



Policy and Resources Committee

6 January 2020

Title	Quarter 2 (Q2) 2019/20 Strategic Performance Report
Report of	Chairman of the Policy and Resources Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: Children's Services Analysis Tool (ChAT) Appendix B: Q2 2019/20 Corporate Risk Register Appendix C: Q2 2019/20 P&R Committee Delivery Plan Performance Report
Officer Contact Details	Alaine Clarke, Head of Programmes, Performance and Risk alaine.clarke@barnet.gov.uk Shahida Nasim, Assistant Director of Finance shahida.nasim@barnet.gov.uk

Summary

This report provides a strategic overview of performance for Quarter 2 (Q2) 2019/20 in relation to the corporate priorities in the new Corporate Plan (Barnet 2024).

Officer Recommendations

1. The Committee is asked to scrutinise the Actions, KPIs and Risks related to the new Corporate Plan (Barnet 2024), including the escalated high (15 to 25) level risks in the Corporate Risk Register at Appendix B.
2. The Committee is asked to note the revenue and capital forecasts for 2019/20.
3. The Committee is asked to note the progress on savings for 2019/20.

1. INTRODUCTION

- 1.1 This report provides a strategic overview of performance for Q2 focusing on the budget forecasts and activities to deliver the **corporate priorities** in the **Corporate Plan** (Barnet 2024).
- 1.2 In addition to this report, a thematic overview of performance for Q2 focusing on the budget forecasts and activities to deliver the **committee priorities** in the **Annual Delivery Plans** is provided to the Theme Committees. These reports can be found on the Committee webpages at: <https://barnet.moderngov.co.uk/ieDocHome.aspx?bcr=1>
- 1.3 More detailed budgetary information can be found in the Chief Finance Officer Report to Financial Performance and Contracts Committee.

2. CORPORATE PRIORITIES

- 2.1 This report is structured by Theme Committee and **corporate priorities**. The **corporate priorities** are focused on achieving one of the three Corporate Plan (Barnet 2024) outcomes:
- A pleasant, well maintained borough that we protect and invest in (PLACE)
 - Our residents live happy, healthy, independent lives with the most vulnerable protected (PEOPLE)
 - Safe and strong communities where people get along well (COMMUNITY)
- 2.2 Each section provides:
- A summary of progress on Actions¹ to deliver the priority
 - Performance of Key Performance Indicators (KPIs)²
 - Risks to delivering the Actions and priority
 - High (15 to 25) level risks from the Corporate Risk Register³
 - Any escalations from Theme Committees where KPIs have not met target and/or high (15 to 25) level risks for a committee priority.
- 2.3 The Q2 status for each of the **corporate priorities** is shown in table 1. This reflects the *overall performance on Actions, KPIs and Risks*⁴ for each priority. There are three corporate priorities that fall under the remit of a Theme Committee and the Health and Wellbeing Board. These are shaded in blue in the table.

¹ A Summary of the Actions is provided for each priority. These are RAG rated as follows: Complete or Good progress = **GREEN** (where no Actions RAG rated RED); Satisfactory progress = **AMBER** (where no more than one Action RAG rated RED) or Limited progress = **RED** (where two or more Actions RAG rated RED).

² KPI RAG rating reflects the percentage variance of the result against the target as follows: On target = **GREEN (G)**; Up to 9.9% off target = **AMBER (A)**; 10% or more off target = **RED (R)**. The Direction of Travel (DOT) status shows the percentage variation in the result since last year e.g. Improving (**↑ I**), Worsening (**↓ W**) or Same (**→ S**). The percentage variation is calculated as follows: Q2 19/20 result minus Q2 18/19 result equals difference; then difference divided by Q2 18/19 result multiplied by 100 = percentage variation. KPIs are illustrated by (q) quarter; (c) cumulative up to end quarter; (s) snapshot in time; or (r) rolling 12 months.

³ The Corporate Risk Register includes strategic risks (strategic and business critical risks) and high (15 to 25) service/joint risks (service and contract delivery risks). All risks are managed in line with the council's risk management framework. The risk registers are live documents and the Q2 19/20 Corporate Risk Register provides a snapshot in time (as at end September 2019). The risk ratings are: Low = 1 to 3 (**GREEN**); Medium/Low = 4 to 6 (**YELLOW**); Medium/High = 8 to 12 (**AMBER**); and High = 15 to 25 (**RED**).

⁴ The Q2 Status reflects the *overall performance* on Actions, KPIs and Risks as follows: Complete or Good progress = **GREEN** (where no Actions or KPIs RAG rated RED and no more than one high level risk); Satisfactory progress = **AMBER** (where no more than one Action or KPIs RAG rated RED and/or no more than two high level risks) or Limited progress = **RED** (where two or more Actions or KPIs RAG rated RED and/or more than two high level risks).

Table 1: Corporate priorities and outcomes by Theme Committee

Corporate Priority	Outcome	Q2 Status	Q2 Highlights
Housing and Growth (H&G) Committee (Section 3). Showing good progress/performance across all corporate priorities.			
Responsible delivery of major regeneration schemes	PLACE	Good	- The Brent Cross South Business Plan and Phase Proposal have been prepared. The procurement of the contractor to deliver Brent Cross West station has continued, with a recommendation on the preferred bidder made to P&R Committee in October 2019.
Investing in community facilities	PLACE	Good	- The Infrastructure Delivery Plan, which will set the way forward for infrastructure delivery, has been progressed. - Further progress has been made on improving Barnet's open spaces and leisure provision, with approval of the draft masterplan for Colindale and Rushgrove Park.
Helping people into work and better paid employment	PEOPLE	Good	- Active employment schemes continued on the regeneration estates, including Dollis Valley, West Hendon and Grahame Park. - Work has continued with development partners to secure apprenticeships and training opportunities through development. - £117k funding was confirmed for a new project with Cambridge Education that will offer 'Access for All' routes targeting NEET residents.
Supporting local businesses to thrive	COMMUNITY	Good	- There has been ongoing support to Chipping Barnet, Edgware and Cricklewood Town Teams; and new Town Teams planned for Finchley Central and West Hendon.
Ensuring decent quality housing	PLACE	Good	- Opendoor Homes has achieved planning consent and scheme approval for 20 (of 21) sites. Salcombe Gardens and West Close sites have been completed.
Environment Committee (Section 4). Showing mixed progress/performance across all corporate priorities.			
Getting Barnet clean	PLACE	Limited	- A trial of street cleansing improvement options has continued. - Urgent remedial works have commenced at Oakleigh Depot.
Keeping the borough moving	PLACE	Satisfactory	- The Network Recovery Plan is being delivered, with over half of the footway relay programme completed by September 2019. - The 2020/21 LIP funding submission has been approved. - A draft Transport Strategy has been prepared to map the borough's long-term plan.

Corporate Priority	Outcome	Q2 Status	Q2 Highlights
Getting the best out of parks and improving air quality	PLACE	Good	<ul style="list-style-type: none"> - There has been ongoing work on the Sports Hub masterplans for West Hendon and Barnet/King George V playing fields; and the masterplan for Cophall playing fields has been approved.
Adults and Safeguarding (A&S) Committee (Section 5). Showing good/satisfactory progress/performance for all corporate priorities.			
Integrating health and social care and providing support for those with mental health problems and complex needs	PEOPLE	Satisfactory	<ul style="list-style-type: none"> - There has been ongoing joint work with the CCG on the seven Primary Care Networks. - A new group course has been introduced by the Enablement team (the Network) to support people to self-manage their mental wellbeing. - The Barnet Integrated Learning Disability Service (BILDS) has continued to provide multi-disciplinary care and support for people with learning disabilities. - Delays at the NHS have affected performance on joint NHS/ASC delayed transfers of care from hospital.
Supporting older and vulnerable residents and those with disabilities to remain independent	PEOPLE	Good	<ul style="list-style-type: none"> - 35 flats at Ansell Court, the first of the council's three new dementia-friendly extra-care developments, have been occupied and a further 11 flats have been allocated. - Work has started on a joint dementia strategy with the CCG to further solidify the council's dementia community support offer. - Barnet's Alzheimer's Society held a dementia-friendly community event.
Encouraging residents to lead active and healthy lifestyles and maintain mental wellbeing	PEOPLE	Good	<ul style="list-style-type: none"> - The two new leisure centres at New Barnet and Barnet Cophall opened, offering more activities to support an active and healthy lifestyle. - FAB Card registrations increased to 21,896; whilst GLL continued to invest in Barnet's existing leisure facilities and other programmes to support public health outcomes. - The council has continued to co-ordinate and deliver the Disability Sports Network.
Children, Education and Safeguarding (CES) Committee (Section 6). Showing good progress/performance across all corporate priorities.			

Corporate Priority	Outcome	Q2 Status	Q2 Highlights
Improving services for children and young people	PEOPLE	Good	<ul style="list-style-type: none"> - Unitas Youth Zone membership has reached 2,650. - 290 young people have accessed Art Against Knives, Creative Safe Spaces. - Youth Endowment funding has been granted to St Christopher's Fellowship to deliver a mentoring programme for 10-14 year olds who have a sibling involved in offending behaviour. - 115 schools have registered for the Healthy Schools London scheme. - A multi-agency immunisation group has been established to increase immunisation rates in the borough. - Trailblazer funding from Health Education England has been awarded for two Mental Health Support teams in schools in the West Locality.
Ensuring good schools and enough school places	PEOPLE	Good	<ul style="list-style-type: none"> - Provisional KS2 results have placed Barnet seventh in the country for pupils reaching the expected standard in Reading, Writing and Mathematics combined. - Provisional KS4 results have placed Barnet first in the country for Progress 8 and second in the country for Attainment 8. - Expansion of provision in recent years has enabled every 'on time' Barnet applicant for a place in a Reception class or Year 7 has been offered a place.
Ensuring we are a family friendly borough	COMMUNITY	Good	<ul style="list-style-type: none"> - New safeguarding partnership arrangements have been published. - A Young People's Perception Survey has been carried out and results are being analysed.
Health and Wellbeing Board (HWBB) (Section 7). Showing good progress/performance across all corporate priorities.			
Integrating health and social care and providing support for those with mental health problems and complex needs	PEOPLE	Good	<ul style="list-style-type: none"> - The Local Commissioned Service is incentivising GPs to reference people with pre-diabetes to the NHS Diabetes Prevention Programme. A new contract with North Central London CCG went live in August 2019. - Atrial Fibrillation virtual clinics have been carried out in 65% of GP practices, with an additional 20% of practices booked for Q3. - A session has been held with GP practices to raise awareness of NICE guidance relating to dementia. - Primary Care Network 5 has progressed a new model of care and support to adults with dementia and carers.

Corporate Priority	Outcome	Q2 Status	Q2 Highlights
Encouraging residents to lead active and healthy lifestyles and maintain mental wellbeing	PEOPLE	Good	<ul style="list-style-type: none"> - In August 2019 the council launched a Mental Health campaign, with a series of videos on residents' experience of mental health. - Four Healthy Heritage Walks, a scheme instigated by the Mayor, have been published as part of the Healthy Weight Programme.
Improving services for children and young people	PEOPLE	Good	<ul style="list-style-type: none"> - 52 schools have signed up to the Resilient Schools programme for this academic year. Public Health is working on publishing a website that will act as a central resource for this programme. - Barnet, Enfield and Haringey Mental Health Trust have agreed a plan to address the over 5s waiting list for Autism spectrum disorder assessments.
Community Leadership and Libraries (CLL) Committee (Section 8). Showing good progress/performance across all corporate priorities.			
Keeping Barnet safe	COMMUNITY	Good	<ul style="list-style-type: none"> - Victims remain at the heart of Barnet's approach in responding to anti-social behaviour. Temporary CCTV cameras have been deployed to ASB hotspots to deter offending and support enforcement. - The Online Watch Link (OWL) system has been designed to help communities stay safe, with advice from the Police and Neighbourhood Watch. 24,103 people have signed up to OWL.
Tackling anti-social behaviour and environmental crime	COMMUNITY	Good	<ul style="list-style-type: none"> - The three PSPOs in Burnt Oak, Edgware Town Centre and Childs Hill have been effective in reducing anti-social behaviour linked with street drinking.
Celebrating diverse and strong communities and taking a zero-tolerance approach to hate crime	COMMUNITY	Good	<ul style="list-style-type: none"> - 309 Hate Crime Awareness Champions have been recruited and nine Hate Crime Reporting Centres have been launched, as part of the Barnet Zero Tolerance to Hate Crime Project that aims to make it easier for people to report Hate Crime and get the support they need.
Focusing on the strengths of the community	COMMUNITY	Good	<ul style="list-style-type: none"> - One-to-one sessions and workshops have been held with VCS sector; whilst work on the Barnet community directory has been paused pending a review, which may result in a re-build of the directory.

