides a snapshot in time (as at end December 2018). All risk descriptions for the strategic and high level service/joint risks are available in Appendix A.

1.18 In addition, any indicators that have not met target and/or high level risks linked to **additional priorities** for the Theme Committee are presented; along with any strategic issues/escalations related to the Theme Committee's Terms of Reference.

1.19 An overall status has been given for each corporate priority (see table 10). This reflects the Q3 position for budget forecasts, progress on activities, performance of key indicators and any high level risks.

Table 10: Overall status for priorities (Q3 2018/19)

Corporate priority	Overall status
Children, Education and Safeguarding	
Children's Services Improvement Action Plan	Amber
Delivering the family-friendly Barnet vision	Green
Adults and Safeguarding	
Embedding strength-based practice	Amber
Integrating local health and social care	Green
Assets, Regeneration and Growth	
Regenerating Brent Cross Cricklewood	Amber
Increasing the housing supply	Amber
Helping people into work	Green
Housing	
Building compliance and fire safety	Green
Environment	
Modernising environmental services	Red
Delivering highways improvements	Red
Community Leadership and Libraries	
Safer communities	Amber
Tackling issues with domestic violence, mental health and substance misuse	Amber
Policy and Resources	
Implementing The Way We Work programme	Amber
Continuing to improve customer services	Amber
Medium and long term strategic planning	Amber

CHILDREN, EDUCATION AND SAFEGUARDING (CES) COMMITTEE

Children's Services Improvement Action Plan

1.20 Children's Services in Barnet were judged by Ofsted to be inadequate when Ofsted undertook a Single Inspection Framework (SIF) during April and May 2017. The council fully accepted the findings of the report and is working collectively with the partnership to drive the improvements needed to transform social care services for children, young people and their families from inadequate to good rapidly. In response to the recommendations and areas for improvement identified by Ofsted, the Children Services Improvement Action Plan was developed and a final version presented to CES Committee in November 2017. Progress on the Improvement Action Plan is reported to CES Committee and reports are available online at:

<https://barnet.moderngov.co.uk/ieListMeetings.aspx?CId=697&Year=0>

Since November 2017, Ofsted have conducted five monitoring visits of Barnet Children's Services, which focused on 'front door' services, Duty and Assessment, Intervention and Planning, Children in Care and work with vulnerable adolescents. During this period, Ofsted have found there to be a steady and strong focus on improving services and the quality of social work practice in Barnet. Although the pace of change has begun to establish improved social work practice over the last year, there is more work to do to ensure consistent quality of practice across all services. The council was also subject to an Annual Engagement meeting with Ofsted on 5 November 2018. In this meeting the council's [self-assessment](#) was considered.

A fifth monitoring visit took place on 27 and 28 November 2018, and focused on the 'front door' services and the Duty and Assessment Teams. A sixth monitoring visit is scheduled for 14 and 15 February 2019 and will focus on the leaving care service, Onwards and Upwards.

In September 2018, the Barnet Family Services Improvement Board was presented with a revised Improvement Action Plan covering the year September 2018 to September 2019, and this plan was approved by the Improvement Board in October 2018. The new plan reflects the progress made during the first year, and includes emerging priorities. It reflects the rigorous focus on assessment and care planning across Family Services. As with the previous version, the action plan sets out the improvement journey and gives focus to transform services, especially social care, from inadequate to good rapidly. The action plan is in line with the three core strategic objectives that cut across all plans for children, young people and families and underpin the systemic and cultural change needed to drive improvement within the borough:

- Empowering and equipping our workforce to understand the importance and meaning of purposeful social work assessments and interventions with families
- Ensuring our involvement with the most vulnerable children in the borough positively impacts on their outcomes
- Providing Practice Leadership and management throughout the system to ensure progress is made for children within timescales that are appropriate and proportionate to their needs and that practitioners are well supported, child curious and focused

The revised action plan has consolidated the previous turnaround priority and improvement themes into six overarching improvement themes:

1. Systems Leadership for Children
2. Enhancing Practice Leadership for Children
3. Right Interventions, Right Time (Thresholds)
4. Strengthening Assessment for Children
5. Strengthening Planning for Children
6. Embedding a Child Centred Culture that Improves Children's Lives

The latest progress report was presented to CES Committee on 16 January 2019 and is available online at:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=9469&Ver=4>

- 1.21 There are two key indicators linked to this priority in the Corporate Plan. Overall progress against the Children's Services Improvement Action Plan is indicated in the table below and further details will be taken to the Children, Education and Safeguarding Committee on 13 March 2019.

Indicator	Polarity	Annual Target	Q3 18/19			Q3 17/18	Benchmarking
			Target	Result	DOT	Result	
Overall progress against Children's Services Improvement Action Plan	Monitor	Monitor	Monitor	Pace of change begun to establish improved social work practice	New for 18/19	New for 18/19	No benchmark available
Findings of Ofsted Monitoring Visits	Monitor	Monitor	Monitor	Pace of change begun to establish improved social work practice	New for 18/19	New for 18/19	No benchmark available

- 1.22 In addition to these, CES Committee receives a comprehensive datapack of indicators that are subject to additional focus through the Children's Services Improvement Action Plan. This includes updated data on **caseloads**, which has been extracted for information below (see paragraph 1.23). The November 2018 Performance Matters will be presented at the March 2019 meeting and will be available online at:

<https://barnet.moderngov.co.uk/ieListMeetings.aspx?Committeeld=697>

Caseloads

- 1.23 The council has invested in additional staffing in Family Services to keep caseloads down, especially in the Duty and Assessment (DAT) and Children in Care (CIC) teams. The data for November 2018 (see table 11) shows that since the Ofsted inspection, the average caseload has decreased across all teams except one, with a notable decrease of circa 40 per cent in the Duty and Assessment Team.

There has been a small increase in the REACH team from 9.8 to an average of 11.3; however, this is still significantly lower than the average of 15 to 16 cases that is considered a "good" caseload size. The REACH team was newly created in the spring of 2017 and, therefore, caseload levels were lower at this point whilst the team was being established and referrals started to be made.

The service is now back to 'business as usual' staffing levels in the DAT Team and Intervention and Planning Team (overall six over establishment social work posts as at

November 2018 compared to 30 over establishment in December 2017). Maintaining manageable caseloads is an achievement for the service.

The Ofsted Monitoring Letter (August 2018) noted that “social workers have manageable caseloads, which means that they have time to engage in direct work with children”.

Table 11: Average caseloads (November 2018)

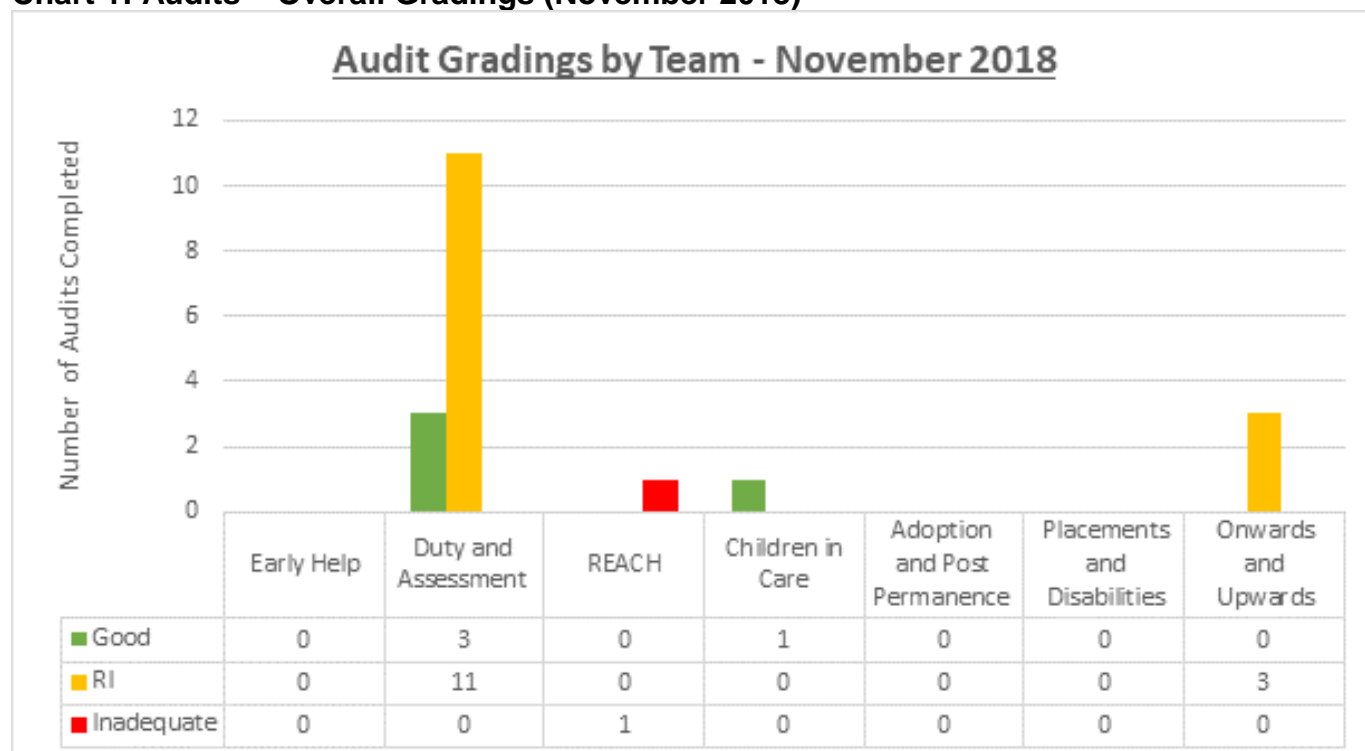
	Apr/May-17 (Ofsted Inspection)	Nov-18
Duty and Assessment (DAT)	28.3	16.4
Intervention and Planning (I&P)	17.3	16.4
Children in Care (CIC)	15.9	13.4
0-25	17.6	16.8
Onwards and Upwards	21.2	18.2
REACH	9.8	11.3

Source: Data Dashboard, Performance Matters, November 2018

Audits

1.24 As at the end of November 2018, 19 regular and thematic audits had been recorded as completed during the month. These looked at the quality of casework across six domains including assessment, planning and management oversight. The gradings can be found in chart 1.

