

Commissioning Group – Q3 2016/17

1. SUMMARY

1.1 SERVICE DASHBOARD

Finance	Revenue Budget Variance		Capital Actual Variance				
		0		(16,417)			

Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
• Indicators	71% (17)	25% (6)	4% (1)	0% (0)	54% (13)	46% (11)
• Key Actions	55% (18)	42% (14)	3% (1)	0% (0)		

Risks	Low	Medium Low	Medium High	High	Reduced/Same	Increased	New
		0% (0)	15% (3)	85% (17)	0% (0)	100% (20)	0% (0)

1.2 KEY SUCCESSES AND CHALLENGES

Key Successes

Crime (as measured by offences included in the Mayor's Office for Policing and Crime set, such as burglary, vandalism, criminal damage, theft of or from a motor vehicle, violence with injury, robbery and theft from the person) has reduced by 20.5% since 2011/12. This exceeds its target reduction, and is an improvement upon both Quarter 2 (by 2.5 percentage points) and Quarter 3 of last year (by 3.5 percentage points).

A pop-up business school has been held with good outcomes for local entrepreneurs. This has been delivered through a partnership of Hammersons, Barnet and Southgate College, and Microsoft. Re has secured places for 45 apprentices in its regeneration activities, exceeding the annual target of 15. The apprentices started on site by December 2016.

Key Successes

Overall satisfaction with customer services has risen by 12 percentage points since the same point last year, and is now exceeding its target. This is complemented by increased satisfaction with the Council's website, which has also exceeded both its quarterly and annual target, and has improved by four percentage points on Quarter 2 and 10 percentage points on the same quarter last year. Furthermore, more customer service transactions are being completed via a self-service channel than last quarter, exceeding the target by four percentage points.

74% of contacts were resolved first time in Quarter 3, also improving on the previous quarter, due to addressing staffing gaps experienced in Quarter 2.

Key Challenges	Actions Required
There is a need to improve the traffic flows and parking across the borough, which will also help to maintain road safety and air quality, and continue work at regional and national level to improve radial routes for public transport. In the autumn Residents Perception Survey (RPS), the percentage of residents who were concerned about traffic congestion had risen since the spring, and was above the target (after taking account of the 4% confidence interval).	<p>A total of 11 sites went live in December 2016 for Moving Traffic Contraventions. Eight sites will be installed for phase two, and 13 new sites have been approved for installation in Quarter 4.</p> <p>The new emissions bands and pricing structure for permits has been approved by the Environment Committee and will be implemented by 1 April 2017. This will result in an additional 1500 permit holders moving into the lower band, meaning these will be free of charge.</p>
Resident satisfaction with Barnet as a place to live is below target (after taking into account the 4% points confidence interval)*, at 85%. This also represents a drop in satisfaction when compared against satisfaction measured in the spring survey (89%), and the autumn survey last year (88%).	Resident satisfaction remains high at 85% and above the national average (83%). The drop in satisfaction remains within the 4% point tolerance for a survey of this sample size, so effectively remains on par with the previous year.
The detection rate for domestic abuse cases involving violence with injury has decreased by 0.9 percentage points since Quarter 2, and by 4.8 percentage points compared to the same period last year.	Barnet's detection rate remains 4.4% points above the London average.

1.3 OVERVIEW – FINANCE, PERFORMANCE AND RISK

Residents' perception

Residents' satisfaction with Barnet remains high. The autumn 2016 survey shows that 85% of residents are satisfied with Barnet as a place to live (above the national average of 83%); and 71% of residents are satisfied with the way the council runs things (on par with the national average). Satisfaction with universal services is slightly down on the autumn 2015 survey.

- 85% of residents are satisfied with Barnet as a place to live – 2% points higher than the national average (83%); but down 3% points from autumn 2015 (88%).
- 71% of residents are satisfied with the way the council runs things – on par with the national average (71%); 1% point higher than the London average (70%); and down 3% points from autumn 2015 (74%).
- 51% of residents agree that the council provides value for money – 5% points lower than the national average (56%); and down 1% point from autumn 2015 (52%).
- The top three concerns for residents continue to be:
 - the lack of affordable housing (34%) - down 2% points from autumn 2015 (36%);
 - the condition of roads and pavements (30%) – up 1% point from autumn 2015 (29%); and
 - crime (30%) – down 2% points from autumn 2015 (32%).
- The highest rated universal services are:
 - refuse collection (76%) – 7% points higher than the London average (69%), and down 4% points from autumn 2015 (80%);
 - doorstep recycling (74%) - 8% points higher than the London average (66%), but down 1% point from autumn 2015 (75%); and
 - street lighting (69%) - 2% points lower than the London average (71%) and down 2% points from autumn 2015 (71%).

Human Resources

Sickness absence

	Average days lost per FTE (rolling 12 months)
Commissioning Group	0.24 days
Overall	7.88 days

* Source: HR Dashboard (average over rolling 12 months)

The Commissioning Group has continued to have low sickness absence at 0.24 days, compared with the average across the council at 7.88 days.

Staffing

	Headcount*
Commissioning Group	177
Overall	1,491

*Excludes vacancies

Source: HR Establishment Pack (average over 3 months)

Agency

	No. of agency staff
Commissioning Group	45
Overall	458

Source: HR Establishment Pack (average over 3 months)

There have been 45 agency staff working across the Commissioning Group on average during October-December 2016.

Finance

Finance	Revenue Budget Variance (% and £000s)	Capital Budget Variance (£000s) and Slippage (%)	Savings achieved (£000s and %)
	0% (0)	-16,417 (-48.40%)	2,211 (91.7%)

The Commissioning Group capital forecast includes the IT Strategy budget transfer to Adults (£0.341m), slippage in relation to the Depot relocation (£8.000m), community centre build (£2.000m) where the procurement phase has taken longer than expected and the Sports and Physical Activity project where a longer design phase than planned has delayed the start of the build from the original January date (£5.717m).

Performance

Service Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
	71% (17)	25% (6)	4% (1)	0% (0)	54% (13)	46% (11)

36 indicators are reported in Q3 2016/17. 24 have been given a RAG rating: 71% (17) are “on or above target” and 29% (7) are “below target”. 24 have been given a Direction of Travel (DOT) status: 54% (13) have an “improved/same” DOT and 46% (11) have a “worsened” DOT from the same period last year.

Key Actions

RAG ratings					No. of Actions due this quarter
Green - Met	Green Amber - delayed, Low Impact	Red Amber -delayed, Medium Impact	Red - Risk of Not Delivering Or High Impact	Not Rated (Not due, N/A or TBC)	
55% (18)	42% (14)	3% (1)	0% (0)	0	33

33 key actions are being delivered by the Commissioning Group, as set out in the refreshed Corporate Plan and Commissioning Plans for 2016/17. 55% (18) are on track and 45% (15) are delayed, with low impact.