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

2.5 An update on these **committee priorities** is provided in **Appendix C**. Escalations in relation to the committee priorities, where KPIs have not met target and/or high (15 to 25) level risks, are reported in Section 12.

3. HOUSING AND GROWTH (H&G) COMMITTEE

3.1 The **ARG Committee** and **Housing Committee Annual Delivery Plans** set out the Actions, KPIs and Risks to delivering the **corporate priorities** in the Corporate Plan (Barnet 2024). They were approved on 25 March 2019 and 14 January 2019 respectively and can be found online at:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9484&Ver=4>

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9488&Ver=4>

3.2 There are five **corporate priorities** that fall under the remit of H&G Committee. These are set out below. The Q2 status reflects the *overall performance on Actions, KPIs and Risks* for each priority.

Corporate Priority	Outcome	Q2 Status
Responsible delivery of major regeneration schemes	PLACE	Good
Investing in community facilities	PLACE	Good
Helping people into work and better paid employment	PEOPLE	Good
Supporting local businesses to thrive	COMMUNITY	Good
Ensuring decent quality housing	PLACE	Good

Responsible delivery of major regeneration schemes	Q2 Status
	Good

3.3 Summary of Actions Good progress

3.3.1 Argent Related⁵ has progressed on the update to the Brent Cross South (BXS) Business Plan and sessions were held with service area leads to review the content ahead of submission to H&G Committee. The BXS team has also continued to prepare a revised Phase Proposal in line with the emerging Business Plan. The council has instructed its strategic property advisor CBRE to review the BXS financial model and advise on the future council's land contribution and best consideration in accordance with the Project Agreement.

3.3.2 The council and Argent Related have commenced site assembly and early infrastructure works for the BXS scheme. Utility disconnections are underway and parts of the site are now hoarded up. The demolition of the Rosa Freedman Centre has commenced.

3.3.3 Homes England have in principle approved to provide a Home Building Fund Loan Facility to BXS Joint Venture Limited Partnership to fund physical and social infrastructure to accelerate development. Heads of Terms are agreed and a Loan Facility Agreement (LFA) is being drafted for completion subject to MHCLG and HM Treasury approval.

3.3.4 For Brent Cross Thameslink (BXT), the Train Operating Company (TOC) Compound building has been installed and the team are fitting out and finishing the unit for occupation by Govia Thameslink Railway (GTR). There are a number of challenges arising in relation to the overarching delivery programme which may impact the budget. In particular, Network Rail has confirmed that some key track possessions may no longer be available, which could impact the sidings and station delivery programme. The potential implications of this are being reviewed by the team. The procurement of the contractor to deliver Brent Cross West station has continued, with a recommendation on the

⁵ Development partner for Brent Cross South

preferred bidder made to P&R Committee in October 2019. Following challenges in delivering the Waste Transfer Station, including delays to the sub-structure early works and the receipt of a revised programme and cost estimate from John Graham Construction Limited, P&R Committee authorised and delegated authority to the Chief Executive to revise the waste procurement strategy should it not be possible to refine the construction delivery and price in line with the programme requirements.

3.3.5 For the Estates regeneration programme, Dollis Valley Phase 3 is ready to be handed over to the development partner and Notting Hill Genesis has continued work to prepare a new planning application. West Hendon CPO3 was confirmed on 17 September 2019 and work on the development of Phase 4a has continued. In July 2019, the Conditions Precedent for the Granville Road scheme were met allowing the Development Agreement to become unconditional and works to start on site.

3.3.6 Consultation was undertaken on the new Growth Strategy, following approval of the draft strategy at ARG Committee in June 2019. The consultation closed on 15 September 2019 and work is underway to review the feedback and update the strategy, where required. Work on the delivery plan, which will accompany the strategy, has continued.

3.4 KPIs

3.4.1 There is one KPI for this priority, which monitors delivery of the regeneration programme. This has achieved target for Q2.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Delivery of regeneration projects (q)	Bigger is Better	90%	90%	90%	92% (G)	↓ W -8.4%	100%	No benchmark available

3.5 Risks

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

- **G&C029 - Community facilities stakeholder relationship schemes (risk score 8 – reduced from 9).** Stakeholder engagement plans are in place to mitigate the risk of opposition to regeneration schemes which could result in delays. These are reviewed on a regular basis. A resident event was hosted by Barrett's for the West Hendon scheme in September 2019.
- **G&C030 - Market conditions (risk score 9 - reduced from 12).** Market conditions are being regularly monitored to mitigate the risk of impact on the viability of regeneration schemes and delays to housing delivery should market uncertainty grow.

3.5.2 In addition to the risks in the Annual Delivery Plan, there was a *strategic risk* for this priority that was scored at a high (15 to 25) level in Q2.

- **STR08 - Major regeneration schemes (risk score 15).** Failure to effectively manage the major regeneration schemes such as Brent Cross could lead to delays resulting in significant financial implications for the council (e.g. loss of revenue) and local economy. A contingency plan has been developed in the event of a failure to manage the

development of the Thameslink Station, as part of the Brent Cross development. The other regeneration schemes are progressing.

Investing in community facilities	Q2 Status
	Good

3.6 Summary of Actions Good progress

3.6.1 Work on the Infrastructure Delivery Plan has continued. The plan will set the way forward for future infrastructure delivery, including community and leisure facilities. Progress has been made on plans for community facilities on existing regeneration schemes, particularly at Brent Cross South and Grahame Park/Colindale (in partnership with the CCG) and West Hendon.

3.6.2 In terms of open space and leisure provision, the draft masterplan for Colindale and Rushgrove Parks was approved by Environment Committee on 11 September 2019. Consultation on the draft masterplan for West Hendon Playing Fields was undertaken during June and July 2019.

3.7 KPIs

3.7.1 There are no KPIs for this priority.

3.8 Risks

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

- **G&C027 - Community facility sustainability (risk score 9).** This risk is about the long-term financial viability of newly constructed community facilities. All new schemes require robust business plans to ensure they are financially sustainable. In Q2, a business plan was being developed for a permanent community facility in West Hendon.
- **G&C028 – Community facilities stakeholder relationship (risk score 6).** This risk is also about the long-term financial viability of newly constructed community facilities. Engagement and consultation plans are agreed on a scheme-by-scheme basis to ensure that residents have chance to inform proposals. No issues were raised for specific schemes in Q2.

Helping people into work and better paid employment	Q2 Status
	Good

3.9 Summary of Actions Good progress

3.9.1 Active employment schemes continued on the regeneration estates, including Dollis Valley, West Hendon and Grahame Park.

3.9.2 Work continued with development partners to secure apprenticeships and training opportunities through development, including further preparatory work for Brent Cross Cricklewood employment and skills delivery.

3.9.3 Funding of £117k was confirmed for the new project with Cambridge Education to offer 'Access for All' routes targeting residents who are Not in Employment, Education or Training (NEET).

- 3.9.4 The Business, Employment and Skills team transferred to the council from Re on 1 October 2019. Adoption of the new Growth Strategy in November 2019 should provide renewed focus and impetus.
- 3.9.5 Employment and training support was provided to council tenants by Barnet Homes through the Community Engagement and Floating Support services. At end Q2 (year-to-date), 12 people had been helped into work.
- 3.9.6 Barnet Homes leads on managing BOOST, which provides community-based help for Barnet residents from bases at Burnt Oak Library and 184 Cricklewood Lane or via outreach at libraries. In Q2, BOOST services had 3,175 visitors and year-to-date had supported 112 people into work (36 of whom were under 25).
- 3.9.7 The Welfare Reform Task Force also led by Barnet Homes engages with residents and provides support to help them manage the Benefit Cap and transition onto Universal Credit. As end Q2 (year-to-date), 95 clients had moved off the Benefit Cap as a result of finding work; 58 households had moved to more suitable accommodation; 608 clients had been provided with benefit advice; and Discretionary Housing Payments had been awarded to 542 people.

3.10 KPIs

- 3.10.1 There is one KPI for this priority, which monitors the local unemployment rate. The latest figures show Barnet's unemployment rate at 4.6%, which is higher than last year (4.3%). Barnet's figure is lower than the London average (4.7%) but higher than the national average (4.1%).

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Unemployment (of people on out of work benefits) (r)	Smaller is Better	4.7% (Jan - Dec 18)	Monitor	Monitor	4.6% ⁶	↓ W +7%	4.3% ⁷	London 4.7%, National 4.1% (Jul 18 – Jun 19, NOMIS)

3.11 Risks

- 3.11.1 There are two risks to delivery of the actions for this priority. Both have been assessed at a medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.
- G&C031 - Team resource/capacity to deliver employment schemes (risk score 9).** To manage the risk to employment schemes from a lack of resources, residents' needs are being prioritised to ensure that those furthest from employment remain the focus of scarce resources. On 1 October 2019, the Business, Employment and Skills team was transferred back to the council and team resource/capacity is being reviewed. The delivery plan for the new Growth Strategy will identify groups in the community to support through employment and skills initiatives.
 - G&C032 - Economic uncertainty impact on training and apprenticeship (risk score 12).** Discussions continued to take place with Argent Related to bring forward delivery of

⁶ Rolling 12 months to June 2019.

⁷ Rolling 12 months to June 2019.

employment and skills outcomes on the Brent Cross Cricklewood development; and other employment opportunities were supported through the BOOST project. A new NEETS project is in development with Cambridge Education.

Supporting local businesses to thrive	Q1 Status
	Good

3.12 Summary of Actions Good progress

- 3.12.1 Local businesses continued to be supported through the construction contracts that form part of regeneration schemes. Specific activities will be targeted at Brent Cross Cricklewood upon commencement of delivery in 2020. The Federation of Small Businesses and relevant other stakeholders have been participating in planning.
- 3.12.2 To support the sustainability of town centres and improvements to the public realm, the council continued to offer support to the established Town Teams (Chipping Barnet, Edgware and Cricklewood), with planning underway for new Town Teams in Finchley Central and West Hendon. The council continued to support the Chipping Barnet pavement build-out to improve the public realm; and revitalisation of North Finchley through the development programme.
- 3.12.3 To facilitate the provision of appropriate and affordable workspace for small and micro businesses, the council continued to identify flexible workspace in new development; however, no space to date has been located. A Workspace Viability Assessment will be undertaken to review specific sites (including council-owned assets) next quarter.
- 6.12.4 Actions to deliver specialist support to entrepreneurs and business start-ups such as Pop Up Business School and Entrepreneurial Barnet are on track for November 2019.

3.13 KPIs

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

3.14 Risks

- 3.14.1 Two risks were closed in Q2: **G&C044 - Colindale business engagement**⁸ and **G&C034 – Co-ordinating business support activities**⁹. There remains one risk to delivery of the actions for this priority. This has been assessed at a medium/high (8 to 12) level and has controls/mitigations in place to manage the risks.
- **G&C033 – Flexible workspace delivery (risk score 12)**. There has been continued engagement with the Estates team to identify workplace sites and there has been soft marketing testing with workspace providers, with a workspace viability assessment now developed to ensure any site selected is appropriate. There has also been engagement with planners to bring forward workplace spaces through development such as the National Institute for Medical Research to inform local plan development.

⁸ G&C044- this risk did not materialise during move to Colindale.

⁹ G&C034 – this risk has been reflected in G&C031 and G&C032.