Chart 1: Audits – Overall Gradings (November 2018)



1.25 There is one high level strategic risk linked to this priority.

- **STR021 - Delivery of Ofsted Improvement Action Plan (residual score 16).** Ofsted undertook a fifth monitoring visit on 27 and 28 November 2018, which focused on the progress made in the areas of help and protection; the effectiveness of the MASH; the

quality of practice; and case recording, management and supervision. Feedback was positive with inspectors noting that social work practice has further consolidated and improved since the previous visit to 'the front door'. A final monitoring visit will take place on 14 and 15 February 2019, focusing on work with care leavers.

Delivering the family-friendly Barnet vision

- 1.26 The draft Children and Young People Plan (CYPP) 2019-23 was presented to CES Committee on 16 January 2019 in preparation for consultation. This is available online at: <https://barnet.moderngov.co.uk/documents/s50492/Appendix%201%20-%20CYP%20Plan.pdf>

The Annual Young People's Survey showed 84 per cent of young people think Barnet is a family friendly place to live. Top personal safety concerns are gangs, bullying and drug taking. This has helped to inform the new CYPP and responses will assist with better targeting and improvement of services.

- 1.27 There are no key indicators linked to this priority in the Corporate Plan; and no high level risks.

Additional priorities

- 1.28 There are two additional priorities for CES Committee: **Tackling gang activity and Ensuring the attainment and progress of children in Barnet schools remains in the top 10% nationally**. Performance and risk information in relation to these will be reported to CES Committee on 13 March 2019. Any indicators that have not met target and/or high level risks linked to these **additional priorities** are presented below.

- 1.29 There is one high level risk linked to the additional priority "**Ensuring the attainment and progress of children in Barnet schools remains in the top 10% nationally**". This is a joint risk with Cambridge Education:

- **ES023 - Overall schools budget (DSG) overspends (residual score 16 – increased from 12)**. Demand pressures could lead to an overspend on the schools budget resulting in pressure to cut Special Educational Needs (SEN) spending. The likelihood score has increased from 3 to 4 due to pressure on the schools budget and individual budgets, resulting in an increased residual score of 16 (from 12). The risk is being tolerated at this level.

Strategic issues/escalations

- 1.30 There were no strategic issues/escalations in relation to the Q2 2018/19 performance report from CES Committee in November 2018

ADULTS AND SAFEGUARDING (A&S) COMMITTEE

Embedding strength-based practice

- 1.31 Operational work to embed strength-based social care improvement has continued. Since September 2018 a panel chaired by an Assistant Director has been used to review and authorise all care and support plans including lower level funded packages of care. Areas of improvement have been identified, though the majority of packages of support have been approved as appropriately strength-based. An external audit of case recording will take place early in Q4 and the findings reported into the operational Quality Board.

The Adult Social Care User Survey for 2017/18 has been published. The key indicators for strength-based practice showed that performance had been maintained or improved; whilst Barnet performed strongly against comparator local authorities. Overall satisfaction with care and support increased from 61.7% in 2016/17 to 63.6% in 2017/18, with Barnet ranked 2nd against the comparator group of 16 local authorities. The proportion of people who said they had as much social contact as they would like also increased, from 43.4% in 2016/17 to 46% in 2017/18, with Barnet ranked 3rd against the comparator group. Barnet also maintained strong performance in relation to social care-related quality of life and ranked 4th against the comparator group, and Barnet ranked 2nd when people were asked about the impact of social care on their quality of life against the comparator group. These indicators are reported a year in arrears, as part of the 2018/19 social care performance framework.

Other measures reported in Q3 have also performed well against targets. The percentage of adults with learning disabilities living in their own homes or with families is at 78.4% against a target of 72.5% - a slight percentage decrease from the previous quarter but an increase from 627 to 629 adults living in stable accommodation. A targeted programme of case reviews for adults with mental health (MH) issues potentially able to step down from residential care took place in Q3 and the number of adults with MH issues living independently has increased by four individuals to 83.5%, outperforming the target of 83%. Employment for adults with MH issues was at 8.4%, better than the 7.5% target. Employment for adults with learning disabilities (LD) has fallen short of the target. Prototyping of the new employment and day opportunities support service with LD service users has continued in Q3. Roll out of the service to MH service users was delayed in Q3 but is being progressed in Q4. Steering groups to support this are being held in January 2019.

- 1.32 There are 11 key indicators linked to this priority in the Corporate Plan. Seven have met the quarterly target; three cannot be reported because of difficulties reporting from the case management system (Mosaic); and one has not met the quarterly target.
- **Adults with learning disabilities in paid employment (RAG rated RED) – 9.7% against a target of 10.9%.** Support plans at all levels of cost continue to be signed off via a panel process which provides feedback and challenge on whether employment options have been considered. The new learning disabilities day opportunities and employment support service was prototyped in Q3 and will be rolled out more widely in Q4. The roll-out includes a steering group working with social workers to identify and increase referrals into the services.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Permanent admissions to residential and nursing care homes, per 100,000 population age 65+ (c)	Smaller is Better	312.5	468.5 ³	351	260 (G)	↑ +1.2%	256.5	CIPFA Neighbours 383.4 London 406.2 England 585.6 (NASCIS, 17/18)
Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64 (c)	Smaller is Better	3.2	12.0	9.0	3.3 (G)	↓ W +63%	2.0	CIPFA Neighbours 8.8 London 9.6 England 14.0 (NASCIS, 17/18)
Adults with learning disabilities who live in their own home or with their family	Bigger is Better	75%	72.5%	72.5%	78.4% (G)	↑ +9.2%	71.8%	CIPFA Neighbours 70.9% London 73.3% England 77.2% (NASCIS, 17/18)
Adults with learning disabilities in paid employment	Bigger is Better	10.1%	10.9%	10.9%	9.7% (R)	↑ +1.5%	9.6%	CIPFA Neighbours 9.3% London 7.5% England 6.0% (NASCIS, 17/18)
Adults with mental health needs in paid employment	Bigger is Better	6.7%	7.5%	7.5%	8.4% (G)	↑ +12%	7.5%	CIPFA Neighbours 7.8% London 6% England 7% (NASCIS, 17/18)
Adults with mental health needs who live independently, with or without support	Bigger is Better	82.4%	83%	83%	83.5% (G)	↑ +1.7%	82.1%	CIPFA Neighbours 67.1% London 61% England 57% (NASCIS, 17/18)
Contacts that result in a care package (c)	Monitor	22.9%	Monitor	Monitor	No result ⁴	N/A	16.7%	No benchmark available

³ This target has been revised to bring it into line with the trajectory agreed in Better Care Fund monitoring.

⁴ This indicator cannot be reported because of difficulties with Mosaic configuration, reports and data quality.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Service users receiving ongoing services with telecare (c)	Bigger is Better	25.4%	26.5%	26.2%	No result ⁵	N/A	24.3%	No benchmark available
Instances of information, advice and guidance provided to carers (c)	Bigger is Better	3874	3600	2700	No result ⁶	N/A	2854	No benchmark available
People who feel in control of their own lives (Annual)	Bigger is Better	72.1% ⁷	73%	73%	75.8% (G)	↑ I +8.4%	69.9%	CIPFA Neighbours 74.1% London 73.2% England 77.7% (NASCIS, 17/18)
Service users who find it easy to get information (Annual)	Bigger is Better	61.1% ⁸	69.8%	69.8%	69.1% (G)	↓ W -4.2%	72.1%	CIPFA Neighbours 71.2% London 70.1% England 73.3% (NASCIS, 17/18)

1.33 There are five high level risks linked to this priority - two strategic risks and three service risks. The case management system risk sits at both strategic and service level.

- **STR007 - Significant adults safeguarding incident (residual score 15).** The safeguarding risk in Adult Social Care is being managed by various policies and procedures, including practice standards; training; and quality assurance, including case audits and supervisions audits. The service reports to CMT Assurance, Barnet Safeguarding Adults Board, Adults and Safeguarding Committee and the Health and Wellbeing Board annually. There has been a comparison exercise of safeguarding indicators to national benchmarks in Q3, which showed Barnet to be in line with national benchmarks including a high conversion rate of safeguarding concerns to inquiries and an improved satisfaction in adults who use the service feeling safe and secure. A staff consultation on senior management has been launched and close oversight of safeguarding is essential to maintain service quality during this period. It is understood that

⁵ This indicator cannot be reported because of difficulties with Mosaic configuration, reports and data quality.

⁶ This indicator cannot be reported because of difficulties with Mosaic configuration, reports and data quality.

⁷ This survey indicator has a confidence interval of +/-4.1%pts. The result differs slightly to that reported in Q3 2017/18 (69.9%) due to further data cleansing.

⁸ This survey indicator has a confidence interval of +/-4.1%pts. The measures from the annual social care survey have been subject to further validation and are being resubmitted to NHS Digital, the publishers of national social care data. These updated figures are not yet reflected in the published NHS Digital results. The result differs slightly to that reported in Q3 2017/18 (61.7%) due to further data cleansing.

even with very effective management of safeguarding risks, a safeguarding incident could still occur.

- **STR020 / AC028 - Lack of fully functioning case management system (residual score 15 – reduced from 20).** 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. The main commercial process has completed and a new contractor, Bettergov, has been procured to complete implementation of Mosaic. A plan and approach are being developed to deliver the remedial work, with an expectation that this is signed off by the programme board in January 2019. As a result, the likelihood score has reduced from 4 to 3, resulting in a reduced residual score of 15 (from 20)
- **AC001 - Increased overspend to meet statutory duties (residual score 20).** The uncertainty of the operating environment could lead to insufficient resources for the service to meet its statutory duties. The demand for care services has continued to increase, particularly in complexity and the cost of individual care packages. The announcement of winter pressures monies has significantly improved the in-year budget position. Recovery planning has been undertaken and measures implemented, including holding vacant posts; scrutiny of new spend by an Assistant Director to ensure care planning is appropriate and proportionate; recruitment of additional capacity to carry out financial assessments to ensure income is realised. The medium term pressures remain.
- **AC031 – Budget management (residual score 16).** Delays in resolving issues with Mosaic have limited the ability to produce routine budget reports, which could result in budget issues not being identified and addressed in a timely fashion leading to overspend. A new contractor, Bettergov, has been procured to complete implementation of the Mosaic system. A plan and approach are being developed to deliver the remedial work, with an expectation that this is signed off by the programme board in January 2019. The plan focuses in its initial stages on streamlining the brokerage processes to ensure more timely purchasing of care. The new finance reporting solution is in use with trend analysis tools being developed and tested for rollout at the end of Q4.