Risk

Risks	Low	Medium Low	Medium High	High	Reduced/Same	Increased	New
	0% (0)	15% (3)	85% (17)	0% (0)	100% (20)	0% (0)	0% (0)

The Commissioning Group has 20 risks. 3 (15%) are Medium Low, and 17 (85%) are Medium High. 6 risks (30%) scored 12 or above and have been escalated to the Strategic Commissioning Board for review this quarter. No risks scored 15 or above, for publication in the Corporate Risk Register.

2. Finance

2.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	Quarter 3	Variation		
	£000	£000	£000	£000		
Finance & Resources	740	959	452	(507)		-52.9%
Commercial	1,049	902	975	73	Overspend on the out of hours, agency staff and running costs	8.1%
Adults and Health	1,258	1,284	1,303	19	Overspend on the GLL contract offset by savings on vacant posts	1.5%
Communications	674	639	813	174	Expenditure on surveys and other communications such as Citizen's Panel and Engage Barnet	27.3%
Commissioning Strategy	441	505	612	107	Base Budget shortfall on staffing costs	21.1%
Children & Young people	443	561	635	74	Overspend on staffing	13.2%
Environment	12,049	12,843	12,855	12		0.1%
Growth & Development	175	195	215	20	Overspend is due to increased staffing costs	10.3%
Information Management	880	921	975	54	Overspend due to backfilling of staff on secondment	5.9%
Programme & Resources	810	817	791	(25)		-3.1%
Strategic Commissioning Board	768	560	560	-		0.0%
Total	19,288	20,186	20,186	0		0.0%

2.2 Capital

	2016-17 Approved Budget	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Proposed 2016/17 Budget	Spend to date	2016-17 Forecast to year-end	Variance from Approved Budget	% slippage of 2016/17	Comments
	£000	£000	£000	£000	£000	£000	£000	%	
Commissioning Group	33,237	(341)	(16,076)	16,820	9,619	16,820	(16,417)	-48.4%	A longer procurement phase for the Depot relocation and Community centre and a longer design phase for the Sports and Physical activity projects have resulted in the projects slipping into 2017/18
Commissioning Group	33,237	(341)	(16,076)	16,820	9,619	16,820	(16,417)	-48.4%	

3. Performance

3.1 Overview of performance for Corporate Plan and Service indicators

	RAG						Long Term Direction of Travel			No. of indicators expected to report this quarter
	Green	Green Amber	Red Amber	Red	Total RAG ratings	Monitor	Improving or the same	Worsening	No Direction of Travel	
CPI	7	3	1	0	11	5	9	6	1	16
SPI	9	2	0	0	11	5	4	4	8	16
MPI	1	1	0	0	2	2	0	1	3	4
Overall	71% (17)	25% (6)	4% (1)	0% (0)	100% (24)	33% (12)	54% (13)	46% (11)		36

Key:

CPI	Corporate Plan Indicator
SPI	Commissioning Plan Indicator
MPI	Management Agreement Indicator
KPI	Contract Performance Indicator

3.2a Indicators

Responsible growth and regeneration (Opportunity)

Ref	Indicator	Polarity	2016/17 Annual Target	Q3 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
CG/S1	Unemployment	Smaller is Better	Monitor	Monitor	5.2% (Oct 2015 - Sept 2016)	5.6% (Apr 2015 - Mar 2016)	Improving	6.2% (Jul 2014 - Jun 2015)	Improving	London 6.1% National 5.1% (July 15 - June 16, Nomisweb)	
CG/S6 (RPS – Biannual)	Percentage of residents who list affordable housing as a concern	Smaller is Better	Monitor	Monitor	34% (Autumn 2016)	41% (Spring 2016)	Improving	36% (Autumn 2015)	Improving	London 23% (November 2014, Survey of Londoners)	
CG/S18 (Biennial)	Percentage of respondents very or fairly satisfied with the service provided by their social housing provider (Barnet Homes)	Bigger is Better	81%	81%	79% (GA)	Survey delivered on a biennial basis. Not undertaken in Q2 2016/17.	Survey delivered on a biennial basis. Not undertaken in Q2 2016/17.	81%	Worsening	London average 76% (2013-2016, Housemark) Survey of 19 London Boroughs	Whilst the target of 81% was not achieved, the result of 79% is within the 3% statistical margin of error tolerance applicable to surveys of this nature. The result places Barnet Homes in the top quartile against London peers based on benchmarking analysis provided by independent housing consultancy Housemark. A total of 1,054 surveys were returned, which have provided valuable

Ref	Indicator	Polarity	2016/17 Annual Target	Q3 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
											intelligence in terms of the drivers for dissatisfaction and this data is being analysed to develop detailed plans for the areas of service in which residents most wish to see improvements.
CG/S27	Percentage of council spend (excluding direct debits) with local businesses	Bigger is Better	Monitor	Monitor	32.0%	51.2%	Worsening	New for 2016/17	New for 2016/17	No benchmark available	
CG/C24	Running costs of estate (designated civic buildings only)	Smaller is Better	£4.47m	£3.40.m	£3.60m (GA)	£1.60m	Improving	New for 2016/17	New for 2016/17	No benchmark available	The overspend in estate relates to the additional security required across civic buildings, reactive repairs and maintenance, and the leasing of some additional properties.
CG/C25	Income from the estate	Bigger is Better	£3.37m	£2.47m	£2.99m (G)	£2.20m	Improving	New for 2016/17	New for 2016/17	No benchmark available	
CG/C26	Barnet council apprenticeships	Bigger is Better	15	12	14 (G)	8	Improving	New for 2016/17	New for 2016/17	No benchmark available	

Managing demand for services (Fairness)