3.15 Summary of Actions Satisfactory progress

- 3.15.1 Opendoor Homes (ODH) continued to make good progress on delivery of 320 homes across the borough. Planning consents and scheme approvals have been achieved for 20 of the 21 sites, representing 86% of the programme. Two sites were completed during Q2, with new homes handed over at Salcombe Gardens and West Close. Overall, seven of the 21 sites are completed; and four of the five largest schemes continued to progress.
- 3.15.2 A team has been appointed to take forward the delivery of the 87 GLA grant funded homes and key meeting were held with the MHCLG and GLA in October 2019 to discuss the trickle transfer proposal, which are critical to determining if the project will proceed.

3.16 KPIs

- 3.16.1 There are three KPIs for this priority, which monitor the delivery of new homes in the borough. 360 new homes were completed in Q2. This is significantly more than last year when 211 new homes were completed. 79 affordable homes were completed across the borough by all providers (not just ODH) in Q2.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
New homes completed across the borough by all providers (q) ¹⁰	Bigger is Better	830 ¹¹ (prov.)	Monitor	Monitor	360	↑ +71%	211	No benchmark available
Affordable housing completions across the borough by all providers (q)	Bigger is Better	211 ¹² (prov.)	Monitor	Monitor	79	↑ +394%	16	No benchmark available
Affordable housing delivered on council owned land (c)	Bigger is Better	New for 19/20	35 ¹³	13	15 (G)	New for 19/20	New for 19/20	No benchmark available

3.17 Risks

- 3.17.1 There is one risk to delivery of the actions for this priority. This has been assessed at a medium/high (8 to 12) level and has controls/mitigations in place to manage the risk.
- G&C038 - Economic uncertainty impacting on the delivery of new homes (risk score 6 – reduced from 12).** The Growth Strategy sets out the council’s priorities for bringing housing developments forward. This will also act as a tool for inward investment, which could help stimulate development if the economy stagnates. The Growth Strategy has been out for public consultation and feedback will inform the final version, which will be presented to H&G Committee in November 2019, alongside a delivery plan.

¹⁰ This KPI measures all new homes in the borough (including as part of regeneration schemes and private development schemes).
¹¹ This is a provisional result (830) as at March 2019. The result is sourced internally and relates to the number of new homes added to council tax records. The final result will be confirmed in 2019/20.
¹² This is a provisional result (211) as at March 2019. The result is sourced from GLA data releases. The final result will be confirmed in 2019/20.
¹³ The target for the KPI has been amended from 77 to 35 following publication of the Housing Delivery Plan to Housing Committee.

Escalations from H&G Committee

3.18 Escalated KPIs and/or Risks

3.18.1 In addition to the corporate priorities, the **ARG Committee** and **Housing Committee Annual Delivery Plans** have five **committee priorities**. A thematic overview of performance for Q2 was provided to H&G Committee in November 2019. Any KPIs that have not met target and/or high (15 to 25) level risks are escalated for review by P&R Committee.

3.18.2 There are two KPIs for the **Safe and Secure Homes** priority. One KPI did not meet the Q2 target.

- **Scheduled fire risk assessment completed (council housing) on time (RAG rated AMBER) – 98% against a target of 100%**. There were a large number of fire risk assessments (FRAs) to complete compared to previous quarters (367 in Q2 2019/20 vs 43 Q2 2018/19) with seven FRAs not completed on time.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Scheduled fire risk assessment completed (council housing) on time (q)	Bigger is Better	100%	100%	100%	98% (A)	↓ W -2.2%	100%	No benchmark available

3.18.3 There are seven KPIs for the **Tackling and preventing homelessness and rough sleeping** priority. Three KPIs met the Q2 target - on acquisition of additional properties for temporary accommodation; households placed into private sector accommodation; and homelessness preventions. One KPI is Monitor only and reported 34 rough sleepers in Q2. Two KPIs did not meet the Q2 target.

- **Households in Temporary Accommodation (TA) (RAG rated AMBER) – 2,542 against a target of 2,475**. There was a slight reduction in households in TA in Q2 compared with Q1 (2,579) despite sustained levels of new admissions which remained high (averaging 79 per month). However, the numbers remained slighter higher than last year (2,519). The main contributory factors to the reduction from Q1 were: effective mitigations from existing TA reduction and prevention activities, including 58 cancellations due to non-occupancy and abandonment; 60 private rented units were procured, preventing TA admissions; and a further 10 properties were acquired through Touchpoint Housing Limited.
- **Households in Emergency Temporary Accommodation (ETA) (RAG rated AMBER) - 239 against a target of 225**. There was a slight reduction in households in ETA in Q2 compared with Q1 (250) and last year (316) despite sustained levels of demand. Effective mitigations were in place to prevent any increases in ETA. In Q2, 60 private rented units were procured, preventing TA admissions; and a further 10 properties were acquired through Touchpoint Housing Limited. 20 properties were established, which were not occupied, and have now been cancelled.

Indicator ¹⁴	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Households in Temporary Accommodation (q)	Smaller is Better	2545	2400	2475 ¹⁵	2542 (A)	↓ W +0.9%	2519	Rank 29 (out of 32) (Q4 17/18, DCLG)
Households in Emergency Temporary Accommodation (q)	Smaller is Better	275	200	225 ¹⁶	239 (A)	↑ I -24%	316	Rank 12 (out of 33 London Boroughs) (Q4 17/18, DCLG)

3.18.4 There was a *service risk* for the **Efficient and cost-effective asset management** priority that was scored at a high (15 to 25) level in Q2.

- **G&C035 Income from the Estate (DP) (risk score 16 - increased from 12).** Insufficient capacity in staffing, contract and / or insufficient demand for assets could lead to a shortfall in income resulting in unforeseen budget pressures. An MTFS programme to maximise income is in motion. Properties and external resources had been identified; however, CSG property services do not have capacity to undertake the work. The current income received is at circa 20% required by year end. Void and vacant properties continue to be marketed on the internal lettings website. Concerns about whether the income target will be met this year has been reflected in an increased likelihood score.

¹⁴ Transfer 141 properties acquired for Temporary Accommodation to Opendoor Homes has been changed from a KPI to an Action.

¹⁵ Annual target is 2400. Quarterly target reduces by 25 each quarter: Q1 2500, Q2 2475, Q3 2450 and Q4 2400.

¹⁶ Annual target is 200. Quarterly target reduces by 25 each quarter: Q1 250, Q2 225, Q3 200 and Q4 200.

4. ENVIRONMENT COMMITTEE

4.1 The **Environment Committee Annual Delivery Plan** sets out the Actions, KPIs and Risks to delivering the corporate priorities in the Corporate Plan (Barnet 2024). It was approved on 14 March 2019 and can be found online at:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=9669&Ver=4>

4.2 There are three **corporate priorities** that fall under the remit of Environment Committee. These are set out below. The Q2 status reflects the *overall performance on Actions, KPIs and Risks* for each priority.

Corporate Priority	Outcome	Q2 Status
Getting Barnet clean	PLACE	Limited
Keeping the borough moving	PLACE	Satisfactory
Getting the best out of parks and improving air quality	PLACE	Good

Getting Barnet clean	Q2 Status
	Limited

4.3 Summary of Actions **Satisfactory progress**

4.3.1 Overall satisfactory progress has been made. However, there is still room for improvement, which the service will make in parallel with the Street Scene transformation programme.

4.3.2 The communications plan continued to be implemented, including a social media campaign for national recycling week and a recycling campaign targeting 15,000 flats managed by Barnet Homes in September 2019. Free litter picking equipment was promoted to community groups.

4.3.3 A Feasibility Study to identify options for better waste reduction and recycling at privately managed sites was carried out in Q1, including an assessment of bin capacity and the level of re-balancing required to support recycling. This is currently being reviewed.

4.3.4 Additional funding was allocated for street cleansing improvements and options on how to use this funding, focusing on key areas such as residential roads, town centres and trunk roads, were agreed at Environment Committee on 4 June 2019. These options are being trialled and include 'unobstructed cleansing' and different street cleansing and pavement washing equipment.

4.3.5 To tidy up town centres, time banded collections were implemented in Mill Hill (July 2018) and Burnt Oak (May 2019). Further Time banded collections have been suspended for the time being after review and consideration of operational resourcing and the Oakleigh Depot works completion.

4.4 KPIs

4.4.1 There are seven KPIs for this priority, which monitor waste, recycling and street cleansing activity. Two waste collection KPIs met the Q2 target. Four KPIs are not due for reporting until Q3 or Q4. One KPI reported no activity in Q2.

- **Time banded collections rolled out – 0.** The time banded collections project is currently suspended due to the remedial works at Oakleigh Depot. This is to prioritise service delivery whilst these works are ongoing.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Kilogram of residual HH waste produced per household (q)	Smaller is Better	617.2 kg/HH	612 kg/HH	158.84 kg/HH	157.72 kg/HH ¹⁷ (G)	↑ -2.3%	161.47 kg/HH ¹⁸	No benchmark available
Kilogram of total HH waste produced per household (q)	Smaller is Better	Not reported in 18/19	970 kg/HH	262.6 kg/HH	245.6 kg/HH (G)	New for 19/20	New for 19/20	No benchmark available
Residents who are satisfied with refuse and recycling services (Annual ¹⁹)	Bigger is Better	79% (Autumn 17)	80%	Annual	Due Q3 19/20	No RPS 18/19	No RPS 18/19	National 79% (LGA, 2019)
Targeted communications with landlords and agents to reduce 'throw away' culture" (Annual)	Bigger is Better	New for 19/20	3	Annual	Due Q4 19/20	New for 19/20	New for 19/20	No benchmark available
Residents satisfied with street cleansing service (Annual ²⁰)	Bigger is Better	60% (Autumn 17)	60%	Annual	Due Q3 19/20	No RPS 18/19	No RPS 18/19	National 64% (LGA, 2019)
Street cleansing ²¹	TBC	New for 19/20	Due Q4 19/20	Due Q4 19/20	Due Q4 19/20	New for 19/20	New for 19/20	No benchmark available
Time banded collections rolled out	Bigger is Better	New for 19/20	5	TBC	0 ²²	New for 19/20	New for 19/20	No benchmark available

4.5 Risks

4.5.1 There are five risks to delivery of the actions for this priority²³. These have been assessed at a medium/low (4 to 6) and medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- **SS011 – Reduction in household waste (risk score 12).** A review of future recycling and waste service options was completed during Q2, to support drafting of a Reduction and Recycling Plan (RRP) for the Environment Committee on 11 September 2019. This

¹⁷ Result is for Q1 2019/10

¹⁸ Result is for Q1 2018/19

¹⁹ Annual KPI from the Residents' Perception Survey (RPS).

²⁰ Annual KPI from the Residents' Perception Survey (RPS).

²¹ Street Cleansing KPI is still being developed and will be reported for Q4.

²² Time banded collections project is currently suspended due to the remedial works at Oakleigh Depot. This is to prioritise service delivery whilst these works are ongoing.

²³ There were seven risks, but two street cleansing risks on staff training and staff reluctance have been merged into one risk (SS019) and two recycling risks on lack of planning enforcement and lack of engagement have been merged into one risk (SS012).

included a proposal to re-introduce separate food waste collections at houses by 2022. Reductions in overall waste produced will remain very challenging unless further changes to services are proposed.

- **SS012 – Flats recycling (risk score 6).** This risk relates to the improvement of waste reduction and recycling in flats. A communications campaign with Barnet Homes was run in September 2019. A feasibility study to identify options for increasing recycling at privately managed flat sites is under development.
- **SS017- Project delays (risk score 9 – increased from 1).** The risk of delays to the rollout of projects such as time banded collections or the new data and works system is being managed by a Change Management team within Street Scene. The request for additional funding to recruit a project manager has been submitted. New head of service support will be in post in October 2019. Projects are prioritised to ensure resources are used as efficiently as possible.
- **SS013 – Recycling and waste collection rounds (risk score 6).** The service is considering ideas around round-rebalancing but this is dependent on the changes to service arising from the major works at Oakleigh Depot.
- **SS019 - Utilise new street cleansing equipment (risk score 6).** A lack of suitably trained staff could affect full utilisation of new street cleansing equipment. Staff who hold the relevant driving licenses are being trained and additional driver operatives are being recruited for the street cleansing service. All will be required to hold a full driving license and will receive training on the new equipment (mechanical brooms, HAKO's and Gluttons). A recruitment exercise was undertaken in Q2 and conditional offers were made to 11 driver operatives to work within the Street Cleansing service. A conditional offer was also made for a dedicated Street Cleansing Supervisor. Further recruitment is needed to achieve full establishment levels. In-house training, including on the new street cleansing equipment, is scheduled as part of the induction process.