Integrating local health and social care

- 1.34 Delayed transfers of care (DTC) have been maintained at a low level during the autumn 2018. There were still higher levels of delays in August and September 2018, particularly in relation to complex mental health (MH) cases where few providers can meet individuals' needs but these were brought down in October and November 2018. The reduction in delays is in part due to Barnet contracting with 23 new providers to increase capacity in the homecare market. These contracts went live in Q3. Delays are likely to become more challenging in Q4 as the winter pressures, which begin in December, continue to build.

The council has been working with Barnet CCG on the Care Closer to Home programme. There are now six Care Closer to Home Integrated Networks (CHINs) in varying stages of development across Barnet. Paediatric hot clinics and a Frailty multi-disciplinary team (CHIN 1 and 2) have gone live in Q3. Further mobilisation will take place for a diagnostics proposal that has already gone through the CCG Governance process for CHIN 3, while upcoming projects will focus on implementing digital platforms and ensuring all CHINs are in a go-live state by the end of Q4. A specialist dementia focused CHIN is being scoped and developed, which will focus on improving health and wellbeing outcomes for adults with dementia and carers of adults with dementia.

The Transforming Care Partnership has continued to perform well, although there have been a small number of new hospital admissions in Q3. There is no financial impact on Barnet Adult Social Care due to agreements with other local authorities and no discharges are imminent. A number of complex cases have arisen where funding responsibilities are subject to dispute with other CCGs. Officers are working closely to identify any particular risks, although it is likely that the risks will be held by the CCG.

1.35 There are two key indicators linked to this priority in the Corporate Plan. Reducing Delayed Transfers of Care (DTC) has been a priority for Adult Social Care, with national targets set for DTC reduction in July 2017 and the improved Better Care Fund (iBCF) was linked to achieving this target.

- Delayed transfers of care (DTC) from hospital per day per 100,000 population (aged 18+) which are attributable to NHS and adult social care (RAG rated AMBER) - 6.98 against a target of 6.84.** The result is slightly worse than target by -0.12 delays per day per 100,000 population. Social care delays outperformed the target but both NHS and joint delays underperformed. Winter pressures had started to build by November 2018⁹ with complex MH cases continuing to cause issues with provider capacity. Close work with NHS partners has continued to manage delays through the winter period, discharge pathways are under continual review for improvements and additional brokerage capacity has been recruited to speed up the sourcing of care packages.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result ⁹	DOT	Result	
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	9.4 ¹⁰	6.84 ¹¹	6.84	6.98 (A)	N/A	N/A ¹²	CIPFA Neighbours 7.2 London 7 England 12.3 (November 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	2.3 ¹³	2.03 ¹⁴	2.03	1.28 (G)	N/A	N/A ¹⁵	CIPFA Neighbours 2.98 London 2.7 England 4.3 (November 18, Department of Health)

1.36 There are two high level service risks linked to this priority.

⁹ Q3 2018/19 result is for November 2018. The NHS publication schedule for this data means there is a gap in reporting with December 2018 data due to be released on 14 February 2018.

¹⁰ A new methodology was introduced for DTC indicators by the Department of Health in 2017/18, so results are not comparable.

¹¹ The DTC targets are set by NHS England at a national level and were subject to revision when the Corporate Plan 2018/19 Addendum was published. Subsequently, the target has changed from 9.1 to 6.84.

¹² A new methodology was introduced for DTC indicators by the Department of Health in 2017/18, so results are not comparable.

¹³ A new methodology was introduced for DTC indicators by the Department of Health in 2017/18, so results are not comparable.

¹⁴ The DTC targets are set by NHS England at a national level and were subject to revision when the Corporate Plan 2018/19 Addendum was published. Subsequently, the target has changed from 2.6 to 2.03.

¹⁵ A new methodology was introduced for DTC indicators by the Department of Health in 2017/18, so results are not comparable.

- **AC002 - Failure of care provider (residual score 20 – increased from 12).** The failure of a care provider could lead to services not being delivered. Due diligence is undertaken at the start of all contracts to ensure the quality and sustainability of providers; and regular contract monitoring takes place. The service works across the care market to share best practice, support staff development and improve the quality of care. A provider failure / closure approach is in place to manage closure of homes and the safe transition of service users. The quality of social care providers is broadly good across Barnet; and there is a low level of provider concerns. However, there has been an increased focus on ‘supported living’ providers and the Care Quality team has identified a number of providers where significant improvements are required to improve quality. There has also been the potential provider failure of Allied Healthcare. This has been managed well, with support in place to ensure continued service delivery and a number of contingency plans put in place. As a result, the likelihood score has increased from 3 to 5, resulting in an increased residual score of 20 (from 12).
- **AC005 - Challenges to recruit and retain qualified staff (residual score 16 - increased from 12).** A challenging job market could lead to difficulties in recruiting and retaining sufficient staff. An increasing number of posts are being held vacant to support financial recovery planning and in other cases recruitment has been postponed. This has an impact on remaining staff who are managing increased caseloads and holding higher volumes of incoming work as a result. The Delivery Unit is monitoring the effect on staff morale. The majority of agency staff who are not in project-based posts have been transferred to permanent contracts or left. Work has continued to monitor any additional risks posed by the office move and Brexit impact, both of which are also being monitored corporately. As a result, the impact score has increased from 3 to 4, resulting in an increased residual score of 16 (from 12).

Additional priorities

- 1.37 There are three additional priorities for A&S Committee: **Needs-based support; Improving leisure facilities and physical activity; and Health and wellbeing.** Budget, performance and risk information in relation to these will be reported to Adults and Safeguarding Committee on 18 March 2019. Any indicators that have not met target and/or high level risks linked to these **additional priorities** are presented below.
- 1.38 There are two key indicators linked to the additional priority “**Improving leisure facilities and physical activity**”. One is an annual indicator from the Active Lives survey and one is a quarterly indicator that monitors leisure attendances. Neither indicator has met the target.
- **Population taking part in sport and physical activity at least twice in the last month (RAG rated AMBER) – 72.2% against an annual target of 78.5%.** The sample size for the survey is 500 people and the variation from target equates to three people. The council is investing in a number of schemes that support the improvement of physical activity infrastructure and opportunities in the borough, including new leisure facilities, sports facility enhancements via master planning exercises at Barnet Copthall, West Hendon, King George V Playing Fields, and the Fit and Active Barnet (FAB) campaign that has seen c.17,000 residents register for their free FAB Card since July 2018. In addition, work with key stakeholders has led to new community based initiatives, including new weekly Parkrun events in Friary Park (juniors) and Sunny Hill Park.

- Leisure attendances (RAG rated AMBER) - 267,738 against a target of 290,750.** This indicator is profiled as an approximate over four quarters and seasonal variances will affect target achievement. Attendances are slightly below target, but have increased since Q2 (265,911). It is anticipated that attendances will peak in January 2019 in line with industry trends, which will support achievement of the annual target. Capital investment at Finchley Lido and Burnt Oak leisure centres has resulted in increased attendances at these facilities during Q3 and this trend is expected to continue into Q4 with targeted marketing campaigns. A capital investment programme has been delivered at Hendon leisure centre throughout Q3, which has caused some disruption to customers.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Population taking part in sport and physical activity at least twice in the last month (Annual) ¹⁶	Bigger is Better	77.9%	78.5%	78.5%	72.2% (A)	↓ W -7.3%	77.9%	Rank 30 (out of 33 London Boroughs)
Total number of leisure attendances	Bigger is Better	New for 18/19	1,163,000	290,750	267,738 (A)	New for 18/19	New for 18/19	No benchmark available

1.39 There are five key indicators linked to the additional priority “**Health and wellbeing**”. Two are annual indicators and will be reported later in the year. One indicator has not met the quarterly target. This indicator is reported a quarter in arrears, so the Q2 result is reported below.

- NHS Health Checks – Uptake (RAG rated AMBER) - 2161 against a target of 2325.** The annual target for NHS Health Checks is ambitious and a clear increase on service delivery. Although the uptake of NHS Health Checks in Q2 (2161) was lower than target, this was a significant increase on last year (1265) and an improvement on Q1 (1757). To improve performance, training was provided for staff in GP practices on how to deliver the service in November 2018.

Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking
				Target	Result	DOT	Result	
NHS Health Checks – Invites	Bigger is Better	17938	20155	5038	5050 (G)	↑ I +11.2%	4540	No benchmark available
NHS Health Checks - Uptake	Bigger is Better	6286	9300	2325	2161 (A)	↑ I +70.8%	1265	No benchmark available

1.40 There is one high level service risk linked to the additional priority “**Health and wellbeing**”.

¹⁶ The Active Lives Adult Survey was sent out to a randomly selected sample of households across England in May 2018. The overall sample size was around 198,250 people, with 500 from Barnet. The data is weighted to the Office for National Statistics (ONS) population measures for geography and key demographics. The result is impacted slightly due to the ONS producing revised estimates of the sub-national population in June 2018, where Barnet’s population has increased. A confidence interval of +/- 2% points applies. This is a provisional result, which will be confirmed in May 2019. Another survey was undertaken in November 2018, which will be published in 2019/20.

- **PH06 - Pandemic Influenza type disease outbreak (residual 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 impacting on the delivery of services and the health protection of the boroughs 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)]. Mitigations are in place in terms of the Pandemic Flu plan – signed off in 2017 which will be reviewed and updated. The Barnet operational pandemic framework was completed in September 2018. A multi-agency Pan Flu preparedness exercise has been undertaken, which was facilitated by Public Health England and used operation Corvus, a scenario designed by PHE, to test Barnet's operational pandemic framework. Feedback from the exercise will inform updates to Barnet's pandemic flu plan.