Ref	Indicator	Polarity	2016/17 Annual Target	Q3 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
CG/S11 (RPS – Biannual)	Percentage of residents who are satisfied with the repair of roads ¹	Bigger is Better	35.0%	35.0%	33.0% (Autumn 2016) (G)	27.0% (Spring) 2016	Improving	35.0% (Autumn 2015)	Worsening	London 41% (November 2014, Survey of Londoners)	
CG/S12 (RPS – Biannual)	Percentage of residents who are satisfied with the quality of pavements ¹	Bigger is Better	35%	35%	34.0% (Autumn 2016) (G)	33.0% (Spring 2016)	Improving	34.7% (Autumn 2015)	Worsening	London 41% (November 2014, Survey of Londoners)	
CG/S17	Number of older people who take up leisure services – participation of over 45s	Bigger is Better	20.4%	20.6%	20.6% (G)	19.3%	Improving	19.0%	Improving	No benchmark available	
CG/S21	Delivery of 10% affordable homes as wheelchair or accessible units	Bigger is Better	10% of new housing provision	1 unit	1 unit (G)	1 unit	Same	New for 2016/17	New for 2016/17	No benchmark available	
CG/C15 (RPS – Biannual)	Percentage of residents who are concerned about litter/ dirt in streets (in top 3) ¹	Smaller is Better	17.0%	17.0%	14.0% (Autumn 2016) (G)	15.0% (Spring 2016)	Improving	17.0% (Autumn 2015)	Improving	London 30% (November 2014, Survey of Londoners)	
CG/C16 (RPS – Biannual)	Percentage of residents who are concerned about roads and pavements (in top 3) ¹	Smaller is Better	27.0%	27.0%	30.0% (Autumn 2016) (G)	37.0% (Spring 2016)	Improving	29.0% (Autumn 2015)	Worsening	No benchmark available	
CG/C17 (RPS – Biannual)	Percentage of residents who are concerned about traffic congestion ¹	Smaller is Better	18.0%	18.0%	23.0% (Autumn 2016) (GA)	22.0% (Spring 2016)	Worsening	26.0% (Autumn 2015)	Improving	London 23% (November 2014, Survey of Londoners)	
CG/S28	Increasing participation in sport and physical activity	Bigger is Better	37.9%	37.9%	40.2% (G)	37.2%	Improving	New for 2016/17	New for 2016/17	No benchmark available	

More resilient communities (Responsibility)

Ref	Indicator	Polarity	2016/17 Annual Target	Q3 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
CG/S3	Decrease in the level of crime across the Mayor's Office for Policing And Crime set of crimes	Bigger is Better	20% reduction	20.0% reduction	20.5% reduction (G)	18.0% reduction	Improving	17.0% reduction	Improving	London 16.5% reduction (2014/15, MOPAC7)	
CG/S5 (RPS – Annual)	Percentage of residents who report feeling they belong to their local area ¹	Bigger is Better	74%	74%	76% (Autumn 2016) (G)	Not undertaken in Q2 2016/17	Not undertaken in Q2 2016/17	74% (Autumn 2015)	Improving	National 63% (2014/15, Community Life Survey)	
CG/S16 (RPS – Biannual)	Percentage of residents who are satisfied with Barnet as a place to live ¹	Bigger is Better	90.0%	90.0%	85.0% (Autumn 2016) (GA)	89.0% (Spring 2016)	Worsening	88.0% (Autumn 2015)	Worsening	National 83% (October 2016, LGA Survey)	Resident satisfaction remains high at 85% and above the national average (83%). The drop in satisfaction remains within the 4% point tolerance for a survey of this sample size, so effectively remains on par with the previous year.
CG/C2	Number of repeat cases of Domestic Violence to MARAC	Bigger is Better	Monitor	Monitor	11.4%	2.9%	Improving	13.0%	Worsening	No benchmark available	

Ref	Indicator	Polarity	2016/17 Annual Target	Q3 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
CG/C3	Sanction Detection Rate of 'Domestic Abuse - Violence with Injury' Offences	Bigger is Better	Increase	Increase	34.1%	35.0%	Worsening	38.9%	Worsening	London 39% (Metropolitan Police, 12 months to Sept 2016).	4.8% point decrease for Barnet compared to the same period the previous year, however, Barnet is 4.4 percentage points above the London average.
CG/C4	Proven re-offending rate (Ministry of Justice)	Smaller is Better	Decrease	Decrease	21.5%	23.1%	Improving	New for 2016/17	New for 2016/17	National 24.4% (Jan-Dec 2014, Ministry of Justice)	
CG/C5 (RPS – Biannual)	Percentage of residents who agree that people from different backgrounds get on well together in Barnet ¹	Bigger is Better	Remain at or above 85%	85.0%	81.0% (Autumn 2016) (G)	85.0% (Spring 2016)	Worsening	84.0% (Autumn 2014)	Worsening	National 86% (2014/15, Community Life Survey)	
CG/C8	Number of volunteer-led initiatives such as Adopt a Place up and running	Bigger is Better	25	18	26 (G)	20	Improving	New for 2016/17	New for 2016/17	No benchmark available	
CG/C9	Number of registered charities registered as suppliers with the council	Bigger is Better	TBC	TBC	120	123	Worsening	New for 2016/17	New for 2016/17	No benchmark available	
CG/C27	Racist & Religious Hate Crime	Bigger is Better	Monitor	Monitor	655	608	Improving	526	Improving	London average 16.5%.	

Improving customer services and ensuring transparency

Ref	Indicator	Polarity	2016/17 Annual Target	Q3 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
CG/S14 (RPS – Biannual)	Percentage of residents who are satisfied with the way the Council runs things ¹	Bigger is Better	73%	73%	71% (Autumn 2016) (G)	74% (Spring 2016)	Worsening	74% (Autumn 2015)	Worsening	National 68% (LGA Survey, October 2016)	
CG/S15	Performance of services	Bigger is Better	80% above average	80.0%	77.8% (G)	78.0%	Worsening	77.0%	Improving	No benchmark available	In comparison to other single tier and county councils, Barnet has achieved above benchmarks for 14 out of 18 metrics, across themes including Education, Children's Services, Adults' Services and Housing.
CG/S22	Council Tax collection (Not in year)	Bigger is Better	98.5%	Monitor	98.4%	98.4%	Same	98.4%	Same	Outer London 96.8% (June 2016, DCLG)	
CG/S23	Business rate collection (Not in year)	Bigger is Better	99.00%	Monitor	98.1%	98.2%	Worsening	98.5%	Worsening	Outer London 98.4% (June 2016, DCLG)	
CG/S24	Overall satisfaction with customer services	Bigger is Better	80.0%	87%	89% (G)	90%	Worsening	77%	Improving	No benchmark available	
CG/S25	Satisfaction with the council's website	Bigger is Better	51.0%	48%	52% (G)	48%	Improving	42%	Improving	No benchmark available	

Ref	Indicator	Polarity	2016/17 Annual Target	Q3 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
CG/S26	Customer cases that are closed within the agreed timescales	Bigger is Better	90%	92%	85% (RA)	84%	Improving	70%	Improving	No benchmark available	The inclusion of Revenues and Benefits data (accounting for 67% of all cases) has a significant impact on the overall rating. Whilst Revenues and Benefits improved slightly from Q2, performance is still below target. When Revenues and Benefits data is removed, 90% of cases are delivered within SLA. The focus is now on Revenues and Benefits to deliver improvement. It should also be noted that the number of customers who need additional support cases delivered within SLA, increased significantly to 98% (versus 92% in Q2).
CG/C19	Percentage of customer service transactions completed via a self-service channel	Bigger is Better	42%	40%	44% (G)	40%	Improving	New for 2016/17	New for 2016/17	No benchmark available	