4.5.2 In addition to the risks in the Annual Delivery Plan, there was a *strategic risk* and three *service risks* for this priority that were scored at a high (15 to 25) level in Q2.

- **STR09 - Increase in the NLWA levy (risk score 15).** The expected replacement of the NLWA Energy from Waste (EfW) facility could lead to an increase in the waste disposal levy of up to £8million per annum and additional financial costs relating to delays in the construction of the EfW. This would result in an increased financial pressure on the council. Enabling works will be approved by NLWA members in September 2020, with further work being undertaken to understand the full financial impact new EfW facility will have on member authorities. A financial strategy is being developed to build a stable budget for the Environment cost centre. A Reduction and Recycling Plan was taken to Environment Committee on 11 September 2019, which put forward proposals to maximise recycling from households.
- **SS020 - Remedial work at Oakleigh Depot (NEW) (risk score 20).** Issues with the Oakleigh Depot require immediate significant remedial works that will lead to service disruption for up to nine months, impacting on business continuity and delivery of services. A series of controls have been put in place such as the implementation of a one-way traffic system and monitoring of ground movement at the depot. To remedy the risk, there is currently a search for further land for vehicle storage. There will also be changes in the delivery of operations such as implementing Saturday working during the

period when the works commence and the recruitment of temporary staff to support work completions and staffing levels.

- **SS018 - Frontline employment and retention (risk score 16).** Difficulties in recruiting appropriate staff could lead to an increase in the use of agency staff and impact on service delivery. Filling vacant posts is a priority with a recruitment campaign to start soon. Permanent positions are being offered to frontline agency staff. A new supervisor has been appointed to support the delivery of frontline operations. Senior management are looking at training and development opportunities to improve staff retention.
- **TS015 - Change in LEZ and expansion of ULEZ (risk score 15).** Council vehicles will need to be replaced or retrofitted with compliant technology to meet the minimum emission standard in Low Emission Zones (LEZ) and Ultra Low Emission Zones (ULEZ) by October 2020. Two capital bids were submitted to Capital Strategy Board requesting the replacement of vehicles that will not meet the new emissions standard. A tender was accepted for the replacement of 12 refuse vehicles deploying capital of £2.4m and further work is underway to reprofile the capital allocation across the services to identify any availability within the current financial year.

Keeping the borough moving	Q2 Status
	Satisfactory

4.6 Summary of Actions Good progress

- 4.6.1 The Network Recovery Plan (NRP) has successfully progressed with approximately two thirds of the main carriageway resurfacing programme being completed and over half of the footway relay programme completed by September 2019. The combination of large scale machine patching and carriageway resurfacing programme produced an output of 67,121 square metres of new road surface applied on 38 streets. The footway relay programme, meanwhile delivered 22,479 square metres of pavement renewal on 10 roads. The arrangement and planning of the carriageway patching programme continued to offer the flexibility to tackle large areas of road patching repairs also improving the outlook and appearance of the street. The programme now totals 73 roads where most of the worst road defects have been fixed using the infrared Rhino patching process.
- 4.6.2 With regards to additional investment in the highway, asset condition surveys are underway, the results of condition survey for pavements and roads will create the baseline required to formulate the prioritisation process for recommendation in the draft proposals for NRP Year 6. The NRP Year 6 report for 2020/21 will be presented to Members ahead of going to Environment Committee in January 2020.
- 4.6.3 The 2020/21 LIP funding submission was approved by Environment Committee in September 2019. It reflected the approved LIP3 document and also included work on “School Streets” pilots and additional parking proposals. As reported in Q1, the agreed programme is based on current “knowns”, which are heavily dependent on engagement with TfL to respond and approve. Contingencies are being considered for approval by the Strategic Lead and TfL to achieve budget spend, as TfL impacted schemes are unlikely to be implemented this year; this will continue to be monitored. A large value scheme at Chipping Barnet High Street is currently under construction and another at Montrose Avenue is programmed to start in early October 2019. Those LIP schemes proposing vertical measures received a mixed response from the Environment Committee, which has resulted in the need for some further design and consultation.

4.6.4 The service is in the process of developing the long-term Transport Strategy, with the aim for a draft strategy to be presented to Environment Committee in January 2020.

4.7 KPIs

4.7.1 There are three KPIs for this priority, which monitor highways repairs. One KPI met the Q2 target. Two KPIs on Category 1 and Category 2 defects were not reported in Q2 due to resource issues in Conway Aecom.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Emergency defects rectification timescales completed on time	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%	No benchmark available
Highways Category 1 defects rectification timescales completed on time (48 hours)	Bigger is Better	78.8%	100%	100%	Not reported	N/A	92.8%	No benchmark available
Highways Category 2 defects rectification completed on time	Bigger is Better	69.2%	100%	100%	Not reported	N/A	78.9%	No benchmark available

4.8 Risks

4.8.1 There are two risks to delivery of the actions for this priority²⁴. These have been assessed at a medium/low (4 to 6) level and have controls/mitigations in place to manage the risk.

- **EC015 - Breakdown with development partner (risk score 4).** The new Re Service Director is in place and joint meetings are being held regularly with LBB clients to agree and delivery key priorities.
- **EC016 - Non-delivery of LIP spend (risk score 4).** The LIP programme is actively monitored by the council and bi-monthly meetings are held with TfL to review progress of delivery and financial spend. Barnet's LIP funding allocations have been fully committed in the past three years and this is expected to continue in the future. The LIP3 programme has been approved for the next three years.

4.8.2 In addition to the risks in the Annual Delivery Plan, there were two *service* risks for this priority that were scored at a high (15 to 25) level in Q2.

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

²⁴ There were three risks, but two highways risks on relationship management have been merged into one risk (EC015).

with Estates to identify an operationally suitable location for the Passenger Transport vehicles. The current lease agreement for the service to remain at North London Business Park is to be extended to June 2020.

- **PI011 - Winter Service (risk score 20 - increased from 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 focus on ensuring that decisions and deployment are carried out in a timely manner. Progress has not been made by Re in drafting a new Winter Service Plan. Concerns have been raised with the new Re Director The site identified at Mays Lane for relocating the gritting depot was not considered to be suitable. Concerns about the availability of drivers to assist the Highways DLO in delivering the Winter gritting service. This has been reflected in an increased likelihood score.

Getting the best out of parks and improving air quality	Q2 Status
	Good

4.9 Summary of Actions Good progress

- 4.9.1 The Sports Hub masterplans for West Hendon, Barnet/King George V and Copthall playing fields progressed, with Copthall playing fields approved at Environment Committee in September 2019.
- 4.9.2 Montrose/Silkstream and Victoria Park masterplans also progressed and are on track to deliver improvements by the end of year. A series of smaller parks improvement projects are underway across the borough. The Tree Planting programme has progressed well and the planting of 811 trees will resume later in the year during the appropriate planting season.

4.10 KPIs

- 4.10.1 There are three KPIs for this priority, which monitor parks and open spaces. One KPI met the Q2 target. Two KPIs are annual and will be reported in Q3.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Residents satisfied with parks and open spaces (Annual) ²⁵	Bigger is Better	77% (Autumn 17)	74%	74%	Due Q3 19/20	Not reported in 18/19	Not reported in 18/19	No benchmark available
Total value of investment secured (£)	Bigger is Better	New for 19/20	100k	50k	96.6k (G)	New for 19/20	New for 19/20	No benchmark available
Total number of trees planted per annum (bi-annual) ²⁶	Bigger is Better	New for 19/20	900	Due Q3 19/20	Due Q3 19/20	New for 19/20	New for 19/20	No benchmark available

4.11 Risks

²⁵ Annual KPI from the Residents' Perception Survey (RPS).

²⁶ Data to be reported in Q3 and Q4 to coincide with the tree planting season.

- 4.11.1 There are three risks to delivery of the actions for this priority²⁷. These have been assessed at a medium/high (8 to 12) level and have controls/mitigations in place to manage the risk.
- **EC007 - Objections to masterplan proposals (risk score 8).** The public and stakeholder consultation for Barnet and King George V Playing Fields, and for West Hendon Playing Fields ran for eight weeks and closed on Sunday 28 July. The appointed consultant, SLC, analysed the outcomes of the public and stakeholder consultations. As a result, SLC and council officers met to discuss potential changes to the masterplans and further work will be carried out by SLC and the council. For Copthall the most recent round of public consultation commenced on 5 April 2019 and closed on 17 May 2019. The results of the consultation are being analysed.
 - **EC008 - Delays to construction (risk score 8).** To manage the risk of delays to the construction programme, SLC (The Sport, Leisure and Culture Consultancy) has been appointed to produce a feasibility study to help identify project risks for Barnet and King George V Playing Fields, and West Hendon Playing Fields. A consultant has been appointed to assist in the development of the draft masterplan for Copthall. For the Sports Hubs master planning projects work will be carried out to identify risks associated with the development of the sites. This will be undertaken as part of the development of an Outline Business Case.
 - **EC009 - Brexit uncertainty leading to increased costs (risk score 8).** Procurements and contracts for works will take into account, where possible, any known and unknown factors to mitigate this risk.

Escalations from Environment Committee

4.12 Escalated KPIs and/or Risks

- 4.12.1 In addition to the corporate priorities, the **Environment Committee Annual Delivery Plan** has two **committee priorities**. A thematic overview of performance for Q2 was provided to Environment Committee in November 2019. Any KPIs that have not met target and/or high (15 to 25) level risks are escalated for review by P&R Committee.
- 4.12.2 There was a *strategic risk* for the **Creating a healthy environment** priority that was scored at a high (15 to 25) level in Q2.
- **STR16 - Environmental sustainability (risk score 20).** This risk relates to the inability to adequately manage the environmental impact of resident and business activities (such as air quality, resource management and climate change), which could lead to negative long-term consequences to the local environment and result in statutory environmental duties and targets not being met; financial consequences; and not protecting the environment for future generations. In Q2, evidence has been compiled for the new Transport Strategy and a draft version will be presented to Environment Committee on 20 January 2020. Work on the longer-term mitigations is still ongoing.

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

5. ADULTS AND SAFEGUARDING (A&S) COMMITTEE

- 5.1 The **A&S Committee Annual Delivery Plan** sets out the Actions, KPIs and Risks to delivering the corporate priorities in the Corporate Plan (Barnet 2024). It was approved on 18 March 2019 and can be found online at:
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=9475&Ver=4>
- 5.2 There are three **corporate priorities** that fall under the remit of A&S Committee. These are set out below. The Q2 status reflects the *overall performance on Actions, KPIs and Risks* for each priority.

Corporate Priority	Outcome	Q2 Status
Integrating health and social care and providing support for those with mental health problems and complex needs	PEOPLE	Satisfactory
Supporting older and vulnerable residents and those with disabilities to remain independent	PEOPLE	Good
Encouraging residents to lead active and healthy lifestyles and maintain mental wellbeing	PEOPLE	Good

Integrating local health and social care and providing support for those with mental health problems and complex needs	Q2 Status
	Satisfactory

5.3 Summary of Actions **Satisfactory progress**

- 5.3.1 This priority incorporates joint work with NHS Barnet Clinical Commissioning Group (BCCG) on the Care Closer to Home Programme (CC2H). The programme aims to transform how primary and community health care and support is delivered, so that people receive care and support closer to their homes and is intended to act as a foundation for the development of a local integrated care system (ICS) as per the NHS Long Term Plan launched in January 2019.
- 5.3.2 Currently, there are seven Primary Care Network's (PCN's)²⁸, launched in Barnet. The council has been jointly leading this programme of work with BCCG and has supported the first PCN to improve referrals and signposting to council and other universal services. The ASC Prevention and Wellbeing Team (PWT) have been working closely with PCN2, which has a focus on care for those at the end of life and with frailty. The team participate in a weekly multi-disciplinary team meeting looking at opportunities for improvements across the health and social care system. Adults and Health continue to work closely with BCCG to support the development of an improved model of care and support for adults with dementia and their carers within PCN 5. The new model aims to go live in Q4 2019/20 and as part of the new model a member of the ASC specialist dementia support team will be embedded into the PCN to improve post diagnostic support for adults with dementia and their carers.
- 5.3.3 Adults and Health continue to work with PCN's to develop the social prescribing model.
- 5.3.4 Work also continues with the Prevention and Wellbeing Co-ordinators working across Barnet with individuals and in Wards, co-ordinating local activities, highlighting what works well, improving accessibility and increasing what is on offer to support local people.