Strategic issues/escalations

- 1.41 There were no strategic issues/escalations in relation to the Q2 2018/19 performance report from A&S Committee in November 2018.

ASSETS, REGENERATION AND GROWTH (ARG) COMMITTEE

Regenerating Brent Cross Cricklewood

1.42 An update on Brent Cross Cricklewood was reported to ARG Committee on 27 November 2018. This reported on progress since September 2018 and sought the necessary approvals to maintain the programme over the forthcoming period. A brief overview of the report is provided below. The full report is available online at:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9482&Ver=4>

- **Brent Cross North** – the development partners have continued to submit detailed information to satisfy the pre-commencement planning conditions that are required to be discharged before works can start. The partners have also entered into contract with L&Q to deliver the CPO1 replacement homes for the Whitefield Estate.
- **Brent Cross South** – Reserved Matters Planning Applications have been submitted for the next two development plots (Plots 11 and 13) on 25 and 26 October 2018. The council has continued to assemble the land within the Claremont Industrial Estate, so that the site preparatory works can commence in early 2019.
- **Brent Cross Thameslink** – the council entered into the contract with Network Rail for the rail systems and sidings site set up works in December 2018, with the main works of this contract due to be instructed in February 2019 to ensure the station opens in May 2022. Planning Committee approved the sidings planning application on 11 December 2018, allowing the main works to commence in January/February 2019 once funding is confirmed and the main works contract is instructed.

A report on the Thameslink Funding Strategy was submitted to Policy and Resources Committee on 11 December 2018 and subsequently referred to Full Council on 18 December 2018. The report is available online at:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9460&Ver=4>

The Ministry of Housing, Communities and Local Government (MHCLG) has requested a new business case on the preferred options, which was submitted for initial review on 18 December 2018 and was considered by the Investment Sub-Committee on 6 February 2019. A further report on the outcome of this meeting will be presented to Policy and Resources Committee on 20 February 2019.

1.43 There are no key indicators linked to this priority in the Corporate Plan

1.44 There are two high level service risks linked to this priority.

- **DCE002 - Brent Cross funding strategy (residual score 15).** Risk that the funding strategy will not be agreed in time for the required committee approvals could lead to delays in the Brent Cross project, including delivery of the Thameslink station. The long-term funding strategy has not yet been agreed. The potential for delays to the project remains high. A short term funding solution has been agreed to last until March 2019 to ensure works continue. A report went to Policy and Resources Committee on 11 December 2018 about the funding options and was referred to Full Council on 18 December 2018. Agreeing a longer-term finance strategy is critical and needs to be agreed. Regular meetings are being held with the MHCLG, Treasury and Greater London Authority (GLA)

to resolve this. The outcome of these discussions will be reported to Policy and Resources Committee for approval in February 2019.

- **OP27 - Affordability of the Thameslink project (residual score 15 – increased from 10).** If the Thameslink project becomes un-affordable this could lead to the project not going ahead and potentially the grant being clawed back from Government, impacting on the viability of Brent Cross South. The final estimate from Network Rail has not yet been finalised; however, recent figures suggest an increase to the last reported number. The Regeneration team have instructed external consultants, Currie and Brown, to review the estimate and ensure value for money is being received. Alternative procurement strategies are also being investigated to deliver some packages of works where appropriate. The updated funding agreement discussions are continuing with Government partners and the finalised estimate will be included within this agreement. The target for agreeing this is February 2019 where it will be reported to Policy and Resources Committee for approval, along with the agreed Network Rail costs to complete the project. The likelihood score has increased from 2 to 3, resulting in an increased residual score of 15 (from 10).

Increasing the housing supply

- 1.45 The second site within Opendoor Homes' **affordable housing** delivery programme, Basingway Garages, completed in November 2018. This will deliver 14 new homes.

Work has progressed on the **extra care schemes** being delivered by Barnet Homes on behalf of the council. Ansell Court completed in January 2019; and open days have been held for potential clients. The programme for obtaining vacant possession of **Stag House** for the development of the extra care scheme has been delayed until the spring 2019.

ARG Committee has approved the capital expenditure to progress the **Upper and Lower Fosters** scheme to RIBA stage 3. The bid to the Greater London Authority (GLA) for grant funding to support the delivery of **Upper and Lower Fosters** has been confirmed. This will support the development of new homes on top of medium sized blocks, 'tophatting'. An outline business case will be submitted to ARG Committee on 25 March 2019.

Planning Committee has approved the phase 2 planning application for the former Peel Centre site (**Colindale Gardens**) in November 2018. This will deliver 1,208 units and 7,094 sqm of non-residential floorspace. Works to Montrose and Silkstream parks have commenced on site in November 2018.

The Compulsory Purchase Order (CPO) in relation to the pram sheds at **Granville Road** was confirmed in January 2019. The planning application for **Dollis Valley** phase 3, which will deliver 135 homes, was deferred by Planning Committee until 4 February 2019. Progress has continued at **West Hendon**. Sealing of the CPO3 Statement of Reasons and supporting documentation has taken place and CPO Notices were delivered to all affected parties. The Silkstream Bridge Reserved Matters Application (RMA) has been approved via delegated powers.

- 1.46 There are five key indicators linked to this priority in the Corporate Plan; and **affordable housing completions** (linked to a Housing Committee priority) has been included for information. New homes completed, affordable housing completions and statutory compliance with civic estate (planned inspections) are 'Monitor only' indicators for the quarter. Homes started on site through the development pipeline is also a 'Monitor only' indicator for the quarter and has worsened from last year. One indicator has not met the quarterly target.

- **Homes started on site through the development pipeline – 56 homes.** 320 homes are due to be completed as part of the development pipeline (Opendoor Homes) programme. Construction has started on site for 151 homes in 2018/19, with 56 starting this quarter.
- **Income from the estate (RAG rated RED) - £2.2m against a target of £2.78m.** Some leases / licences due in Q3 have not yet been finalised. Once they are, there should be a spike in income because those that are outstanding will be backdated to the point at which the new agreement came into effect. This means £1.5m in income is still to be secured before the end of the financial year, as opposed to the originally expected £0.93m at Q3.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
New homes completed	Bigger is Better	2208 ¹⁷	3100	Monitor	277	↑ I +31%	211	No benchmark available
Affordable housing completions	Bigger is Better	303 ¹⁸	294	Monitor	84	↑ I	0	No benchmark available
Homes started on site through development pipeline programme ¹⁹	Bigger is Better	97	Monitor	Monitor	56	↓ W -30%	80	No benchmark available
Statutory compliance with civic estate (planned inspections)	Bigger is Better	100%	100% (1861) ²⁰	Monitor	1300	N/A	N/A ²¹	No benchmark available
Income from the estate (c)	Bigger is Better	£4.05m	£3.70m ²²	£2.78m	£2.2m (R)	↑ I +4.8%	£2.1m	No benchmark available
Running costs of estate (designated civic buildings only) (c)	Smaller is Better	£5.03m	£6.88m ²³	£5.16m	£4.3m (G)	↓ W +3.1%	£4.2m	No benchmark available

1.47 There are no high level risks linked to this priority.

Helping people into work

1.48 The council's employment and apprenticeship schemes have continued, including work in JobCentres to support Universal Credit claimants.

¹⁸ Confirmed result (2,208) as of October 2018. Final result will be published in the GLA Annual Monitoring Report in 2019.

¹⁹ Confirmed result (303) as of October 2018. Final result will be published in the GLA Annual Monitoring Report in 2019.

¹⁹ This indicator relates to schemes developed by Opendoor Homes (the development pipeline). The target is for 264 starts on site and 320 completions in 2018/19. Note, starts on site may not be completed within the same year.

²⁰ Annual target may change throughout the year as buildings are removed due to being closed, falling under project works or leased out.

²¹ 2017/18 programme covered five buildings. The programme in Q3 2018/19 covered 95 buildings.

²² Annual target revised from £3.046m to £3.70m after publication of Corporate Plan 2018/19 Addendum.

²³ 2018/19 budget has increased from £4.54m to £6.88m, so target revised to reflect this. The original budget was intended for seven buildings, but is now funding 95 buildings.

Some focused work on supporting care leavers into education, employment and training has commenced, with 11 care leavers starting a re-engagement programme run by the local organisation, Bridging the Gap (BtG), to work on their confidence and motivation. Eight of these young people achieved the Level 1 Money Management certificate. Nine young people have enrolled onto the BEST traineeship programme that combines learning and work experience. These young people will be supported into apprenticeships or other employment or training. Three care leavers embarked on an apprenticeship with the council in Q3.

The council's employment scheme in the south of the borough, BOOST Childs Hill, has been operating for a year. The centre at 184 Cricklewood has benefitted from a renovation by Morgan Sindell who completed the work as part of their social value contributions to the borough. These works have created a space for training and activity and increased the space available for advice.

Across the Burnt Oak and Childs Hill BOOST projects 65 clients moved into work. The teams saw 2,450 visitors in the period and signed up 150 new clients. BOOST assisted 17 young people (age 16-24) into work and three into training or education. In addition, the Welfare Reform Taskforce assisted 57 clients into employment and off the Benefit Cap.

The West London Job Show took place at Wembley Stadium on 10 October 2018. 400 Barnet jobseekers attended and there were thousands of jobs available across around 80 employer stands. The Barnet stand promoted internal job opportunities, and the 'Retail Job Shop' Christmas Vacancies at Brent Cross, along with Apprenticeships across Barnet's Regeneration sites. The BOOST team also attended the stand to raise awareness of the employment support in Childs Hill and Burnt Oak.

On 22 October 2018, the Urban Plan educational initiative took place at Whitefield School, with five volunteers from both Hammerson and Argent staff working with groups of 16-18 year olds to re-develop a mythical town. Whitefield School is part of the Brent Cross South development and the school has enjoyed these workshops for three years. In 2019, plans are in place to also deliver these workshops in other local schools.

- 1.49 There is one key indicator linked to this priority in the Corporate Plan. The unemployment rate is a 'Monitor only' indicator. Unemployment (4.6%) has slightly increased on the same time since last year (4.5%).

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Unemployment (of people on out of work benefits) (r)	Smaller is Better	4.4% (Jan – Dec 17)	Monitor	Monitor	4.6% (Oct 17-Sep 18)	↓ W 2.2%	4.5% (Oct 16-Sep 17)	London 5.1% National 4.2% (Oct 17-Sep 18, Nomis)

- 1.50 There are no high level risks linked to this priority.