Ref	Indicator	Polarity	2016/17 Annual Target	Q3 Target	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking	Comment where "below target"
CG/C2 0 (RPS – Biannual)	Percentage of residents who agree the council provides value for money ¹	Bigger is Better	TBC	TBC	51%	50%	Improving	New for 2016/17	New for 2016/17	National 49% (LGA Survey, October 2016)	
CG/C2 1	Percentage of residents who feel the council keeps residents informed ¹	Bigger is Better	TBC	TBC	66%	67%	Worsening	68.0%	Worsening	National 66% (LGA Survey, October 2016)	
CG/C2 3	Sickness absence	Smaller is Better	6 days	6 days	7.88 days (GA)	8.23 days	Improving	New for 2016/17	New for 2016/17	No benchmark available	The council is committed to achieving an overall sickness absence target of 6 days per annum. In order to support this, more robust sickness triggers have been introduced through Unified Reward (UR) that will enable the council to act earlier on sickness absence.

3.2b Comments and proposed interventions for indicators that have not met target

Ref and title	Comments and Proposed Intervention
CG/S15 Performance of services	In comparison to other single tier and county councils, Barnet has achieved above benchmarks for 14 out of 18 metrics, across themes including Education, Children’s Services, Adults’ Services and Housing.
CG/S16 Percentage of residents who are satisfied with Barnet as a place to live	Resident satisfaction remains high at 85% and above the national average (83%). The drop in satisfaction remains within the 4% point tolerance for a survey of this sample size, so effectively remains on par with the previous year.

Ref and title	Comments and Proposed Intervention
CG/S18 Percentage of respondents very or fairly satisfied with the service provided by their social housing provider (Barnet Homes)	Whilst the target of 81% was not achieved, the result of 79% is within the 3% statistical margin of error tolerance applicable to surveys of this nature. The result places Barnet Homes in the top quartile against London peers based on benchmarking analysis provided by independent housing consultancy Housemark. A total of 1,054 surveys were returned, which have provided valuable intelligence in terms of the drivers for dissatisfaction and this data is currently being analysed to develop detailed plans for the areas of service in which residents most wish to see improvements.
CG/S26 Customer cases that are closed within the agreed timescales	The inclusion of Revenues and Benefits data (accounting for 67% of all cases) has a significant impact on the overall rating. Whilst Revenues and Benefits improved slightly from Quarter 2, performance is still below target. When Revenues and Benefits data is removed, 90% of cases are delivered within SLA. The focus is now on Revenues and Benefits to deliver improvement. It should also be noted that the number of customers who need additional support cases delivered within SLA, increased significantly to 98% (versus 92% in Quarter 2).
CG/C17 Percentage of residents who are concerned about traffic congestion	
CG/C23 Sickness absence	The council is committed to achieving an overall sickness absence target of 6 days per annum. In order to support this, more robust sickness triggers have been introduced through Unified Reward (UR) that will enable the council to act earlier on sickness absence. These triggers are linked to pay deductions but as part of the UR negotiations with trade unions the council has agreed to defer the pay reductions for 12 months to see whether the new triggers on their own have the desired effect. Robust monitoring takes place every month and HR Business Partners meet monthly with their senior managers to discuss individual cases and take appropriate action which may include occupational health referrals, early phased return to work, and exit from the organisation (where appropriate). This is demonstrated in the reduction of sickness absence in this quarter.
CG/C24 Running costs of estate (designated civic buildings only)[3]	The overspend in estate relates to the additional security required across civic buildings, reactive repairs and maintenance, and the leasing of some additional properties.

4. Key Actions

The tables below provide an update on progress in delivering the strategic and commissioning priorities, as set out in the refreshed Corporate Plan and Street Scene Commissioning Plan for 2016/17.

4.1 Overview of Key Actions

RAG ratings					No. of Actions due this quarter
Green - Met	Green Amber - delayed, Low Impact	Red Amber -delayed, Medium Impact	Red - Risk of Not Delivering Or High Impact	Not Rated (Not due, N/A or TBC)	
55% (18)	42% (14)	3% (1)	0% (0)	0	33

Key

RAG	Description
Green	Action on track or met
Green Amber	Action delayed, Low Impact
Red Amber	Action delayed, Medium Impact
Red	Risk of Not Delivering Or High Impact

4.2 Progress on Key Actions

The section below outlines the Key Actions which were due to be completed this quarter.

Responsible growth and regeneration (Opportunity)			
Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG01	Building more than 20,000 new homes by 2025 – the most in outer London – across seven major growth and regeneration sites, in particular Colindale and Brent Cross Cricklewood, and more through a pipeline of future brownfield redevelopment (Growth & Development)	Green Amber	<p>Significant progress has been made on the regeneration programme this quarter, with the completion of hundreds of new homes at Grahame Park and Millbrook Park, including homes for social rent and shared ownership.</p> <p>On 1 December 2016, Policy and Resources Committee authorised the drafting of a Supplementary Planning Document for North Finchley Town Centre Area Framework, in consultation with stakeholders.</p> <p>The final parcel of land (St Peters Church and the Vicarage) has been transferred to the developer, as part of the Stonegrove Spur Road scheme. A solution has been identified for the acquisition of properties within the Dollis Valley scheme to resolve the problem of a compulsory purchase order that will expire in January 2018. This will mitigate the need to seek a further order.</p>
CG02	Retain, acquire and dispose of assets in order to best support longer term regeneration and growth, taking into account community and social value (Resources)	Green Amber	<p>The Strategic Asset Management Plan review is still being planned by CSG Estates and will be informed by a Property Review process. The available and surplus site allocation process is now underway and being continually refined to best meet Barnet's needs. Implementation of the Community Asset Strategy plan is underway with a new Business Case Coach recently appointed to manage both the programme and the use of the Community Benefit Asset Tool to calculate rental subsidies for community groups.</p>
CG03	Operational properties will be appropriately located, provide flexible accommodation at appropriate cost, be in good condition and be accessible to all. Overall use of operational space will be reduced to achieve savings as will the running costs of buildings. Efficiencies should also be gained by sharing assets across the public sector (Resources)	Green Amber	<p>Scrutiny of the existing operational property portfolio will take place as part of the proposed Property Review process. This will inform the required size and location of the portfolio, taking into account transformational changes within the Delivery Units. A compliance inspection programme is underway, the vast majority of which will be completed by 1 April 2017, with the lowest priority inspections then being completed by 1 April 2018. In order to maintain and improve the condition of the estate, a proposed preventative maintenance programme for 2017/18 is currently being developed for consideration.</p>