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

This has included a Mental Health support group, carers meetings, a gardening club, walking groups, an IT surgery, a Bollywood dancing group, new reading groups, information and advice drop-in's and events.

5.3.5 ASC Mental Health Service is fully integrated with Barnet Enfield and Haringey Mental Health Trust (BEHMHT) and continues to deliver services to people in a range of community settings to support them to maintain and maximise their independence and wellbeing. The service applies an enablement and recovery focused approach to working alongside people and in Q2 the local enablement team (the Network) introduced a new group course to support people to self-manage their mental wellbeing. This course is based around the pocket well-being manual, developed by the Network service user forum and the Network community access workers. Additionally, the Network helped support the development of an allotment project aimed at supporting people who have experienced mental ill health to maintain and improve their health and wellbeing through growing their own vegetables, whilst being part of the local community and benefitting from participating in physical activity. The Barnet Integrated Learning Disability Service (BILDS), based in the council and made up of social care, community health and mental health trust staff, continued to provide multi-disciplinary care and support for people with learning disabilities. The council's Joint Commissioning team supports BILDS to deliver the national Transforming Care strategy.

5.3.6 BILDS is also making a number of changes to ensure that it maximises the 'progression' of people with learning disabilities to increased independence. This includes in-depth reviews, which identify opportunities to build people's skills and independence, and working with care providers to reduce any overprovision of care in the same setting and work with clients to help them progress towards their identified goals. There were 146 clients identified as a focus for this work and 55% of these reviews have been completed by end September 2019. The service is also already working with six care providers to alter the way they are commissioned, enabling greater flexibility in supporting progression and changes in people's needs, at a lower overall cost. In the remainder of 2019/20 the BILDS will explore greater use of general purpose housing for people with Learning Disabilities and deliver intensive reviews of out-of-borough residential placements to assess opportunities for progression, improving overall quality, and cost. The council is setting up a Shared Lives Scheme and has appointed a Scheme Manager who is working toward the scheme being registered with CQC with a view to launch by March 2019.

5.3.7 ASC continues to focus on prevention and early intervention for people with care needs and their carers using the strengths-based approach which enables people to focus on their own strengths and assets and recognises what goals they want to achieve and looks at what community resources are available to support them. In Q2, Age UK Barnet launched new groups including Crafty Fridays; GLL Better Leisure hosted a Wellbeing Day with information and advice for over 70 people; The Barnet Group hosted a party for residents of their Sheltered Housing and Extra Care; and the final plans for Barnet Silver Week were put into place.

5.4 KPIs

5.4.1 There are 10 KPIs for this priority, which monitor health and social care integration. Five KPIs met the Q2 targets. Two KPIs were Monitor only for Q2. One KPI will be reported in Q3. Two KPIs did not meet the Q2 targets.

5.4.2 Reducing Delayed Transfers of Care (DTC) has been a priority for ASC, with national targets set for DTC reduction in July 2017 by the Department of Health & Social Care, with the improved Better Care Fund (iBCF) 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 RED) – 8.75 against a target of 7.19.** This indicator includes three separate elements:
 - **NHS DTC** at the end of August 2019 was performing at **5.99 per day** per 100,000 population against the **target of 4.76** daily rate
 - Delays attributed to **Social Care** at the end of August 2019 were performing at **1.31 per day** per 100,000 population against the **target of 2.07** daily rate
 - **Joint NHS and Social Care DTC** at the end of August 2019 was performing at **1.46 per day** per 100,000 population against the **target of 0.35** daily rate.

For the period reported (August 2019²⁹), the target was met for ASC DTCs; however, it was not met for NHS or Joint DTC. ASC continues to work closely with NHS partners to ensure safe and timely discharges from hospitals. Barnet hospitals are facing huge demands and social services continue to experience added pressures when sourcing care for complex care needs. For August 2019, 120 social care days delayed and 134 jointly attributed days delayed were reported, which put Barnet in the 2nd quartile when ranked against 152 local authorities nationally for delayed transfers of care.

- **Adults with mental health needs who live independently, with or without support (RAG rated RED) – 70.7% against 83%.** This is a national indicator that includes the cohort of all adults supported by NHS mental health services, which is significantly broader than those receiving ASC. These accommodation arrangements are recorded as settled accommodation in the Mental Health Services Data Set (MHSDS) and the data reported to committee comes from this national submission made by health partners. As people progress with their recovery, move into stable accommodation and then stop receiving support with their mental health, they are no longer included in the dataset. The council is in communication with the Barnet, Enfield and Haringey Mental Health Trust (BEHMHT) to understand the reasons for the change in reported data. BEHMHT collate statistics for cases under the Care Programme Approach only and this means that those with lesser needs don't have this recorded. BEHMHT continue to chase completion of this information annually to avoid under-reporting but this is still a risk if there are any gaps in record keeping.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking ³⁰
				Target	Result	DOT	Result	
Permanent admissions to residential and nursing care homes, per 100,000 population age 65+ (c)	Smaller is Better	381.4	511 ³¹	255	234 (G)	Not comparable	145.3 ³²	CIPFA Neighbours 383.4 London 406.2 England 585.6 (NASCIS, 17/18)

²⁹ There is a two-month time lag for published DTC figures and because of this Barnet has an established methodology of using the middle month of the quarter as a snapshot for the quarter.

³⁰ NASCIS 18/19 benchmarking data is due to be released in Q3.

³¹ The annual target has been adjusted to 511 (from 490) to reflect the change to using ONS population estimates. This brings the council in line with the standard methodology used by the NHS for this KPI.

³² Q2 19/20 result is not comparable with Q2 18/19 result, due to change in population estimates used for the calculation. 18/19 results were based on SNPP population estimates. 19/20 results are now based on ONS population estimates.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking ³⁰
				Target	Result	DOT	Result	
Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64 (c)	Smaller is Better	9.1	13.0 ³³	6.5	5.4 (G)	Not comparable	2.9 ³⁴	CIPFA Neighbours 8.8 London 9.6 England 14.0 (NASCIS, 17/18)
New admissions to residential care for working age adults, per 100,000 population, MH only (Monthly)	Smaller is Better	New for 19/20	7.5	3.8	1.6 (G) ³⁵	New for 19/20	New for 19/20	No benchmark available
Adults with mental health needs who live independently, with or without support	Bigger is Better	80.9%	83% ³⁶	83%	70.7% (R)	↓ W -14.3%	82.5%	CIPFA Neighbours 67.1% London 61% England 57% (NASCIS, 17/18)
Adults with learning disabilities who live in their own home or with their family	Bigger is Better	78%	74%	74%	82.7% (G)	↑ I +3.8%	79.1%	CIPFA Neighbours 70.9% London 73.3% England 77.2% (NASCIS, 17/18)
Delayed transfers of care from hospital per day per 100,000 population (aged 18+) which are attributable to NHS and adult social care (s)	Smaller is Better	9.45 ³⁷	7.19 ³⁸	7.19	8.75 ³⁹ (R)	Not comparable ⁴⁰	6.8	CIPFA Neighbours 5.61 London 6.17 England 10.9 (Feb 18, Department of Health)

³³ The annual target has been adjusted to 13.0 (from 12.0) to reflect the change to using ONS population estimates. This brings the council in line with the standard methodology used by the NHS for this KPI.

³⁴ Q2 19/20 result is not comparable with Q2 18/19 result, due to change in population estimates used for the calculation. 18/19 results were based on SNPP population estimates. 19/20 results are now based on ONS population estimates.

³⁵ This is a national ASCOF measure for Mental Health data and will be reported in Q2.

³⁶ Data provided by Barnet, Enfield, Haringey Mental Health Trust. NHS England have been working with all Mental Health Trusts to improve the quality of this data. As this work continues this may lead to variations in reported performance and the target may be revised accordingly.

³⁷ The results for the DTOC KPIs are a snapshot of performance in the most recent month for which data is available at the point of report production (February 2019) – they do not show data over the preceding year.

³⁸ The DTOC targets are set by NHS England at a national level. The annual target has been adjusted to 7.19 (from 6.87) to reflect the change to using ONS population estimates. This brings the council in line with the standard methodology used by the NHS for this KPI.

³⁹ Result is for August 2019. There is a two-month time lag for published DTOC figures and because of this Barnet has an established methodology of using the middle month of the quarter as a snapshot for the quarter.

⁴⁰ Q2 19/20 result is not comparable with Q2 18/19 result, due to change in population estimates used for the calculation. 18/19 results were based on SNPP population estimates. 19/20 results are now based on ONS population estimates

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking ³⁰
				Target	Result	DOT	Result	
Delayed transfers of care from hospital per day per 100,000 population which are attributable to adult social care only (s)	Smaller is Better	2.01 ⁴¹	2.07 ⁴²	2.07	1.31 ⁴³ (G)	Not comparable ⁴⁴	1.98	CIPFA Neighbours 1.77 London 1.93 England 2.92 (Feb 18, Department of Health)
People who feel in control of their own lives (Annual)	Bigger is Better	75.8% ⁴⁵	75.8% ⁴⁶ (within conf. interval)	75.8%	Due Q3 19/20	Due Q3 19/20	Due Q3 19/20	No benchmark available
People signposted to information, advice and guidance	Bigger is Better	New for 19/20	Monitor	Monitor	2230	New for 19/20	New for 19/20	No benchmark available
Referrals to voluntary sector organisations at first contact	Bigger is Better	New for 19/20	Monitor	Monitor	1271	New for 19/20	New for 19/20	No benchmark available

5.5 Risks

5.5.1 There are three risks to delivery of the actions for this priority⁴⁷. These have been assessed at a medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- AC004 - Surge in demand from NHS (risk score 12).** To manage an unpredictable surge in demand for ASC from the NHS, regular meetings are held between ASC, BCCG and NHS Provider Trusts to manage pressures in the system and management of patients who are delayed in hospital. There continued to be pressure on admissions and beds in Q2, with hospital social work managers focused on facilitating discharges of long length of stay patients with complex multiple needs. Sourcing suitable placements that meet needs continues to be a challenge. LBB continues to work closely with providers around ensuring capacity and quality of care and managing expectations from system partners about capacity in care provider markets. Hospital social work teams have had management changes in the last few months but the teams continue to respond to increasing demand through assessing and reviewing care needs promptly. There is continued partnership with CCG around the roll out of the Primary Care Networks and

⁴¹ The results for the DTOC KPIs are a snapshot of performance in the most recent month for which data is available at the point of report production (February 2019) – they do not show data over the preceding year.

⁴² The DTOC targets are set by NHS England at a national level. The annual target has been adjusted to 2.07 (from 2.03) to reflect the change to using ONS population estimates. This brings the council in line with the standard methodology used by the NHS for this KPI.

⁴³ Result is for August 2019. There is a two-month time lag for published DTOC figures and because of this Barnet has an established methodology of using the middle month of the quarter as a snapshot for the quarter.

⁴⁴ Q2 19/20 result is not comparable with Q2 18/19 result, due to change in population estimates used for the calculation. 18/19 results were based on SNPP population estimates. 19/20 results are now based on ONS population estimates

⁴⁵ This survey indicator has a confidence interval of +/-4.2%pts.

⁴⁶ All indicators based on the Adults Social Care user survey are set using a 'confidence interval' that takes account of the margin of error which may result from surveying a small sample of the population.

⁴⁷ There were three Delivery Plan risks; however, AC018 – Strategic relations with the NHS has been reflected in the new strategic risk (STR12 – Relationship with healthcare providers and partner organisations), which has been mapped to the Safeguarding priority instead of the Integrating local health and social care priority; and AC020 has been moved to this priority from the Supporting older and vulnerable residents priority.

exploring ways to reduce admissions into hospitals and support people to have community based care and support.