Strategic issues/escalations

- 1.51 There were no strategic issues/escalations in relation to the Q2 2018/19 performance report from ARG Committee in November 2018.

HOUSING COMMITTEE

Building compliance and fire safety

- 1.52 An update on fire safety issues, including progress on implementing the £30m package of fire safety improvement works for council properties managed by Barnet Homes was reviewed by Housing Committee on 14 January 2019. The paper is available online at: <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9488&Ver=4>

The replacement of the cladding system to the three blocks at Granville Road was completed in October 2018 ahead of schedule and significantly under budget. The Government approved the £5m grant application for cladding replacement works and the majority of this income is expected to be received in the current financial year.

Following further statements issued by the Government regarding systemic failures discovered within the fire door industry, updated fire risk assessments have been undertaken or are in progress for all blocks that contain GRP composite doors. There are 5,000 of these doors in the stock. A replacement door type has been selected for installation and discussions are ongoing with the relevant contractor regarding the delivery of a replacement programme in accordance with risk assessment recommendations.

As agreed by the Housing Committee in June 2018, consideration has been given to extending the fire safety programme to include low and medium rise flats and Barnet Homes have developed a set of proposals, which were considered by the Housing Committee in January 2019.

Following the letters that were sent to tenants of shops under flats in October 2018, 18 out of 66 tenants responded by the end of December 2018 confirming they will undertake the work themselves. It has since been confirmed that 11 of those who responded have now completed the works. This leaves 48 tenants who have not yet responded. The next phase is for the contractors to gain access to these remaining tenants to complete the fire safety compliance work for each shop unit, and recharge the cost of the work to the tenant where appropriate, as per the terms of the lease. A programme will now be put into place to begin this process to ensure that the required level of compliance is achieved. The anticipated timeline for the contractors to price and complete the works is approximately twelve weeks.

- 1.53 There are two key indicators linked to this priority in the Corporate Plan. Both indicators have met the quarterly target.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Scheduled fire risk assessment completed (council housing) on time	Bigger is Better	96.7%	100%	100%	100% (G)	→ S	100%	No benchmark available
Priority 0 and 1 fire safety actions completed on time	Bigger is Better	100%	90%	90%	100% (G)	↑ I +11%	90%	No benchmark available

- 1.54 There are no high level risks linked to this priority.

Additional priorities

1.55 There are three additional priorities for Housing Committee: **Tackling homelessness; Driving up the quality of the private rented sector; and Providing suitable housing to support vulnerable people.** Budget, performance and risk information in relation to these will be reported to Housing Committee on 1 April 2019. Any indicators that have not met target and/or high level risks linked to these **additional priorities** are presented below.

1.56 There are ten indicators linked to the additional priority **“Tackling homelessness”**. Affordable housing completions and families with children in temporary accommodation are ‘Monitor only’ indicators for the quarter. Of the remaining eight indicators, one is monitored annually and will be reported later in the year; three have met the quarterly target; and four have not met the quarterly target.

- **Average re-let time for routine lettings (RAG rated RED) – 13.8 days against a target of 12.5 days.** There has been a slight improvement in average re-let time since Q2 (14.3 days). However, a combination of factors has continued to impact on performance, including enforcement notices on four properties, properties needing additional works, delays with the installation of new meters and the low turnaround on properties.
- **Homelessness preventions (RAG rated AMBER) – 800 against a target of 828.** 381 people were prevented from becoming homeless in Q3 (compared with 197 in Q1 and 222 in Q2). The HR Act, roll-out of Universal Credit and reduction of social housing lets have impacted on prevention work. The interventions put in place to increase staff capacity for casework rather than administration have helped to improve performance this quarter.
- **Emergency Temporary Accommodation (RAG rated RED) - 289 against a target of 200.** Whilst the overall number of households in Temporary Accommodation (TA) has increased slightly to 2526 (from 2519 in Q2), the number of households in Emergency Temporary Accommodation (ETA) has fallen to 289 (from 316 in Q2). There continues to be a lack of affordable supply of longer-term accommodation and the HR Act has created increased levels of demand. Mitigations in place to manage demand include managing the number of placements into Private Rented Sector lettings and preventing ETA admissions through the Accommodation Solution Project. Whilst it is expected that performance will continue to improve, it is unlikely that the annual target will be achieved.
- **Current arrears as a percentage of debit (RAG rated AMBER) – 3.6% against a target of 3.5%.** This equates to £65k off target on a £57.2m annual debit. Additional resource has allowed a more focused approach to targeted works and has enabled a significant reduction in the over £2k banding of arrears. In addition, there have been IT issues which caused the late posting of cash files to rent accounts and the late posting of the Housing Benefit receipts. The impact of this was inaccurate balances on accounts, creating a loss in collection days. A resolution has been put in place and is being monitored.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Average re-let time for routine lettings (days) (s)	Smaller is Better	10.7	12	12.5	13.8 (R)	↑ ↓ -9.3%	15.2	Rank 1 (out of 3 London Boroughs) (Q2 18/19, Housemark)

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Homelessness preventions (c)	Bigger is Better	1140	1110	828	800 (A)	↑ I +0.1 %	799	Rank 9 (out of 22 London Boroughs (17/18, DCLG)
Emergency Temporary Accommodation (s)	Smaller is Better	244	200	200 ²⁴	289 (R)	↓ W +40.3 %	206	Rank 12 (out of 33 London Boroughs) (Q4 17/18, DCLG)
Current arrears as a percentage of debit (s)	Smaller is Better	3.3%	3.1%	3.5%	3.6% (A)	↑ I -3.3%	3.7%	Rank 1 (out of 3 London Boroughs) (Q2 18/19, Housemark)

Strategic issues/escalations

1.57 There were no strategic issues/escalations in relation to the Q2 2018/19 performance report from Housing Committee in January 2019.

²⁴ The target is 200 at any point in time due to the supply of accommodation and demand availability.

ENVIRONMENT COMMITTEE

Modernising environmental services

- 1.58 Changes were introduced to the recycling and waste collection rounds on 5 November 2018. During the bedding in period most collections were completed to schedule; some collections, however, were significantly delayed. Additional staff were brought in to help collect recycling and waste on the allocated days; and more staff were allocated to the Contact Centre to respond to customer queries. Narrow access vehicles were focused to complete some roads where crews reported issues with access. These were followed-up by the service to ascertain if further action or training was needed in this area. The situation was closely monitored by senior managers and round completion rates began to improve by mid-January 2019. A separate paper on this will be reported to Environment Committee on 14 March 2019.
- 1.59 There are three key indicators linked to this priority in the Corporate Plan. Two are annual indicators, which were due to be reported in Q3 as part of the Residents' Perception Survey; but this has been put on hold for now. One indicator has not met the quarterly target.
- **Household waste sent for reuse, recycling and composting (RAG rated RED) - 35.9% against a target of 41.9%**²⁵. The rate has fallen from 39.2% in Q1 and performance is lower than last year (39.0%). This was due to a fall in the amount of garden waste collected over the summer months – it was the hottest summer on record in the UK.

Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking
				Target	Result	DOT	Result	
Household waste sent for reuse, recycling and composting	Bigger is Better	36.9%	42%	41.9%	35.9% (R)	↓ W -7.9%	39.0%	Rank 10 (out of 32 London Boroughs) (17/18, Waste Dataflow)
Residents who are satisfied with refuse and recycling services (Annual) ²⁶	Bigger is Better	79% (Autumn 17)	84%	84%	Survey on hold	N/A	79% (Autumn 17)	National 77% (June 17, LGA)
Residents who are satisfied with street cleaning (Annual) ⁴	Bigger is Better	60% (Autumn 17)	61%	61%	Survey on hold	N/A	60% (Autumn 17)	National 70% (June 17, LGA)

- 1.60 Although there are no high level risks linked to this priority, a new strategic risk was identified in Q3 in relation to the implementation of the new recycling and waste collection rounds.
- **Implementation of new recycling and waste collection rounds (residual score 12).** This was a new risk for Q3, in light of emerging issues with the implementation of the new recycling and waste collection rounds. If these issues continued into the New Year this

²⁵ Indicator reported a quarter in arrears, so results are for Q2 2018/19.

²⁶ There is a +/-4.4%pts tolerance on the results due to the confidence interval for the sample size (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%).

could lead to further service disruption. The new and revised collection days over Christmas/New Year were widely communicated, including via social media; and additional resources were allocated to the Contact Centre to manage customer contacts. Additional and narrow access vehicles were deployed to complete rounds; and issues with blocked access and assisted collections would be followed-up by the service. The situation would be closely monitored by senior managers, including the CEO, and the Leader.

Delivering highways improvements

- 1.61 Significant challenges persist in delivering the Highways Service. High volumes of activities continue including reactive maintenance repairs, temporary traffic orders/notices and permit applications at a time where the department carries substantial vacancies and is subject to additional scrutiny. Actions have been implemented to aid recruitment.

Highways reactive repairs has continued to be a concern and discussions have taken place with Re and Conway Aecom, the third-party contractor, to address the underlying IT issue that has affected performance, including the transfer of information, instructions and photographs between the two systems (Exor and Icon). An interface to address the IT issue has been developed and was implemented in October 2018. A paper updating on the resolution to the IT issue was reported to FPC Committee on 17 December 2018 and is available online at:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=693&MId=9787&Ver=4>

The planned repairs programme under the Network Recovery Plan (NRP) for 2018/19 is on schedule. The combined total carriageway and footway area to be treated is 188,078 square metres, equivalent to 1.37% of Barnet's carriageway and footway network area. By December 2018 more than 84% of the NRP had been completed via 70 schemes, comprised of 23 footway relays and 46 resurfacing and micro asphalt schemes. The remaining schemes are programmed for completion by end of the financial year, subject to the weather.

The 2018/19 Local Implementation Plan (LIP) has been agreed between the council and Re. In Q3, 56 of the 64 schemes within the LIP programme have reached substantial overall completion; having already completed the relevant consultation and design phases. Two of the remaining schemes have been delayed due to Transport for London (TfL) processes and are subject to ongoing monitoring. The remaining schemes are in their respective consultation and design phases.