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG04	New accommodation for council staff and partners will be developed in the heart of the regeneration area in Grahame Park, Colindale. At the same time, the organisation will adopt more flexible and agile working practises to support improvements in efficiency and effectiveness in the way services are run and where they are run from (Resources)	Green Amber	<p>A ground breaking ceremony for the new offices took place on 5 December 2016 and piling work has commenced, in accordance with the latest construction programme issued by Galliford Try, which maintains the planned office completion date of before the end of 2018. A licence agreement for the hoarding around the site was signed by the council and Genesis Housing Association. The internal layouts for the ground and first floors have been approved and layouts for remaining floors have been developed and are due for approval.</p> <p>A detailed scope for all changes required to how staff work, the technology they use and where they work in order to support new agile ways of working, has been approved. Work has commenced to develop a business case for Unified Communication and an Electronic Data Management System, as well as a travel plan to identify the best means of supporting staff to travel to and from the office and to travel for business purposes. The RAF is expected to sign the Heads of Terms for 100 permanent parking spaces in January 2017 and for 50 temporary spaces (for 5 years) after this. Discussions are continuing with a number of other bodies to host the remaining temporary 50 spaces.</p>
CG05	All council-commissioned building work meets sustainable design criteria and these buildings are maintained and managed for maximum energy and resource efficiency (Resources)	Green Amber	Newly commissioned buildings still aim to achieve a minimum standard of “very good” under the BREEAM assessment method. The energy consumption of buildings is subject to reduction targets that are consistently reviewed, and baselining is still underway. The scope and delivery methodology of the RE:FIT programme is also currently being reviewed.
CG06	A range of programmes designed to create the conditions for a thriving local labour market so residents are equipped to take advantage of the employment opportunities that growth will bring (Growth & Development)	Green	A pop-up business school has been held with good outcomes for local entrepreneurs. This has been delivered through a partnership of Hammersons, Barnet and Southgate College, and Microsoft. Re has secured places for 45 apprentices in its regeneration activities, exceeding the annual target of 15. The apprentices started on site by December 2016.
CG07	Investing in Barnet’s town centres, focusing on Burnt Oak and Finchley Church End and making Barnet the best place in London to be a small business by making transactions with the council simpler (Growth & Development)	Green Amber	<p>The Finchley Church End draft Town Centre Strategy has been published for public consultation, closing on 15 January 2017. This follows a consultation event in November 2016. The consultation on Burnt Oak Town Centre Strategy has received a small number of positive responses. Infrastructure improvements will now commence.</p> <p>The specification for Golders Green will be put out to market in January 2017.</p>

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG08	Reinvesting rental income from the borough's social housing to build more affordable homes and bring empty properties back into use; and measures to drive up the quality of the private rented market (Housing)	Green	<p>Barnet Homes have delivered 40 new council homes and have commenced the construction of a new 53-home extra-care scheme in Mill Hill. The HRA, combined with Right to Buy receipts, is also being used to purchase up to 20 homes for affordable rent on the open market in London, all of which are expected to have been completed by the end of March 2017.</p> <p>Re have recruited additional staff to increase their activity around bringing empty properties back into use and completed a survey of empty properties in the borough during Quarter 3.</p> <p>A 3-month introduction to the additional HMO licensing scheme, promoting the new scheme to landlords, completed this quarter. Following this, enforcement action will commence in relation to landlords who have been advised of the scheme and still not submitted their applications.</p>
CG09	Investing in the borough's leisure facilities to support and encourage active and healthy lifestyles (Adults & Health)	Green Amber	<p>Graham Construction has been appointed, as part of the Construction Strategic Partnership Agreement. Graham Construction has commenced Stage 4 of the RIBA Plan of Work process for the proposed new leisure centres, and a full review is currently progressing to develop a forward programme in 2017. Meetings to finalise the pre-construction services agreement are also ongoing.</p> <p>Full Council has approved a recommendation to maintain the core facilities mix at Barnet Copthall Leisure Centre as agreed in December 2015, with an approved amendment from the Leader to support construction of a regional facility through provision of land and £500k, and with the support of public funding.</p> <p>The leisure management procurement has commenced, an evaluation and moderation process has taken place and successful bidders have been invited to the outline solution stage, which will commence in January 2017.</p>
CG10	Investing in parks and open spaces to put in place better governance, while exploring opportunities for more sustainable funding and using parks as community assets (Environment)	Green	<p>A detailed analysis of the options for future governance in parks has been commissioned and is currently being undertaken. This work is due for completion in Quarter 4. Work on natural capital accounting for Barnet has been commissioned and is currently being undertaken. This work looks to understand the positive financial impact of parks and open space in Barnet in terms of health and social impact and is due to be completed in Quarter 4.</p>

Managing demand for services (Fairness)

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG11	Integration of health and social care to prevent crises and help individuals stay well and in their own homes (Adults & Health)	Green	The Barnet Integrated Locality Team (BILT) works across the borough to provide community based support to service users and patients who are at risk of an unplanned accident and emergency attendance or unplanned admission into an acute setting within the next 12 months. The team are part of a wider integrated care system that includes the use of targeted identification via risk stratification to identify those who can be supported, a rapid response team and 7-day social work at hospitals plus preventative services
CG12	Working with older people to design and manage services that help them to be more independent (Adults & Health)	Green	A programme of work has been launched to make Barnet a dementia friendly borough. Following a successful event in May 2016, 18 organisations have signed up to join the Barnet Dementia Action Alliance; this will enable Barnet to progress toward becoming a 'Dementia Friendly Community'. The Alliance is due to be constituted on 23 February 2017, with a launch in Dementia Awareness Week in May. Work has focused on diagnosis and support for carers of people with dementia. As part of this, service users and carers have been invited to participate in an Engagement Working Group that will review the information and advice needs, for residents with dementia and their carers. A well-attended first meeting took place on 30 January 2017.
CG13	Transforming day care provision to ensure that people remain active and engaged through access to employment and volunteering (Adults & Health)	Green	<p>A programme of work has been developed to improve employment outcomes for working age adults with learning disabilities. A new contract with Your Choice Barnet will increase support to people with learning disabilities, including autism, to move towards more independent living and participate in the workplace, whilst creating savings for the council. To date, £58,008 savings have been identified. Two people with learning disabilities have been employed as YCB service user champions; four adults are due to be employed to provide support with cleaning or food preparation at the YCB Day Services; one adult has been supported to step-down from supported living and a further five adults are being supported to step-down.</p> <p>A commissioning strategy for day opportunities for working-age adult social care clients (My Time My Choice) is being developed. This will set out the future requirements for day opportunity provision in Barnet, to help shape the market and develop a range of person-centred solutions, to meet the needs of Barnet's varied population and enable service users to have greater choice and control.</p>