- **AC016 - Strategic prevention and intervention (risk score 8).** Funding and sustainability challenges facing the voluntary sector could lead to a reduction in capacity of preventative services. ASC continued to work with commissioned preventative providers where potential variation to contracts had been identified to mitigate adverse impact on service users. The Prevention and Wellbeing Service also continued to work alongside the voluntary community sector service to provide prevention and early intervention. Two new information and advice drop-ins were offered at Finchley Church End.
- **AC020 - Lack of practicing Approved Mental Health Professionals (AMHP) (risk score 9).** Joint working arrangements are being developed across Barnet, Enfield and Haringey councils and regular meetings have taken place to discuss issues impacting on the AMHP service such as shortage of hospital beds, length of travel to out-of-borough hospital placements and change of ambulance and transport services. AMHPs have been tracking any delays in assessments, including the reasons for these. Work is being undertaken to update the AMHP assessment pathway policy. In addition, ASC, the CCG and Barnet Enfield and Haringey Mental Health Trust (BEHMHT) are working together to review the crisis pathway to aid crisis support in the community.

Supporting older and vulnerable residents and those with disabilities to remain independent	Q2 Status
	Good

5.6 Summary of Actions Satisfactory progress

- 5.6.1 Ansell Court, a dementia friendly extra-care scheme with 53 flats (50 x 1-bedroom flats and 3 x 2-bedroom flats), is the first of the council's three new developments in Barnet. Building works were completed in February 2019 and occupation of the flats commenced during the first week of April 2019. As at the end of September 2019, 35 flats are occupied, a further 11 flats have been allocated and staff at Ansell Court are working with ASC to assess incoming referrals for the remaining seven flats.
- 5.6.2 Two additional extra care sites are in development, one is due to commence build early in 2020 and the other is entering planning stages following the approval of the outline business case.
- 5.6.3 The Reablement service continues to perform well with 292 individuals supported in Q1 and Q2 and only 16 requiring on-going care services.
- 5.6.4 Care technology and equipment help support individuals to continue to live in their own homes or in the community safely and maintain their independence. The Care Technology service continues to grow significantly; now in year three of the contract it is projected there will be another 1,440 user installations, which is significantly above the contract target of 700. The Barnet Community Equipment service is a joint local authority and BCCG service which offers a range of community equipment like specialist chairs, grab rails and hoists and this continues to be offered to residents.
- 5.6.5 Barnet continued to have a strong dementia community support offer. In September 2019, Barnet Alzheimer's Society held a Dementia Friendly Community Event promoting dementia-friendly communities throughout the borough and the council and CCG started

work on a joint Dementia Strategy. The ASC Specialist Dementia Support team continued to work with adults with dementia and their carers promoting independence and wellbeing.

5.7 KPIs

5.7.1 There are three KPIs for this priority, which monitor support to older and vulnerable residents. One KPI met the Q2 target. One KPI is Monitor only for Q2, with 13.8% of people receiving reablement going on to require a long-term service. One KPI will be reported in Q3.

Indicator ⁴⁸	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Number of Extra Care beds in Ansell Court which are filled (c)	Bigger is Better	New for 19/20	53	26	35 (G)	New	New for 19/20	No benchmark available
Proportion of people receiving reablement who go on to require a long-term service (SALT)	Smaller is Better	New for 19/20	Monitor	Monitor	13.8%	New for 19/20	New for 19/20	No benchmark available
Clients receiving preventative reablement services enabling them to live in the community for longer	Bigger is Better	New for 19/20	Monitor ⁴⁹	Monitor	Due Q3 19/20 ⁵⁰	New for 19/20	New for 19/20	No benchmark available

5.8 Risks

5.8.1 There are no risks delivery of the actions for this priority⁵¹.

Encouraging residents to lead active and healthy lifestyles and maintain mental wellbeing	Q2 Status
	Good

5.9 Summary of Actions Good progress

5.9.1 The New Barnet Leisure Centre opened on 30 August 2019 and Barnet Copthall Leisure Centre opened on 1 September 2019. Both leisure centres offer a wide range of activities for residents. In addition, GLL (Better) continued to invest in Barnet's leisure facility stock with Hendon, Burnt Oak and Finchley Lido Leisure Centres receiving enhancements to the sum of £1.96m (year to date). The enhancements have been positively received by customers reflected in feedback and membership numbers.

⁴⁸ KPIs on the proportion of people with a reduction in support needs following telecare and service users receiving ongoing services with telecare; taken out. These have been replaced by a new KPI on clients receiving preventative reablement services enabling them to live in the community for longer. This enablement measure is a good replacement as it shows value added services and impact with the number clients supported to live within the community and not requiring more complex social care support.

⁴⁹ The 19/20 data will be used to establish a baseline.

⁵⁰ KPI will be reported in Q3

⁵¹ There was one Delivery Plan risk (AC020 – Lack of practicing AMHP) but this has been moved to the Integrating local health and social care priority.

- 5.9.2 The Fit and Active Barnet (FAB) brand continued to grow, with 21,896 registered members by the end of September 2019. FAB promotions are focusing on smaller targeted sub-campaigns such as to older people (October 2019), carers (planned for January 2020) and women and girls (planned for March 2020).
- 5.9.3 The council's leisure management contract with GLL continued to deliver a range of programmes to support the achievement of Public Health outcomes including weight management (children and adults), cancer, diabetes, falls, dementia cafe etc. The council continued to co-ordinate and deliver the Disability Sports Network.

5.10 KPIs

- 5.10.1 There are three KPIs for this priority, which monitor active and healthy lifestyles. Two KPIs met the Q2 targets, with the third due in Q3.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Adults (16+) taking part in moderate activity at least 150 minutes per week (Bi-annual) ⁵²	Bigger is Better	New for 19/20	60%	60%	Due Q3 19/20	New for 19/20	New for 19/20	Rank 20 (out of 33 London Boroughs) (2019, Sport England)
FAB card holders following FAB2 campaign (c)	Bigger is Better	New for 19/20	22000	20500	21896 (G)	New for 19/20	New for 19/20	No benchmark available
Participants engaged in targeted programmes (q)	Bigger is Better	New for 19/20	690	190	197 (G)	New for 19/20	New for 19/20	No benchmark available

5.11 Risks

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

- AC023 - Construction of leisure facilities (risk score 9).** An increase in construction costs places a risk on affordability of the schemes and potential delays to the programme. Two new leisure facilities (New Barnet Leisure Centre and Barnet Copthall Leisure Centre) were completed by the contractor, Graham Construction, and opened to the public in Q2. Within the first month of opening the combined attendance total was approximately 72,000 across both sites. The next phase of the programme includes the decommissioning of both Church Farm Leisure Centre and the old Barnet Copthall Leisure Centre. The project remains within the agreed budget approved by P&R Committee and is monitored on a monthly basis via progress meetings and budget monitoring. All compensation events are reviewed by Gardiner and Theobald who are providing independent cost assurance.
- AC043 - FAB Card registrations (risk score 2).** There is a risk that the second phase of the FAB campaign might not result in the level of anticipated FAB Card registrations. By end September 2019, the number of FAB Card registrations was recorded at 21,896 and is on track to achieve the target of 22,000 by 31 March 2020. A communications

⁵² KPI is reported from the Sport England Active Lives Adult Survey, which is undertaken twice a year.

plan has been established between the council and GLL to deliver targeted sub-campaigns to reach under-represented groups in the borough

- **AC044 - Leisure operator performance against contract (risk score 20 - increased from 16).** If the leisure operator fails to deliver against contractual obligations/commitments, this could impact on the delivery of the contract and health and wellbeing activities. Finchley Lido Leisure Centre has been subject to a programme of lifecycle maintenance. A routine condition survey in March 2019 identified the need for essential roof repairs. In the interest of customer safety, the council closed public access to the pool at Finchley Lido in March 2019 to complete the repairs and the Lido is expected to be re-opened in early 2020. It is expected Greenwich Leisure Limited (GLL) will submit a claim for the closure period outlining the revenue impact. This has been reflected in an increased likelihood score.
- **AC045 - Barnet Disability Sports Network (DSN) (risk score 2).** There is a risk the DSN fails to identify and collaborate on opportunities to enhance access and experience for disabled residents. The DSN comprises stakeholders within the borough that provide a service or have contact with residents with a disability. The DSN meets every six months to collaborative on opportunities to maximise Sport and Physical Activity (SPA) access and experience for disabled residents. The DSN met in May 2019, with another meeting scheduled for October 2019. An update was submitted to Health and Wellbeing Board (3 October 2019) on successes and positive partnerships built within the network. London Sport has referenced Barnet DSN as best practice in a case study for a toolkit to encourage other local authorities to establish a DSN.

Escalations from A&S Committee

5.12 Escalated KPIs and/or Risks

- 5.12.1 In addition to the corporate priorities, the **A&S Committee Annual Delivery Plan** has two **committee priorities**. A thematic overview of performance for Q2 was provided to A&S Committee in November 2019. Any KPIs that have not met target and/or high (15 to 25) level risks are escalated for review by P&R Committee.
- 5.12.2 There were two *service risks* for the **Safeguarding adults at risk of abuse and neglect and Efficient delivery of statutory duties** priority that were scored at a high (15 to 25) level in Q2.
- **AC046 - Adults MASH Resourcing (risk score 15 - increased from 8).** There is a risk that there will be insufficient resource and subject expertise within the Multi-Agency Safeguarding Hub (MASH) due to capacity constraints within service areas, delays to co-location with other services/partners, which may lead to the MASH being less effective and unable to effectively safeguard vulnerable adults. There have been unplanned staff absences and an increased volume of referrals. Additional staff are being recruited and existing staff from other teams have been deployed to support the MASH. There are daily MASH meetings to discuss incoming referrals to ensure all managers are aware of cases and speed up the information gathering process and case progression.
 - **AC001 - Increased overspend to meet statutory duties (risk score 20).** The uncertainty of the operating environment could lead to insufficient resources for the service to meet its statutory duties There are strong project monitoring processes in place for all savings as part of the MTFs. In Q2, the budget monitoring process has been strengthened by implementing a new monitoring approach.

6. CHILDREN, EDUCATION AND SAFEGUARDING (CES) COMMITTEE

6.1 The **Children and Young People’s Plan (CYPP) 2019-23** establishes the vision, priorities and outcomes for children and young people in Barnet, providing a strategic framework for partnership activity in the borough. It has seven themes, which are linked to three **corporate priorities** in the Corporate Plan (Barnet 2024). The CYPP was approved on 16 January 2019 and can be found online at:

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

Corporate Priority	Outcome	CYPP Theme
Improving services for children and young people	PEOPLE	<ul style="list-style-type: none"> • Family and Belonging - Families and children can be together and be part of a community that encourages resilience • Safe and Secure - Children and young people are safe and protected from harm • Health and Wellbeing - Children are supported to achieve a healthy start in life, enjoy a healthy lifestyle and to build resilience
Ensuring good schools and enough school places	PEOPLE	<ul style="list-style-type: none"> • Education and Learning - Children and young people can learn about the world around them
Ensuring we are a family friendly borough	COMMUNITY	<ul style="list-style-type: none"> • Culture - Our attitudes and behaviours enhance the way we work with and for children and young people • Co-operation and Leadership - We include children and young people in decision-making • Communication - Information is shared effectively to children, young people and families across the borough

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

Improving services for children and young people

FAMILY AND BELONGING

6.3 Summary of Actions

6.3.1 A new foster carer recruitment campaign is being launched with a target of 20 new carers and 10 supported lodgings

6.3.2 2,650 members have already joined Unitas Youth Zone, of which 21% are eligible for free school meals, and just under 10% have additional needs.

6.3.3 Of the c.21,000 residents that have signed up for a FAB Card about 50% are Junior members (5-16 years).

6.3.4 637 children in 399 families accessed Early Help Services in August 2019.