In December 2018, the average road surface temperatures were warmer than last year with just over a third of the month requiring precautionary gritting. The Local Flood Risk Management Strategy has been published on the website in November 2018; and the Gully Cleaning Programme remains on track. The Barnet Hospital Controlled Parking Zone (CPZ) extension into Cavendish Road, Grimsdyke Crescent, Jennings Way and Kings Road was introduced in December 2018.

- 1.62 There are eight key indicators linked to this priority in the Corporate Plan. Three are annual indicators, which were due to be reported in Q3 as part of the Residents' Perception Survey; but this has been put on hold for now. The **satisfaction with NRP repairs** are 'Monitor only' indicators for the quarter and have been provided for information. One indicator has met the quarterly target. Two indicators have not met the quarterly target.

- **Highways Category 1 defects rectification timescales completed on time (RAG rated AMBER) – 92.1% against a target of 100%.** IT issues have continued to impact on performance despite a new interface to enable the transfer of information, instructions and photographs between the Exor and Icon systems. Other factors affecting performance included the closure of the service over Christmas; parked vehicles preventing works taking place; and delays in issuing work orders.
- **Highways Category 2 defects rectification completed on time (RAG rated RED) – 66% against a target of 100%.** Performance has fallen for the third consecutive quarter (Q1 79.3% and Q2 78.9%). See comment above.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Emergency defects rectification timescales completed on time	Bigger is Better	98.9%	100%	100%	100% (G)	→ S	100%	No benchmark available
Highways Category 1 defects rectification timescales completed on time (48 hours)	Bigger is Better	87.5%	100%	100%	92.1% (A)	↓ W -4.1%	96%	No benchmark available
Highways Category 2 defects rectification completed on time	Bigger is Better	73%	100%	100%	66% (R)	↑ I +0.4%	65.8%	No benchmark available
Satisfaction with NRP repairs – footways (Annual)	Bigger is Better	90% ²⁷	93%	Monitor	Due in Q1 19/20 ²⁸	New for 18/19	New for 18/19	No benchmark available
Satisfaction with NRP repairs – carriageways (Annual)	Bigger is Better	80% ²⁹	90%	Monitor	Due in Q1 19/20 ³⁰	New for 18/19	New for 18/19	No benchmark available
Residents who are satisfied with road maintenance (Annual) ³¹	Bigger is Better	42% (Autumn 17)	39%	39%	Survey on hold	N/A	42% (Autumn 17)	National 39% (June 17, LGA)
Residents who are satisfied with pavement maintenance (Annual) ⁶	Bigger is Better	39% (Autumn 17)	39%	39%	Survey on hold	N/A	39% (Autumn 17)	National 54% (June 17, LGA)
Residents who are satisfied with street lighting (Annual) ⁶	Bigger is Better	80% (Spring 17)	74%	74%	Survey on hold	N/A	N/A	No benchmark available

²⁷ The result refers to the survey undertaken in February 2018 and reported in Q1 2018/19. The result provides baseline data for the 2018/19 target 93%. 101 surveys were completed for footways.

²⁸ No surveys have been carried out since February 2018.

²⁹ The result refers to the survey undertaken in February 2018 and reported in Q1 2018/19. The result provides baseline data for the 2018/19 target 90%. 118 surveys were completed for carriageways.

³⁰ No surveys have been carried out since February 2018.

³¹ There is a +/-4.4%pts tolerance on the results due to the confidence interval for the sample size (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%).

1.63 There are three high level service risks linked to this priority.

- **OP014 - Insufficient staff in Highways (residual score 16).** Difficulties in retaining experienced and qualified Highways staff could lead to non-qualified staff being tasked to deliver specialised priority tasks. Enhanced monitoring arrangements are in place with senior management attending meetings. Recruitment options were discussed in November 2018.
- **PI011 - Winter Service (residual 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. As there has been no alternative option this winter, the focus has been on ensuring decisions and deployment are carried out in a timely way. The Winter Service Plan needs to be reviewed and improved to ensure staff understand their roles and responsibilities for delivering the service.
- **PI022 - Ongoing operation of Central Management System (residual score 15).** This is a new risk for Q3, which relates to the Harvard Central Management System that operates street lights and provides reports to the Meter Administrator on energy consumption to inform monthly energy bills. The company has gone into Administration and as a consequence obtaining replacement parts and reporting of data may not be possible. Communications are ongoing with the Administrator about the potential future existence of the company. Should the company be disbanded, the council will need to replace all control systems, which will incur a significant financial cost. A contingency plan is being developed and is expected to be completed in January 2019. Highways are undergoing stock management to efficiently manage existing stock.

Additional priorities

1.64 There are three additional priorities for Environment Committee: **Delivering transport improvements; Investing in parks and open spaces; and Delivering efficient regulatory services.** Budget, performance and risk information in relation to these will be reported to Environment Committee on 14 March 2019. Any indicators that have not met target and/or high level risks linked to these **additional priorities** are presented below.

1.65 There is one high level service risk linked to the additional priority “**Delivering transport improvements**”.

- **TS013 - Passenger transport services move (residual 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. A project board has been setup to review progress and update key stakeholders.

Strategic issues/escalations

1.66 There were no strategic issues/escalations in relation to the Q2 2018/19 performance report from Environment Committee in November 2018.

COMMUNITY LEADERSHIP AND LIBRARIES (CLL) COMMITTEE

Safer communities

1.67 There have been 27,835 total notifiable offences in Barnet over the rolling 12 months to November 2018. This is a 5 per cent increase compared to a year ago (London has seen a 2 per cent increase). Barnet's crime rate per 1000 population is the 8th lowest out of the 32 London Boroughs and the rate of violence with injury offences is the 2nd lowest out of the 32 London Boroughs. There has been a 17 per cent reduction in knife injury offences in the rolling 12 months to December 2018 compared to a year ago. There has also been a 5 per cent reduction in anti-social behaviour reports to the Police in the 12 months to December 2018 and a 21 per cent reduction in the number of repeat victim anti-social behaviour reports compared to a year ago.

Bids have been submitted for a Prevent Co-ordinator and Prevent Education post; as well as for MOPAC funding, with the outcome expected in February 2019.

Barnet's first Public Space Protection Order (PSPO) went live in October 2018 in Burnt Oak, focused on reducing alcohol related anti-social behaviour. Since then, two further PSPOs have gone live in Childs Hill and Edgware town centre.

Between October and December 2018, there were 22 illegal encampments dealt with across the borough. All encampments on council land have been dealt with by Section 77 and followed-up where necessary with court orders.

1.68 There are four key indicators linked to this priority in the Corporate Plan. One is an annual indicator, which was due to be reported in Q3 as part of the Residents' Perception Survey; but this has been put on hold for now. The others are 'Monitor only' indicators and all have worsened since last year.

- **Overall crime rate in Barnet – 70.3 compared to 69.4 last year.** Whilst overall crime has increased in Barnet, this is in line with other London Boroughs. Barnet remains the 8th lowest London Borough for overall crime and has the 2nd lowest rate of violent crime in the capital.
- **Racist and religious hate crime – 733 compared to 703 last year.** The number of Hate Crimes reported has increased from 711 in Q2. The Community Safety Strategy identifies Hate Crime as one of the most unreported crime types. 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 by the Barnet Safer Communities Partnership; and focuses on raising the profile and reach of Barnet's Hate Crime Reporting Centres. Training sessions have been provided to staff and workshops held with residents and service users to raise awareness of Hate Crime. During Hate Crime Awareness Week in October 2018, events were held in different locations across Barnet and 250 residents signed up to become Hate Crime Reporting Champions.
- **Proven re-offending rate – 25% compared with 20.2% last year.** There is a substantial lag in the reported figures from the Ministry of Justice. The re-offending rate has slightly reduced from 27.9% in Q2; however, remains higher than last year, which is also reflected nationally. Reducing re-offending is part of ongoing work with partners such as the Met

Police, National Probation Service (NPS) and the Community Rehabilitation Company (CRC). Activities ongoing to reduce the re-offending rate include the appointment of a full time co-ordinator to identify the most prolific and high harm repeat offenders committing crime in Barnet; supportive interventions to help offenders break out of the cycle of reoffending; and maximising the speed with which those offenders who do re-offend are caught and brought to justice.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Overall crime rate in Barnet (total notifiable offences) (r)	Smaller is Better	71.8 ³²	Sustain reductions	Sustain reductions	70.3 ³³	↓ W +1.3%	69.4	London 92.6 (Dec 17 - Nov 18, Met Police)
Racist and religious hate crime (r)	Smaller is Better	815	Monitor	Monitor	733 ³⁴	↓ W +4.3%	703 ³⁵	No benchmark available
Proven re-offending rate (r)	Smaller is Better	29.1%	Monitor	Monitor	25% ³⁶	↓ W +23.8%	20.2%	London 27.8% National 28.6% (Jan 16 - Dec 16, Ministry of Justice)
Public confidence in police and council in dealing with anti-social behaviour and crime issues that matter in their area (Annual) ³⁷	Bigger is Better	60% (Autumn 17)	68%	68%	Survey on hold	N/A	60% (Autumn 17)	No benchmark available

1.69 There is one high level strategic risk linked to this priority.

- **STR024 - Tri-borough reorganisation of the Met Police (residual score 15).** Reorganisation of the Met Police into a tri-borough format may result in a dip in performance while the changes take place. The risk is being managed with support from the Safer Communities Partnership Board, which is monitoring quarterly performance on police demand pressures and response times and holding regular meetings with the Met Police Borough Commander. Performance data is being shared regularly and joint meetings with CMT are taking place regularly.

Tackling issues with domestic violence, mental health and substance misuse

1.70 The Public Health and Community Safety teams have undertaken a joint piece of work to produce an in-depth analysis on domestic abuse, mental health and substance misuse.

³² 71.8 per 1000, 12 months to 30 March 2018.

³³ Rolling 12 months to November 2018.

³⁴ Rolling 12 months to November 2018.

³⁵ This figure was reported as 178, as the data was only available for the three month period. This has been updated to reflect the rolling 12 months to November 2017.