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG14	Increasing size and effectiveness of the in-house foster care service (Children & Young People)	Green	As of December 2016, 47% of children in care were in council foster care, including kinship placements. Targeted recruitment work is planned to further increase the number of fostering households that can offer high quality local placements to Barnet's children in care. A significant amount of work has been undertaken to increase the size and effectiveness of the in-house foster care service e.g. increasing take-up of loft conversion grants to increase capacity/household numbers; and increasing the age band of children foster carers can accept, as well as the numbers of children, linked to approvals. A new fostering recruitment strategy will be created and will launch in April 2017.
CG15	Working with partners to deliver early interventions for families; and safely reduce the rate of children in care through targeted and specialist interventions (Children & Young People)	Green Amber	<p>The Early Intervention Project (EIP) products, principles and pathways have all been signed off. Roadshows have continued, with more planned across the early part of 2017. The systems supporting the web-based menu of interventions and the universal plus form are due to be live by April 2017.</p> <p>The number of open Common Assessment Frameworks (CAF) continues to grow, with 867 as of December 2016. Key partners such as schools, the private, voluntary and independent (PVI) sector and early years are both initiating and leading CAFs. Work continues to increase those initiated and led by health colleagues.</p> <p>Outcomes and outputs for partnership delivery of the EIP are to be monitored through a dashboard reported to the EIP strategic group from this term onwards.</p>
CG16	Tackling rising demand for help with housing through work to prevent homelessness, procuring more properties at Local Housing Allowance rates outside London and helping people to access accommodation in the Private Rented Sector (Housing)	Green Amber	<p>Homelessness demand remains higher than at the same point last year with 1,119 placements into temporary accommodation (TA) compared to 1,047 in 2015/16. However, despite this increased pressure on services, Barnet Homes' demand mitigation measures continue to deliver strong results. Let2barnet enabled a record 454 private sector lettings by the end of Quarter 3 2016/17 and is well on the way to achieving the annual target of 500. The number of homelessness preventions has also remained stable, with services already having delivered 720 preventions against an annual target of 900 for 2016/17. Numbers in emergency accommodation have fallen to 185, their lowest since April 2011.</p> <p>Despite these successes, demand for TA remains at peak levels with 2,861 households in such accommodation at the end of December 2016. To help relieve pressures, Barnet Homes has developed further proposals to help manage demand. For example, it has employed a TA reduction officer to pilot a scheme. In addition, new mitigation proposals to support TA reduction and homelessness preventions are being developed. Subject to funding these proposals will start to yield results in Quarter 1 2017/18. With potentially adverse changes to the TA subsidy system due to be implemented in 2017/18, progress made in reducing demand will have compound benefits next financial year.</p>

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG17	Diversifying Barnet's accommodation to ensure that it supports people to live independently via home adaptations and integrated technology – reducing long-term demand for residential care (Housing)	Green	Demolition has commenced at Moreton Close. Capital investment for an additional 125 extra care units has been agreed by the Policy and Resources Committee on 1 December 2016. Procurement of accommodation and support services has been completed. New services will be operational from 1 April 2017, including neighbourhood networks, Crash Pad, Mental Health Floating Support and Complex Needs. The early support evidence review has been completed, and provider events are scheduled for February 2017.
CG18	Making it easier for businesses and residents in all types of accommodation to recycle, while listening to their concerns in order to maintain high levels of satisfaction with waste collection services (Environment)	Green	Expansion of recycling systems in flats has continued this quarter. The roll-out of 1100-litre bins for the Flats Recycling project commenced in November 2016 and is anticipated to continue until March 2017.
CG19	Using new technology to clean the streets more efficiently and make it easier for residents to tell us where to focus our efforts, and keeping them clean through increased use of enforcement against littering and fly-tipping with a particular focus on town centres (Environment)	Green	The Keep Barnet Clean trial has been operating very successfully, with almost 1300 fixed penalty notices being issued for littering. 15 people have been convicted for non-payment of their fixed penalty notice and ordered to pay £280 each. The fixed penalty notice for fly tipping has also been increased to its maximum level of £400, as agreed by the Environment Committee. During the quarter the Keep Barnet Clean trial also introduced the use of body-worn cameras for Environment Enforcement Officers.
CG20	Improving the management of traffic flows and parking across the borough, which will also help to maintain road safety and air quality, and working at regional and national level to improve radial routes for public transport (Environment)	Red Amber	A total of 11 sites went live in December 2016 for Moving Traffic Contraventions. Eight sites will be installed for phase two, and 13 new sites have been approved for installation in Quarter 4. The new emissions bands and pricing structure for permits has been approved by the Environment Committee and will be implemented as at 1 April 2017. This will result in an additional 1500 permit holders moving into the lower band, meaning these will be free of charge.
CG21	Investing in demand management to put all of our statutory services – Health Checks, National Child Measurement Programme, Health Visiting, School Nursing, sexual health (GUM) – on a secure footing for the future (Health & Wellbeing)	Green	The council is proceeding as planned with statutory service provision within the available financial envelope.

Transforming services (Opportunity)

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG22	Best practice social care, focused on what people can do and how they can help themselves (Adults & Health)	Green	<p>The Adults and Safeguarding Committee has authorised implementation of the new operating model within the current service and further development of two delivery vehicle options (a reformed in-house service, and a shared service with the NHS). There will be a report back to the Adults and Safeguarding Committee early in 2017.</p> <p>Six cohorts of staff have graduated through the learning programme. And a 'Coaching Skills for Managers' session has been facilitated. The strengths-based approach has been included in the induction programme for new staff. In addition, the majority of staff have been briefed on the new Sustainability and Transformation Plan (STP) for the North Central London sub-regional area, which has been submitted to NHS England. The council has been recognised as a Finalist in the Social Care Awards for 'Creative & Innovative Practice'.</p> <p>The Adults Hubs (Care Space) at the Independent Living Centre in Colindale and the Anne Owen Centre in East Finchley have been up and running since end September 2016. Over time, people will be able to keep their independence longer and there will be an increase in community-based support. Already the data is showing a decrease in the proportion of assessments resulting in council-funded services.</p> <p>The final proposals for the Barnet Mental Health enablement pathway have been approved by the General Functions Committee on 6 December 2016. The staff preferences period has been initiated and staff assimilation and redundancy notices issued.</p>
CG23	High quality social work practices (Children & Young People)	Green	<p>Practice Development Workers have been appointed to support the pace of progress in practice improvements in children's social care. The Quality Assurance framework has been strengthened to improve the quality of audit, and increased audit activity has taken place across the service. Training sessions on Signs of Safety have commenced, with an advanced session being held with Practice Leaders in the next quarter.</p>
CG24	Exploring opportunities to develop a social work-led, not-for-profit organisation to provide some services for children and young people (Children & Young People)	Green Amber	<p>Preparation is underway of an initial Outline Business Case document to report to the Children, Education, Libraries and Safeguarding Committee in spring 2017. This has been amended in light of advice received on VAT on delivery model options.</p> <p>Work is ongoing to maintain project management documentation, including the above-mentioned outline Business Case, Project Initiation Document, and revised project plans the future business case stages.</p>

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG25	Strategic partnership with Cambridge Education enabling schools to commission services they need and generating income by selling services to more schools and other local authorities (Education & Skills)	Green	Cambridge Education's revised business model is being put in place. An internal audit of the governance arrangements for the strategic partnership has provided substantial assurance.
CG26	Exploring opportunities to deliver a wide range of frontline services through a variety of business models (Environment)	Green	Following Full Council approval of the initial Outline Business Case for the Street Scene Alternative Delivery Model on 1 November 2016, the public consultation will run until 15 January 2017. A Street Scene staff consultation has been launched to run in parallel.