- 6.3.5 592 Early Help interventions were completed between January 2019 and August 2019 with all needs met.
- 6.3.6 0-19 Early Help Services successfully engaged local families and communities in a range of summer programmes, activities and events including the Grahame Park Festival, East Finchley Summer Festival and Urban Gamez.
- 6.4 KPIs (see Appendix A: ChAT)**
- 6.4.1 The rates of Children in Care (CiC) per 10,000 has seen a slight increase on the previous period to 21 per 10,000 and is now back in line with figures reported historically. The rates remain lower than the England averages.
- 6.4.2 The percentage of Unaccompanied Asylum-Seeking Children (UASC) as a proportion of the CIC cohort was 21%, which is significantly higher than Barnet's statistical neighbours and England average.
- 6.4.3 Placement stability has remained fairly consistent; 70% of children have been in their latest placement for more than two and a half years, slightly higher than Barnet's statistical neighbours.
- 6.4.4 Health Assessments continue to remain high – 91% of open Children Looked After (CLA) have an up-to-date health assessment, this is higher than Barnet's statistical neighbours and the England average
- 6.4.5 The council keeps in touch with 97% of its 18-21 year old care leavers; this has seen a dramatic increase in the last year, and is an improving picture. 98% of this cohort are in suitable accommodation; again, a much improving picture.
- 6.4.6 Work is ongoing around Employment, Education and Training (EET) data, whilst it is reported only 62% of the above cohort are EET, this is higher than Barnet's statistical neighbours and the England average.
- 6.4.7 Significantly, Barnet places children with an adoptive family within 404 days of them entering care, which is an improvement on the last reporting – this is the lowest it has ever been.
- 6.4.8 Barnet's decisions for adoption remain right, with no children who have had their permanence decision changed; this is much better picture than our statistical neighbours and the England average.

SAFE AND SECURE

6.5 Summary of Actions

- 6.5.1 Home Office Trusted Relationships funding obtained in 2018 has so far enabled 290 young people to access Art Against Knives, Creative Safe Spaces across Barnet and receive support and build relationships with staff trained to use psychologically informed approaches.
- 6.5.2 The number of young people subject to statutory Youth Offending orders has fallen by 60% over a 10 year period.

- 6.5.3 Residential experiences are being arranged for young people engaged in offending behaviours to provide exposure to positive pro-social activities and experiences that build resilience and increase desistance from offending
- 6.5.4 Youth Endowment Funding has been granted to St Christopher's Fellowship to deliver a two-year protective and connecting mentoring programme for children aged 10-14 years and who have a sibling involved in offending behaviours aimed at breaking the cycle of involvement with the criminal justice system.
- 6.5.5 Professional and Young People's Forum was held on 16 October 2019 on knife crime in partnership with Unitas, Art Against Knives, Growing Against Violence, 4Front and 0-19 services.

6.6 KPIs (see Appendix A: ChAT)

- 6.6.1 As expected, Performance Matters has shown a drop in contacts during August 2019, which is most likely due to school holidays.
- 6.6.2 The percentage of re-referrals continues to drop, currently 15%, once again down from the previous reporting period (16%) and remains below Barnet's statistical neighbours, and England averages. Referrals resulting in NFA is lower than Barnet's statistical neighbours and England average at 5. This suggests decisions at the front-door (at Contact stage) are accurate.
- 6.6.3 87% of assessments are completed within 45 days, this is a tolerable percentage as not all assessments are expected to be completed within a 45 day period due to variability of complexity
- 6.6.4 In 98% of cases children are seen during assessment.
- 6.6.5 Of those children requiring an Initial Child Protection Conference, 78% were held within a 15 day timescale from the strategy discussion, which is a reduction on the previous reporting.
- 6.6.6 This period is seasonally affected by the school holidays, when professionals and families are less likely to be available to attend Initial Child Protection Conference (ICPC). The timeliness of ICPC's continues to be above our statistical neighbours and England average.
- 6.6.7 There was a very slight decrease in the number of CiN visited within six weeks to 62%, however as with all other data this is impacted by school holidays. There is ongoing close scrutiny of this data by managers.
- 6.6.8 CiN per 10,000 levels continue to be lower than Barnet's statistical neighbours (176 per 10,000) and appear to be on a downward trend;
- 6.6.9 The majority of CiN plans have been open for less than 12 months (57%), with a quarter – 24%, having been opened for more than two years; these cases are under senior management review at the Assessment and Change Forum

- 6.6.10 Child Protection (CP) per 10,000 levels are still half of Barnet's statistical neighbours (23 per 10,000), but have increased from the previous reporting period.
- 6.6.11 There was a slight increase in the number of CP visited within four weeks to 85%.
- 6.6.12 Re-registration rates are low at 10% of children becoming CP having previously been on a plan, this equates to 13 of the 132 CP plans started in the period; this is a positive as it shows that children are not revolving through the system, and correlates with the low re-referral rates above.
- 6.6.13 The majority of children have been on a CP plan for less than one year, with none over two years.

Table 11: Average Caseloads July to August 2019

Average Caseloads	Jul-19	Aug-19	Change from previous month		Change since Ofsted	
	No.	No.	No.	DoT	Ofsted data (2017)	DoT
Duty and Assessment	17.0	16.3	-0.7	↓	28.3	↓
Intervention and Planning	17.3	17.5	0.4	↑	17.3	↔
Children in Care	12.4	12.5	0.1	↑	15.9	↓
0-25	16.5	16.3	-0.2	↓	17.6	↓
Onwards and Upwards	19.5	19.9	0.4	↑	21.2	↓
REACH	14.0	13.6	-0.4	↓	9.8	↓

- 6.6.14 Whilst in some instances caseloads have increased on the previous month, the increases are not significant and remain much lower than historically. Caseloads continue to be monitored on a weekly basis through the Weekly Operational Trackers, which are sent to all managers.

HEALTH AND WELLBEING

6.7 Summary of Actions

- 6.7.1 Currently 115 schools in Barnet are registered on the Healthy Schools London scheme, and 63 bronze, 39 silver and 21 gold awards have been achieved.
- 6.7.2 The Healthy Child Programme transformation is now underway, with extensive staff training and recruitment to ensure that the service can deliver all mandatory health visitor health checks, and that the school nurses can deliver a holistic menu of services to schools.
- 6.7.3 A multi-agency immunisation group has been established to ensure effective cross organisation working to increase immunisation rates, and agreed a multi-agency immunisation action plan to increase uptake of childhood vaccinations in the borough.
- 6.7.4 The Resilient Schools Programme delivers a whole schools approach to promote good mental health including: mental health first aid, mindfulness training, peer mentor training,

network meetings, Kooth, and mental health promotion/ education resources. For 2019/20 the programme will expand to over 50 schools in Barnet.

- 6.7.5 Barnet has received Trailblazer funding from Health Education England to establish two Mental Health Support Teams in schools located in the West Locality. The teams will provide mental health support to students with mild/low level mental health difficulties i.e. anxiety.

Ensuring good schools and enough school places

EDUCATION AND LEARNING

6.8 Summary of Actions

- 6.8.1 Provisional DfE Key Stage 2 data indicates that the proportion of all pupils reaching the expected standard in Reading, Writing and Mathematics combined in Barnet was 72% in 2019, placing Barnet in the top 10% of local authorities in the country (7th out of 151).
- 6.8.2 Provisional DfE Key Stage 4 data indicates that Barnet's Progress 8 score was +0.58 in 2019, making Barnet the top local authority in the country (1st out of 151). Provisional data shows that Barnet's Attainment 8 score was 56.9 in 2019, and in the top 5% of local authorities in the country (2nd out of 150).
- 6.8.3 Figures for disadvantaged groups are not available for 2019 yet. The latest available results (for 2018) indicate the following:
- At KS4 the gap between disadvantaged pupils in Barnet and Other Pupils (non-disadvantaged pupils nationally) at GCSE is diminishing and, in the case of Progress 8, Barnet disadvantaged pupils are now performing better than non-disadvantaged pupils nationally.
 - Barnet's Attainment 8 score for disadvantaged pupils improved between 2016 and 2018 (rank improved from 10th to 5th) and the gap closed between disadvantaged pupils and non-disadvantaged pupils nationally for the third successive year.
 - There was improved attainment and progress of Looked After Children. The Attainment 8 and Progress 8 scores for looked after children were better than national and London averages and statistical neighbour local authorities.
- 6.8.4 In 2019, every 'on time' Barnet applicant for a place in a Reception class or Year 7 was offered a place. Expansion of provision in recent years meant there were enough places for all pupils. Secondary numbers have continued to rise. Almost all secondary schools are full in Year 7 and the small number that are not full have seen a growth in admissions.

6.9 KPIs for disadvantaged groups (2018 figures)

- 6.9.1 Educational attainment at KS2 (RWM) and KS4 (Attainment 8) for children and young people with SEND in 2018 was in the top 10% of LAs nationally. Progress at KS2 for SEN Support pupils was in the top 10% of LAs for Reading and Maths, and in the top 20% for Writing. Progress at KS2 for children with an EHCP was in the top 10% of local authorities for Writing, and in the top 20% for Reading and Maths. Progress by the end of KS4 was in the top 10% of local authorities nationally for children at SEN Support and with an EHCP.

6.10 Risks

- 6.10.1 There was a *strategic* and *joint* risk for this priority that were scored at a high (15 to 25) level in Q2.
- **STR17 - Strengthening children's safeguarding (risk score 16).** If the council does not maintain strong safeguarding arrangements for children there is a risk that children will suffer significant harm. The risk is being managed by controls and mitigations such as monitoring the impact of the delivery plan on outputs and outcomes for children, young people and families, and taking action if outcomes don't improve as expected.
 - **ES023 - Overall schools budget (Dedicated schools grant) overspends (risk score 15 - increased from 10).** The risk relates to demand pressures which could lead to the overall schools' budget overspending resulting in pressure to cut special educational needs (SEN) spending. To manage the risk, there is close monitoring of the budget alongside actions lobby for increased funding. However, in light of the continuing pressure on the High Needs budget in Barnet and nationally, the likelihood of the risk occurring has been reviewed and the risk score increased. This is likely to reduce again in Q3.

Ensuring we are a family friendly borough

CULTURE

6.11 Summary of Actions

- 6.11.1 As part the UNICEF Child Friendly Communities partnership, the council is working with a global partnership called the 'Real Play Coalition', for which the partners are The Lego Foundation, National Geographic Kids, ARUP, Ikea and Unicef UK. In 2019 the work of the coalition will focus on three places: Cape Town, Mumbai and Barnet, and will involve children in Barnet in developing and learning from opportunities to make it feel safer and more play friendly.

CO-OPERATION AND LEADERSHIP

6.12 Summary of Actions

- 6.12.1 The new safeguarding partnership arrangements, which place a shared and equal duty on the local authority, the Police and the CCG to safeguard and promote the welfare of children have been published and were implemented in September 2019.

COMMUNICATION

6.13 Summary of Actions

- 6.13.1 The contract to deliver the Young People's Perception Survey has been awarded. The face-to-face survey of 500 young people will run in October and November 2019 working with schools.

6.14 KPIs

- 6.14.1 There are no KPIs for this priority.

6.15 Risks

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

7. HEALTH AND WELLBEING BOARD (HWBB)

7.1 The **HWBB Annual Delivery Plan** sets out the Actions, KPIs and Risks to delivering the corporate priorities in the Corporate Plan (Barnet 2024). It is a partnership plan that focuses, where possible, on wider health outcomes. Therefore, many of the KPIs are population level indicators that are collected annually. The plan was approved on 28 March 2019 and can be found online at:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=177&MId=9593&Ver=4>

7.2 There are three **corporate priorities** that fall under the remit of the HWBB. These are set out below. The Q2 status reflects the *overall performance on Actions, KPIs and Risks* for each priority.

Corporate Priority	Outcome	Q2 Status
Integrating health and social care and providing support for those with mental health problems and complex needs	PEOPLE	Good
Encouraging residents to lead active and healthy lifestyles and maintain mental wellbeing	PEOPLE	Good
Improving services for children and young people	PEOPLE	Good

Integrating health and social care and providing support for those with mental health problems and complex needs	Q2 Status
	Good

7.3 Summary of Actions Good progress

7.3.1 The Local Commissioned Service (LCS) are incentivising GPs to offer advice to people identified with pre-diabetes and referencing them to the NHS Diabetes Prevention Programme (NDPP). A new contract with North Central London CCG (NCL) went live in August 2019; though confirmation of implementation funding from NHS England is yet to be confirmed.