³⁶ Rolling 12 months to October 2018 (data refers to Jan 2016 – Dec 2016)

³⁷ There is a +/-4.4%pts tolerance on the results due to the confidence interval for the sample size (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%).

The key findings were presented to senior managers and the Violence Against Women and Girls (VAWG) Delivery Group and will inform the development of recommendations for service delivery and practice. Actions to respond to the findings of the analysis have been drafted and are being consulted upon for final feedback to senior managers in April 2019.

The rate of Domestic Violence and Abuse (DVA) incidents in Barnet was 12.2 per 1000 population (12 months to November 2018). This is the 3rd lowest rate of all 32 London boroughs. The number of DVA victims being supported Barnet's One Stop Shop (OSS) has increased. The OSS is a drop-in service for early intervention and advice for victims of DVA and VAWG, which is delivered by Barnet Homes in partnership with other agencies. In the three months up to September 2018 (latest available data) the OSS has provided advice and support to an average of 46 victims per month (a 22 per cent increase on the average of 38 per month during 2017/18).

1.71 There is one key indicator linked to this priority in the Corporate Plan. This is a 'Monitor only' indicator and has worsened since last year.

- **Sanction detection rate of domestic abuse – 18.4% compared with 20.6% last year.** The sanction detection rate has fallen for the third consecutive quarter (Q4 23.4%; Q1 23.0%; Q2 21.2%) and is lower than the rate for London (24.8%). Whilst noting that Barnet is below the Met average for London, the downward trend over the last couple of years in the sanction detection rate for domestic abuse is something that has been London-wide and not only in Barnet. The Police have continued their efforts to ensure opportunities are taken to capture evidence to support prosecution in cases of domestic abuse. This includes the use of Body Ward Video to help improve the quality of evidence captured by officers responding to DVA calls. Training has also been provided to Health Practitioners on identifying early signs of domestic abuse and campaigns on the Domestic Violence Disclosure Scheme (DVDS) have been promoted in Barnet.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Sanction detection rate of domestic abuse - violence with injury offences (r)	Bigger is Better	23.4%	Monitor	Monitor	18.4% ³⁸	W ↓ -10.7%	20.6%	London 24.8% (Jan 18 - Dec 18, Met Police)

1.72 There are no high level risks linked to this priority.

Strategic issues/escalations

1.73 There were no strategic issues/escalations in relation to the Q2 2018/19 performance report from CLL Committee in November 2018.

³⁸ Rolling 12 months to December 2018.

POLICY AND RESOURCES (P&R) COMMITTEE

Implementing The Way We Work programme

- 1.74 This programme focuses on preparing the council's workforce for the office move to Colindale, including ensuring staff have the right tools to be able to work from any location across the borough; and delivering the accommodation and travel arrangements that will enable staff to work effectively.

Work has continued on the new office build in Colindale. However, a dispute with the builder about the final fit-out and costings has the potential to impact on the completion date and office move. The information has been passed over the council's lawyers for resolution.

The Staff Development Programme, Changing the Way We Work, has been piloted amongst change champions and early adopters ahead of a full roll-out in January 2019. 'Team Principles' have been drawn up and adopted across the organisation to stimulate discussion and agree on how teams will work now and in the future with changing work practices. A competition has been undertaken to name the meeting rooms at Colindale, with some excellent suggestions put forward.

Further Skype training sessions have been held to support those who did not attend the original sessions or required further assistance to get the best from this tool. No further training is scheduled for 2019.

- 1.75 There are no key indicators linked to this priority in the Corporate Plan; and no high level risks linked to this priority.

Continuing to improve customer services

- 1.76 Progress has been made on delivering the new council website, including testing the new site with residents. The new site is scheduled to go live in Q4, with a complete refresh of content, improved navigation and search functionality. Web satisfaction has missed target for the fourth consecutive quarter (see paragraph 1.77) mainly due to dissatisfaction with bin collection information and problems with re-setting passwords for MyAccount.

Work has continued to reduce service costs by reducing demand on the call centre, particularly where telephone call volumes are higher. In October and November 2018 call volumes decreased but higher volumes were seen in December 2018 as the changes to bin rounds were introduced resulting in a higher number of calls during the transition period.

- 1.77 There are three key indicators linked to this priority in the Corporate Plan. Two indicators have not met the quarterly target.

- **Satisfaction with the council's website (RAG rated RED) – 30% against a target of 55%.** Following a decline in November 2018, web satisfaction fell further in December 2018. The main drivers of dissatisfaction were pages related to recycling and waste associated with changes to bin collection rounds and password reset issues in MyAccount. A fix has been scheduled to improve the password re-set process in February 2019. The new council website will go live in early 2019, with improved navigation and search facilities; as well as an upgrade to MyAccount. The new website will be hosted on a new

cloud based server to improve stability and resilience. Website satisfaction is expected to improve in subsequent quarters.

- **Customer cases closed within agreed timescales (RAG rated AMBER) – 91% against a target of 94%.** There has been an improvement in performance since Q2 (88%). However, performance has been impacted by Street Scene, where only 54% of cases closed on the system. Following the introduction of new bin collection schedules in November 2018, Street Scene operational pressures impacted on the resource available to update records on the reporting system.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Overall satisfaction with customer services (excl. web satisfaction)	Bigger is Better	91%	89%	89%	90% (G)	→ S	90%	No benchmark available
Satisfaction with the council's website	Bigger is Better	48%	55%	55%	30% (R)	↓ W -26.8%	41%	No benchmark available
Customer cases closed within agreed timescales	Bigger is Better	91% (Q4 17/18)	94%	94%	91% (A)	→ S	91%	No benchmark available

1.78 There are no high level risks linked to this priority.

Medium and long term strategic planning

1.79 Significant work has been undertaken to resolve the £62m budget gap. The draft Corporate Plan, Barnet 2024, and MTFS were approved by Policy and Resources Committee on 11 December. Delivery Plans outlining the key actions, indicators and risks for 2019/20 are being drafted for each Theme Committee, linked to the MTFS savings for Year 1. Progress will be monitored via the quarterly performance reports to Theme Committees and Policy and Resources Committee. Consultation on the General Budget 2019/20 closed on 16 January 2019.

1.80 There are four key indicators linked to this priority in the Corporate Plan. Two are annual indicators, which were due to be reported in Q3 as part of the Residents' Perception Survey; but this has been put on hold for now. Council tax and business rate collections are 'Monitor only' for the quarter and performance is comparable to last year (+0.1% and +0.2%).

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Council tax collection (Not in-year)	Bigger is Better	98.6%	98.5% (4-year target)	Monitor	98.6%	↑ ↓ +0.1%	98.5%	No benchmark available ³⁹

³⁹ The in-year council tax collection was: Barnet 96%; Outer London 97.1%; London 96.7% and England 97.1% (17/18, MHCLG)

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Business rate collection (Not in-year)	Bigger is Better	99.4%	99.0% (4-year target)	Monitor	99.2%	↑ ↓ +0.2%	99.1%	No benchmark available ⁴⁰
Residents who are satisfied with the way the council runs things	Bigger is Better	65% (Autumn 17)	74%	74%	Survey on hold	N/A	65% (Autumn 17)	London 63% (2016/17, LGA) National 66% (June 2017, LGA)
Residents who are satisfied with Barnet as a place to live	Bigger is Better	85% (Autumn 17)	90%	90%	Survey on hold	N/A	85% (Autumn 17)	No benchmark available

- **Council tax and business rate collections** are reported for a four-year period. There is currently no benchmarking data available for four-year collection rates, which makes it difficult to know how well Barnet is performing in comparison with other London Boroughs and nationally. This creates a potential financial risk to the council by increased bad debt provisions owing to aged debt being more difficult to collect. The benchmarking data available from MHCLG for in-year collection rates is set out in table 12 below. This shows that in-year collection rates for Barnet have been behind the Outer London Boroughs for some time.

Table 12: In-year collection rates for council tax and business rates

Council tax collection (in-year)				Business rate collection (in-year)			
	Barnet	Outer London	England		Barnet	Outer London	England
15/16	96.1%	96.8%	97.1%	15/16	96.7%	98.4%	98.2%
16/17	96.1%	97.0%	97.2%	16/17	97.0%	98.6%	98.2%
17/18	96.0%	97.1%	97.1%	17/18	96.9%	98.7%	98.4%

1.81 There are 10 high level risks linked to this priority. Eight are strategic risks and two are service risks.

- **STR004 - Future financial pressures and funding uncertainty (residual score 20).** This risk captures the uncertainty of the impact on Barnet finances of changes in the national and regional political landscape. Contingency and reserves are in place to mitigate the short term impact; forward planning is undertaken to update the budget assumptions and monitor the Government's fiscal announcements; and a recruitment freeze is in place for non-frontline services. Actions have been identified to help mitigate the forecast overspend and future year MTFS savings are undergoing robust challenge to minimise future financial pressures. The draft MTFS was presented to Policy and Resources Committee on 11 December 2018. The General Budget for 2019/20 was out for consultation until 16 January 2019.