More resilient communities (Responsibility)

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG27	Implementing a coordinated package of measures to support community activity, including grant funding, volunteering and use of assets (Strategy, Communication & Customer Services)	Green	<p>The Barnet Community Directory has been signed off and a soft launch was initiated in December 2016. Work with internal stakeholders will continue throughout Quarter 1 2017/18.</p> <p>A meeting of the Communities Together Network Steering Group has considered the Network's annual report and agreed a way forward for 2017.</p> <p>A Community Participation Strategy update has been presented to the Community Leadership Committee. A communications campaign aimed at increasing community participation within the borough has launched in the Barnet First magazine. This has been underpinned by focus groups with residents.</p>
CG28	Providing communities with the best possible assets to meet their local needs, investing in modern, flexible, functional space for residents and VCS groups, including 'community hub' facilities in which groups might be co-located (Resources)	Green Amber	Phase 1 of the Community Asset Strategy implementation plan has been completed and subsequent phases are on track. A new Community Business Case Coach has been appointed, to help maximise the professional support available to Voluntary and Community Sector (VCS) groups. A user group for the proposed Tarling Road community centre is being established, to inform the development of a management organisation for the centre, and to keep all stakeholders informed of project progress. Works are scheduled to start in spring 2017.

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG29	Co-ordinated partnership approach to address persistent anti-social behaviour, crime, domestic violence and violence against women and girls to reduce the impact on victims and communities (Strategy, Communication & Customer Services)	Green	<p>All partners are engaging in the Community Safety MARAC, a multi-agency panel for complex ASB cases and repeat victims. Burglary, gangs and serious youth violence are being addressed through positive joint working between the police and the Council. This includes targeted police and partnership interventions, refining services and approaches in both organisations. It also entails increased sharing of information and a process for threat and risk assessment of incidents.</p> <p>Commissioned providers are delivering as per their contracts in respect of Domestic Violence and Violence Against Women and Girls (VAWG) services, and regular contract monitoring is taking place. A draft VAWG strategy has been produced and presented to the VAWG forum, as well as the Community Leadership Committee, and has received input from across the partnership. A clear timetable is in place for completion, with the focus in Quarter 4 on securing funding through the Home Office VAWG Transformation fund to support the delivery of the strategy.</p>

Improving customer services and commitment to transparency

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG30	Helping the council become financially sustainable by maximising local sources of revenue (Council Tax and Business Rates) as the grant from Government reduces to zero (Resources)	Green Amber	<p>At the end of Quarter 4, the Council Tax four-year collection rate was 98.43% against a year-end target of 98.49%, compared to 98.42% in December 2015.</p> <p>The Business Rates four-year collection rate was 98.13% against a year-end target of 99%. This compares to the December 2015 collection rate of 98.50%.</p> <p>An additional £2.613m has been collected in Council Tax compared to the same time last year. The forecast net annual collectable Council Tax as at December 2016 is £194.2m - an estimated increase of £3.4m compared to December 2015. The Council Tax four-year collection rate is on target to reach the year-end target. While the Business Rate collection rate is behind that of last year, the Council is confident of achieving its year-end target.</p>

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG31	Improving customer interaction with the council via the web and other self-service channels, making the experience quicker, more efficient and flexible for all (Strategy, Communication & Customer Services)	Green Amber	<p>Web satisfaction has seen a 6% point increase in Quarter 3 2016/17. For the first time ever, barnet.gov.uk has featured among the top 10 councils nationwide for customer web satisfaction in the GovMetric Channel satisfaction index, coming 3rd in October and 8th in November.</p> <p>GovMetric has provided positive feedback on Barnet's web satisfaction survey and an online case study is due to be published to highlight the successful approach taken.</p> <p>The council's web team has continued to progress with the gov.uk Verify implementation scheme, bringing together colleagues from IT, parking and customer services into a dialogue with other councils and gov.uk in implementing an ambitious identity assurance scheme. The project has completed its discovery phase and a technical phase is beginning.</p> <p>The content refresh is ongoing across the 60 most complained-about pages from GovMetric, and the approval score has risen steadily</p> <p>The carers section of the Adult Social Care pages has been re-designed, with page templates and content radically redesigned to take on board findings from user research.</p> <p>The web team has attended a third cross-council Local Government standards meeting to collaborate across London councils in adopting a clearer and simpler way of creating web content. Layout and user experience changes to MyAccount have also been implemented.</p>

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
CG32	Improving the resolution of issues at the first point of contact and satisfaction with services (Strategy, Communication & Customer Services)	Green	<p>Quarter 3 2016/17 has seen an improvement on the previous quarter, with 74% of contacts being resolved first time. There have been two main drivers for this:</p> <ul style="list-style-type: none"> • The CSG contact centre closing the staffing gaps experienced in Quarter 2 2016/17. All new staff are now fully trained and operational. This has improved both the call handling capabilities and the quality of service being provided. • A strong focus on reducing the number of follow-up calls into the contact centre. Resolving issues at first point of contact has been a key focus of contact centre management to reduce overall call volumes. <p>The target for the proportion of customers rating their service via telephone, face-to-face or email as 'Good' has increased this quarter, but it has still been achieved despite a slight drop in performance from 90% to 89%. Barnet has received positive feedback on email and face-to-face services and has consistently been in the top three for GovMetric ratings for face-to-face service satisfaction.</p> <p>In improving the resolution of issues at the first point of contact, Quarter 3 2016/17 achievement has been 26% versus a target of 30%. This is an improvement of 1 percentage point on the previous quarter.</p> <p>Ratings for satisfaction with services have also achieved above target, at 89% vs 87% (from GovMetric).</p>
CG33	Improving the Open Data Portal, which provides access to a wealth of council data and information online (Strategy, Communication & Customer Services)	Green Amber	<p>Barnet has built a national reputation for setting high standards in the field of transparency and Open Data, and is recognised as a Local Government Transparency Champion by the Cabinet Office.</p> <p>Changes to the Open Barnet portal have gone live, including a new-look front page incorporating enhanced visualisation, such as data dashboards and live dataset updates; and in-system data cleansing and improvement, increasing the quality of data the Council publishes. Interactive dashboards have been published, incorporating full listings of all parking Penalty Charge Notices issued in the Borough since 2015, along with the means to analyse and visualise data.</p> <p>The portal has reduced the burden of answering Freedom of Information (FOI) requests. 13% of all FOI requests have been answered using the portal, and there has been a 50% reduction in requests regarding Business Rates, due to the publication of data.</p>