⁴⁰ The in-year business rate collection was: Barnet 96.9% Outer London 98.7%; London 98.8%; England 98.4% (17/18, MHCLG)

- **STR034 – Debt management (residual score 16).** This is a **new risk for Q3**, added at the request of Members of FPC Committee. It relates to the management of debts to minimise unnecessary extra borrowing and adverse impacts on the revenue budget. The level of debtors has increased for the council during the year requiring additional action in order to address the increase. An internal debt group is being convened to manage the risk and ensure the Debt Management Policy is as effective as possible. Additional oversight of the level of debtors is being provided through enhanced reports reported to FPC Committee.
- **STR013 - Brexit (residual score 15).** This risk relates to the effectiveness of the council's response to Brexit. The Brexit risk register has identified specific areas where the council may need to take action. This is the subject of a separate report to Policy and Resources Committee on 20 February 2019.
- **STR023 - Commercial viability of strategic suppliers (residual score 15).** If the commercial viability of a strategic supplier declines this could lead to operational failures. 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 FPC Committee. The contract register is kept under review with checks on the financial status of strategic suppliers. Contract management arrangements are in place, including indicators to identify financial stress. There has been progress in collating the information required for the council to take over running of contracted services, if necessary. An update report went to FPC Committee on 17 December 2018 outlining the approach.
- **STR028 - Impact of insourcing Re and CSG services (residual score 15).** A report on in-sourcing options went to Policy and Resources Committee on 11 December 2018. This proposed a revised approach to enable a phased review of services, enabling the in-depth analysis that is required to fully understand cost implications. Subject to consultation, Finance and Strategic HR will be brought back in-house by the end of the financial year. Other services to be reviewed as follows: Highways and Regeneration; Barnet-based, customised services (Estates; Social Care Direct; SHaW; Strategic Planning; Cemetery/Crematorium; Procurement); Volume transactional services (Revs/Bens; Customer Services; Information Services; Planning/Regulatory Services; Payroll and Pensions Administration. Comprehensive programme governance is in place, with regular programme board meetings and a detailed risk register which is reviewed regularly.
- **STR031 - Financial controls (residual score 15 - increased from 10).** If financial controls are not sufficient this could lead to the council not ensuring appropriate administration of public funds resulting in possible financial losses. The actions from the Grant Thornton audit continue to be implemented to ensure internal financial controls are strengthened. An update on implementation of the actions was provided to Audit Committee on 31 January 2019. One to two key recommendations remain outstanding. Work is ongoing to implement these outstanding recommendations and a further update on progress will be provided to Audit Committee in May 2019.
- **STR033 - Implementation of 19/20 savings (residual score 15).** This is a **new risk for Q3** in light of the financial challenges facing the council over the next five years. 2019/20 is considered to be a particularly challenging year and the savings identified as part of the MTFS are required to achieve a balanced budget and minimise the use of reserves. Actions to implement the savings are being identified as part of the Theme Committee Delivery Plans, including risks to implementation. Budget monitoring will take place

monthly and a Savings Delivery Assurance Group has been set up to look at the “readiness” for implementation. The savings will be monitored as part of financial/performance/risk reporting arrangements for 2019/20.

- **STR035 - Failure of third party Pension administrator meeting standards (residual score 15).** This is a **new risk for Q3** in light of concerns that the third party pension administrators are not meeting expectations as set out in the output specification, administration strategy and / or other metrics / agreements. Poor performance levels could result in delays meeting statutory deadlines (e.g. annual benefit statements / valuations) and / or member benefits being inaccurate or paid late resulting in enforcement action by the Pensions Regulator, which can include financial penalties. A Pensions Consultant has been appointed to enhance client side management and meetings are being held monthly to review progress against the data cleanse plan.
- **DCE001 - Challenge to deliver capital projects (residual score 15).** Lack of capabilities to deliver capital and infrastructure projects within CSG Corporate Programmes could lead to strategic partners being unable to provide the required specialist resource resulting in projects being delivered over budget/time. Should staff depart and not be replaced, the delivery of high value schemes may be impacted thus the risk score remains unchanged.
- **CSG007 - Quality of CSG finance support falls below required standard (residual score 15).** Inadequate resourcing and/or poor processes could lead to incomplete or misleading financial information. Additionally, instances of performance failure have occurred within the Accounts Payable function (such as failed payment runs and lost invoices) leading to potential impacts on the council’s functions and service users, its reputation with suppliers and officer time spent dealing with complaints. CSG Management Team are working closely with the client team to manage the risk and ensure resources are deployed in the most effective manner.

Additional priorities

- 1.82 Policy and Resources Committee has two additional priorities in the Corporate Plan: “**A culture of transparency and accountability for personal information**” and “**Emergency planning, preparedness and response**”. An update on these additional priorities is provided below.

A culture of transparency and accountability for personal information

- 1.83 The council has been investigating the possibility of developing a commercial offer for data protection services to support MTFs savings. The data protection and Freedom of Information/transparency aspects of the Information Management Team (IMT) have moved from Commissioning to sit within Assurance, with further review of structure expected. Resourcing in the corporate information management team has impacted delivery of work.

Support for corporate projects such as the website and MyAccount refresh, and the Live Unlimited charity, has continued to be provided by the IMT. Specialist training to boards and forums has continued in light of GDPR changes; although provision of training of this type in the future will need consideration of the resource required. Work has continued to raise the profile of data protection requirements across the council, especially for processes such as Data Protection Impact Assessments, Information Sharing Agreements and initiation of Information Management requirements for projects or changes to service

processes. The team continues to work on compliance through working with services on specific projects and day to day advice work.

1.84 There are no key indicators linked to this priority.

1.85 There are two high level service risks linked to this priority.

- **AG020 - Audit actions not implemented (residual risk 16 – increased from 12).** 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. Timely implementation of audit actions has continued to be an issue across the organisation, which can have an adverse effect on the internal control environment. Additional resources for Internal Audit have been provisionally agreed for 2019/20, which will assist with the monitoring and implementation of audit actions across the council and partners. 39 high priority actions were planned to be implemented in Q3. As a result, the likelihood score has increased from 3 to 4, resulting in an increased residual risk score of 16 from 12.
- **CSG08 - Misstatement of Pension Fund (residual score 15 – increased from 12).** The lack of appropriate resourcing and non-escalation of issues to the appropriate manager could lead to a misstatement of pension fund statutory accounting and reporting (errors and delays) resulting in a qualified audit report. The ongoing audit issues relating to the data quality of membership information for 2017/18 have continued. Errors identified during the audit of Schools Pensions data have led to an increase in the likelihood score from 4 to 5, resulting in an increased residual score of 15 from 12.

Emergency planning, preparedness and response (incl. business continuity)

1.86 An internal review of the council's emergency planning and business continuity arrangements commenced in Q3. The review was commissioned to ensure services remain robust and responsive to the changing standards across London, the evolving requirements of Barnet's residents and businesses, as well as to the challenges to service delivery. The recommendations made by the review have been agreed and work has been ongoing to implement the recommendations ahead of exercise Safer City, May 2019, a London-wide exercise managed by London Resilience and involving all London Boroughs.

1.87 There are no key indicators linked to this priority.

1.88 There is one high level service risk linked to this priority.

- **AG022 - Inability to effectively respond to Major Emergency Incidents (residual score 15).** The failure to implement the Emergency Planning 2020 recommendations and Resilience Standards for London could lead to the inability to effectively respond to a major emergency. A review of emergency planning has been completed with a report submitted and agreed by the Council Management Team. A Workplan has been developed and is currently being delivered; this includes recruiting additional staff and delivery of training to support these roles and to deliver five key milestones to meet Emergency Planning 2020 and Resilience Standards for London objectives by the end of May 2019.

2 REASONS FOR RECOMMENDATIONS

2.1 These recommendations are to provide this Committee with the necessary information to oversee the performance of the corporate plan and service and contract performance. This paper enables the council to meet the budget agreed by Council on 6 March 2018.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 None.

4 POST DECISION IMPLEMENTATION

4.1 None.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The report provides an overview of performance for Q3 2018/19, including budget forecasts, staffing, progress on activities, performance of key indicators and any high level risks.

5.1.2 The Q3 2018/19 results for all Corporate Plan indicators are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>

5.1.3 Robust budget, performance and risk monitoring are essential to ensure that there are adequate and appropriately directed resources to support delivery and achievement of council priorities and targets as set out in the Corporate Plan.

5.1.4 Relevant council strategies and policies include the following:

- Corporate Plan 2015-2020
- Corporate Plan - 2016/17, 2017/18 and 2018/19 Addendums
- Medium Term Financial Strategy
- Performance and Risk Management Frameworks

5.1.5 The priorities of the council are aligned to the delivery of the Health and Wellbeing Strategy.

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

5.2 The budget forecasts are included in the report. More detailed information on financial performance will be provided to FPC Committee.

5.3 Social Value

5.3.1 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.

5.4 Legal and Constitutional References

5.4.1 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.

5.4.2 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. Definition as to whether there is deterioration in an authority’s financial position is set out in sub-section 28(4) of the Act.

5.4.3 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:

- Strategic policy, finance and corporate risk management including recommending: Capital and Revenue Budget; Medium Term Financial Strategy; and Corporate Plan to Full Council
- Finance including:
 - Treasury management Local taxation
 - Insurance
 - Corporate procurement
 - Grants
 - Writing-off debt
 - Virements
 - Effective use of resources
- Procurement Forward Plan
- Local Plans (except for matters reserved to Full Council)
- Information Technology
- Strategic Partnerships
- Customer Services and Resident Engagement
- 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.

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

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

5.5 Risk Management

5.5.1 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 level risks are reported to the relevant Theme Committee and Policy and Resources Committee. The strategic risks and all high level risks (scoring 15 or above) associated with the

priorities for this Committee are outlined in the report.

5.6 Equalities and Diversity

5.6.1 The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been paid to equalities in:

- Elimination of unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advancement of equality of opportunity between people from different groups.
- Fostering of good relations between people from different groups.

5.6.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation.

5.6.3 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.

5.6.4 This is set out in the council's Equalities Policy together with our strategic Equalities Objective - as set out in the Corporate Plan - that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles.

5.6.5 Progress against the performance measures we use is published on our website at: www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity

5.7 Corporate Parenting

5.7.1 In line with the Children and Social Work Act 2017, the council has a duty to consider the Corporate Parenting Principles when exercising its functions in relation to looked after children and young people. These are:

- To act in the best interests, and promote the physical and mental health and wellbeing, of those children and young people
- To encourage those children and young people to express their views, wishes and feelings
- To take into account the views, wishes and feelings of those children and young people
- To help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners
- To promote high aspirations, and seek to secure the best outcomes, for those children and young people

- For those children and young people to be safe, and for stability in their home lives, relationships and education or work
- To prepare those children and young people for adulthood and independent living.

5.8 Consultation and Engagement

5.8.1 Consultation on the Corporate Plan 2015-2020 was undertaken between summer 2013 and March 2015. Consultation on the new Corporate Plan 2019-24 was carried out in the summer 2018. The Corporate Plan will be approved by Council in March 2019.

5.9 Insight

5.9.1 The report identifies key budget, performance and risk information in relation to the Corporate Plan 2018/19 Addendum.

6 BACKGROUND PAPERS

6.1 Council, 6 March 2018 – approved 2018/19 addendum to Corporate Plan.
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=9162&Ver=4>