5. Customer Experience

Customer Experience Description	Comments and Proposed Intervention
Council's Website	There has continued to be an increase in positive ratings for the council's website. The Council finished December 2016 on 54%, with the average for the quarter being 51%.
FOIs	Of the 142 Freedom of Information requests received, 135 were responded to on time (95%). There has been a considerable improvement in the number of requests answered in Quarter 3 from Quarter 2, as the knowledge and skills of new starters have improved.
Complaints	<p>22 complaints were received during Quarter 3. Of the 22 complaints received, 13 were responded to on time resulting in an outturn of 59%. This is an improvement from 50% in Quarter 2. Parking and Assisted Travel recorded the highest level of overdue complaints (7) and the Registration and Nationality Service recorded 2 overdue complaints.</p> <p>Measures are being put in place to address the number of overdue cases especially in the Parking service.</p>
Member Enquiries	Of the 32 cases logged, 18 were closed within the 5 working day SLA. (56.25% closed on time). The reason some cases were not closed on time is mainly due to the queries being complex issues which took longer to resolve. However, there are also a number of cases which were closed on the due date, but not by the correct time (9am).
SARs	<p>Of the 30 Subject Access Requests due, 25 were completed on time (83%).</p> <p>Whilst this is below the corporate target of 100% this is an improvement on the last quarter (71%). Quarter 3 has also seen a greater number of requests and responses.</p>

6. Risk

The 5 X 5 matrix (heat map) below shows the residual risk assessment (probability and impact scores) for each risk.

Score:		LIKELIHOOD					
		1	2	3	4	5	
		Rare	Unlikely	Possible	Likely	Almost Certain	
IMPACT	5	Catastrophic		1			
	4	Major		4	5		
	3	Moderate		2	5	1	
	2	Minor		1			1
	1	Negligible					

Risk Commentary:

There are 20 service risks, of which six are scored as 12 or above. Controls can be seen below for these, including:

- Governance and policies in place to ensure proper management of information;
- Project management resource, and effective governance, as well as communication of The Way We Work;
- Involvement and engagement of services in the oversight of the depot relocation project, resources to coordinate the transition, and a phased exit plan;
- Embedding of a new communications structure and operating model; and
- Using interim and internal resource to fill gaps in contract management resource.

The table below lists all risks rated 12 and above.

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
SPPC 004	Breach of confidentiality	Ineffective delivery unit, partnership management and oversight leads to a significant breach of confidentiality and/or loss of personal data resulting in data protection breach, financial cost, reduced service levels to residents and damage to reputation	Head of Information Management	Information Governance	Information Management's framework of policies, and specifically data protection toolkit controls this risk. There is effective incident management, and Information Management Governance Groups, as well as ICO audits.	4	5	4	3	12	Same	Treat
SPPC 007	Delivery of the Way we Work programme (Smarter Working & office moves)	If the programme is unable to deliver changes to how and where staff work, there may be insufficient adequate office space, resulting in financial consequences, staff recruitment and retention issues and reputational damage.	Director of Resources	Financial	Specialist resource has been brought in to deliver the programme, including a change manager. Officer governance bodies are in place to oversee delivery, and project management methodology is followed. Staff engagement and communications have started with focus on travel planning. Agreed scope for what must be delivered to ensure staff are able to change how they work.	4	4	4	3	12	Same	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
SPPC 011	Depot Relocation - Service Disruption	Potential unsuccessful delivery of depot project could lead to inefficient fragmentation of services delivered from depots resulting in service disruption, poor customer satisfaction, financial impact, loss of operating licence, and/ or reputational damage.	Chief Operating Officer	Statutory Duty	<p>There is service representation on governance boards, with regular engagement with senior managers across services, and the detailed requirements are understood. Project management methodology is being utilised, with detailed project plans and risk registers, and we have a contracted delivery partner. Additional resources for coordination of service transition have been agreed.</p> <p>The initial moves are progressing well, such as the Passenger Transport Service, which has moved to North London Business Park and of Street Scene services which have moved to the Harrow depot. Construction of the new site at Oakleigh Road is progressing to plan.</p>	5	4	4	3	12	Same	Tolerate

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
SPPC 012	Depot Relocation - Late withdrawal	Potential unsuccessful delivery of the depot project could lead to a late withdrawal from Mill Hill depot resulting in a potential delay of a major income source, financial penalties from site purchasers, reputational damage.	Chief Operating Officer	Financial	A phased exit plan has been agreed with the site purchasers, and we have a contracted delivery partner. Project management methodology is being utilised. On track to meet requirements of first phase of transfer of land to purchasers before 31/12/2016.	4	5	4	3	12	Same	Treat
SPPC 014	Inconsistent key messaging and communications approach	Organisational structure means that there is an increased need for stewardship of stakeholders & organisations who can impact on the Council's reputation. Without this the Council could suffer from inconsistent key messaging and communications approach from organisations commissioned under Barnet name, resulting in significant media scrutiny, reduced trust in the Council from residents and Members, confusion in message to key audiences, and reputational damage.	Head of Communications	Staffing & Culture	A new structure and operating model is being embedded to improve relationship management with all parties. Working protocols are being developed with all parties through the development of communication networks and relationship building. Management of all media is directed through the central team. All posts in the Strategic Communications Team have now been recruited to and are building relationships with stakeholders.	5	4	4	3	12	Same	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
COM 05	Inadequate commercial and clienting arrangements	A shortage of the required commercial skillset within local government market and the length of the recruitment process for permanent hires prevents the recruitment of the required number of specialist contract management staff to deliver a full service. This leads to an over reliance on interims, reduced capacity, increased financial cost and reduced benefit realisation.	Commercial Director (Interim)	Staff & Culture	Gaps have been filled with interim postholders, and internal resource has been identified and trained as well.	4	5	3	4	12	Same	Treat

7. Equalities

Equalities Description	Comments and Proposed Intervention
There have been no equalities analyses completed by the Commissioning Group. All equalities analyses relating to the delivery of services have been completed by the relevant Delivery Unit.	

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