7.3.2 There has been activity for Atrial Fibrillation with virtual clinics carried out in 65% of GP practices. An additional 20% of practices have been booked for Q3, with remaining practices being followed up to ensure each practice has had a virtual clinic by mid-November 2019. The purpose of the clinics is to ensure practices will have an accurate list of patients and their suitability for treatment. Practices are following up with suitable patients and/or offering either initiation of Direct Oral Anticoagulant (DOAC), should the practice offer this or referral to the community anticoagulation clinic.

7.3.3 Public Health are encouraging the use of the AliveCor device during the winter period to identify patients who have not formally been diagnosed with Atrial Fibrillation. In September 2019, a GP session was held with all GP practices in the borough to raise awareness of NICE guidance relating to dementia. A Dementia friendly community event was held by the Barnet Alzheimer's Society. The Primary Care Network (PCN) 5 progressed delivery of a new model of care and support to adults with dementia and their carers, with the business case to be reported to the CCG's Project Oversight Delivery Group (PODG).

7.4 KPIs

7.4.1 There are four KPIs for this priority, which monitor health care. The Q2 result for the National Diabetes Prevention Programme was 468. 78.5% of patients diagnosed with atrial fibrillation were treated in a timely manner in 2017/18 (latest result available). The

proportion of people using mainstream leisure and community opportunities or in education, employment, training or volunteering will be reported later in the year.

Indicator ⁵³	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
People referred to National Diabetes Prevention Programme (q)	Bigger is Better	New for 19/20	995	Monitor	468	New for 19/20	New for 19/20	No benchmark available
Proportion of patients diagnosed with atrial fibrillation that are treated (anticoagulated) in a timely manner (Annual)	Bigger is Better	New for 19/20	85%	Annual	78.5% (17/18) ⁵⁴	New for 19/20	New for 19/20	London 81.3% England 84.0% (17/18 data)

7.5 Risks

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

- PH12 - Inadequate uptake of diabetes prevention programme (risk score 6 – increased from 2).** If the programme is not advertised and promoted across the borough this could lead to inadequate uptake amongst those most at risk of developing diabetes. A new National Diabetes Programme contract (with NCL) started in August 2019. Subsequently, NHS England have announced a doubling of capacity of the programme over the next five years. Scaling-up will happen in a phased approach to allow time for capacity within the system to grow for STPs and providers. However, without additional implementation funding, this capacity will be challenging to meet.
- PH13 - Funding of diagnosis for Atrial fibrillation patients (risk closed).** The NHS England Transformation Fund methodology could lead to local delivery challenges. The funding has been secured and the risk closed in Q2.
- PH14 - Delivery of dementia focused care (risk score 6).** If prevention and an integrated network is not in place, people with risk of developing dementia and those who already have dementia may have more complex illness and needs. The local Dementia Alliance has worked with the Barnet Alzheimer's Society and held a Dementia Friendly community event where participants will be trained as 'Dementia Friends'.
- PH15 - Enablement model sustainability (risk closed).** The risk is about the sustainability of joined up working across the NHS, ASC and the voluntary and community sector. The risk will be mitigated to some extent by the local Sustainability and Transformation Plan (STP), NHS England resources to support development of a robust enablement model and the work of the HWBB. The risk was closed in Q2.

Q2 Status

⁵³ The KPIs on the *Proportion of people using mainstream leisure and community opportunities* and *Proportion of clients who are in education, employment, training or volunteering* have been deleted as data is not available.

⁵⁴ 78.5% for 2017/18. 19/20 data expected March 2020.

7.6 Summary of Actions Good progress

7.6.1 The Mental Health campaign was launched in August 2019. As part of the campaign, Barnet residents with experiences in mental health were filmed for a series of videos. The videos were posted and shared on social media. Further filming for the campaign took place at the East Barnet festival in July 2019, with visitors engaged in a problem-solving booth and a stress and happiness activity. The social media posts highlighted what was available in the community for Barnet residents, with signposting to the Barnet Wellbeing Service.

7.6.2 As part of the work to support the Healthy Weight programme, four Healthy Heritage walks have been published to encourage residents to walk around the borough and be active. Two new leisure centres have been opened and the evidence review for the Transport Strategy was also completed, looking at the health benefits of walking and cycling. Work has continued in supporting regular extra-curricular activity for schools. From an audit of physical activity in schools, Public Health estimate 30% of primary schools are taking part in an additional 20 minutes of additional activity; however, data is not held for all schools as the response rate to the audit was low. Moving forward, there will be an assurance that all Resilient Schools return an audit and are working to promote physical activity through the resilient schools and healthy schools’ programmes.

7.7 KPIs

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

7.7.2 The **proportion of infants breastfed at 6-8 weeks (developmental target) was 14.6% in Q2**. Currently, the data collected is incomplete, so when all live births at 6-8 weeks is used as the denominator to calculate this indicator the uptake is well below target (7.1%). The Health Visiting Service (which collects the data) is undergoing a transformation. A new data collection system is being implemented to record breastfeeding data, which should improve the completeness of data collection. There is evidence that the “actual” level of breastfeeding in Barnet is likely to be far higher than that suggested by this indicator, where data was collected and recorded by the health visiting service at the six to eight weeks health visitor check in Q2 breastfeeding uptake was 70%.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Utilisation of ‘Good Thinking’ platform (Annual)	Bigger is Better	New for 19/20	10000	Annual	Due Q4 19/20	New for 19/20	New for 19/20	No benchmark available
Proportion of infants breastfed at 6-8 weeks (developmental target) (q)	Bigger is Better	New for 19/20	60%	Monitor	14.6%	New for 19/20	New for 19/20	England 42.7% (17/18)

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Proportion of physically active adults that meet Chief Medical Officer guidelines (e.g. 150 minutes of moderate activity a week) ⁵⁵ (Annual)	Bigger is Better	New for 19/20	65%	Monitor	66.5% (17/18) ⁵⁶	New for 19/20	New for 19/20	London 66.4% and England 66.3%
Childhood excess weight (overweight and obesity) prevalence for Reception pupils. (Annual)	Smaller is Better	New for 19/20	19%	Monitor	20% (17/18) ⁵⁷	New for 19/20	New for 19/20	London 21.8%
Childhood excess weight (overweight and obesity) prevalence for Year 6 pupils. (Annual)	Smaller is Better	New for 19/20	30%	Monitor	33.1% (17/18) ⁵⁸	New for 19/20	New for 19/20	London 37.7%
Number of schools participating in Mayors Golden Km ⁵⁹ (q)	Bigger is Better	New for 19/20	Monitor ⁶⁰	Monitor	Due Q3 19/20	New for 19/20	New for 19/20	No benchmark available
Provide information, resources and signposting to all secondary and primary schools (Annual) ⁶¹	Bigger is Better	New for 19/20	122	Annual	Due Q4 19/20	New for 19/20	New for 19/20	No benchmark available

7.8 Risks

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

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

⁵⁵ This KPI captures two main sources of physical activity data taken from the Health Survey for England (HSE) and the Active Lives Survey (ALS) to give an overall combined score.

⁵⁶ 66.5% for 17/18. 18/19 data expected May 2020.

⁵⁷ 20% for data covering the academic year 17/18 (compared to London average of 21.8%). Data for academic year 18/19 expected Q3 19/20. Data for academic year 19/20 not due until Q3 20/21.

⁵⁸ 33.1% for data covering the academic year 17/18 (compared to London average of 37.7%). Data for academic year 18/19 expected Q3 19/20. Data for academic year 19/20 not due until Q3 20/21.

⁵⁹ From Sep 19 this data will be routinely collected as part of the Resilient Schools Programme. A baseline figure will be provided in Q3 19/20 to inform the physical activity strategy due in 2020. The target will be confirmed once the baseline is established e.g. number of schools participating in 20 mins extra physical activity.

⁶⁰ The indicator will be monitored in 2019/20 to collate a baseline with the intention of implementing a target from 2020/21.

⁶¹ This is to do with developing a menu of additional physical activities and resources for schools.

of 'Good Thinking' is being monitoring and platform usage is steadily increasing. The assessment of the impact of the campaign will be based on the usage.

- **PH17 - Delivery and engagement of the Healthy Weight Strategy (risk score 6).** Improving outcomes linked to the Healthy Weight Strategy requires whole system leadership and consistent engagement. If the Healthy Weight Strategy is not delivered due to a lack of partnership working, prevalence of childhood obesity could increase. Regular meetings are held with commissioned providers to ensure the service is effective. The Public Health team supports schools to provide healthy school lunches and Year 7 pupils are taught about healthy diet. Barnet's National Child Measurement Programme was successfully completed for this year. Public Health are working with multiple agencies to provide and improve the healthy weight pathway for children and young people in Barnet. From October 2019, there will be a new healthy weight officer who will support this work.
- **PH18 - Lack of engagement with schools for Mayors Golden Kilometre (risk score 6).** To ensure schools are engaged with the programme, a physical activity action plan is being developed to support primary schools in the delivery of the daily physical activity programme. Primary schools in Barnet continue to be supported to deliver daily physical activity through the Resilient Schools Programme. This initiative will link into the wider physical activity strategy for Barnet which is be developed.

Improving services for children and young people	Q2 Status
	Good

7.9 Summary of Actions Good progress

- 7.9.1 52 schools have signed up to the Resilient Schools programme for this academic year. Public Health are in the process of finalising a website to ensure resources are available to teachers, parents and students. A new health improvement officer will be starting in October 2019 on a part time basis.
- 7.9.2 Work is ongoing of help children in need to support their health and wellbeing such as the secondment to the Families First Programme from Westminster Drug Project (WDP) to promote access to mental health services.
- 7.9.3 The Barnet, Enfield and Haringey (BEH) Mental Health Trust have agreed a plan to address the over 5s waiting list for Autism spectrum disorder assessments, this is due to begin at the start of November 2019. Recruitment for the initiative has begun and preparatory work for the program is in progress.

7.10 KPIs

- 7.10.1 There are six KPIs for this priority, which monitor services for children and young people. Three KPIs met the Q2 target. Three KPIs are annual - the latest result (for 2017/18) has been reported for one KPI and two KPIs are still to be confirmed.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Number of schools participating in Resilient Schools programme (c)	Bigger is Better	New for 19/20	40 by Q2 19/20	40	52 (G)	New for 19/20	New for 19/20	No benchmark available
Number of schools completed mental Health First Aid training (q)	Bigger is Better	New for 19/20	122 ⁶²	No activity	No activity ⁶³	New for 19/20	New for 19/20	No benchmark available
Positive satisfaction with life among 15-year olds (Annual) ⁶⁴	Bigger is Better	New for 19/20	90%	90%	Due Q4 19/20	New for 19/20	New for 19/20	No benchmark available
Emotional wellbeing of looked after children aged 5-16 that is of no concern (Annual)	Bigger is Better	New for 19/20	70%	70%	71.1% (17/18) ⁶⁵	New for 19/20	New for 19/20	London 66.6%
Proportion of children in care with up to date immunisations (Annual)	Bigger is Better	New for 19/20	95% ⁶⁶	95%	Due Q4 19/20	New for 19/20	New for 19/20	No benchmark available
Waiting times for Autistic Spectrum Disorder assessments	Bigger is Better	New for 19/20	<18 week wait	<18 week wait	<18 week wait (G)	New for 19/20	New for 19/20	No benchmark available

7.11 Risks

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

- PH19 - Capacity of schools and the Resilient Schools programme (risk score 6).**
 The risk is about the capacity of schools to deliver interventions; and for the Resilient Schools programme expanding into further schools. There has been a change in model of delivery for 2019/20, with support provided through meetings for multiple schools, schools supporting each other, online resources, email/ telephone, and a framework to highlight schools where additional support is needed. The Resilient Schools programme has been expanded to 50 schools. To support this expansion the Resilient School model has been revised and a new public health officer will be in post from October 2019. Public Health is also working with the healthy schools' programme and commissioned providers to ensure that schools will be provided with adequate support and training to deliver the programme.

⁶² The target represents all state schools in Barnet.

⁶³ There was no activity in Q2, as schools were not open due to the Summer break. The indicator will be reported in Q3 and Q4.

⁶⁴ The national survey that this statistic was previously taken from has been discontinued. The Public Health team is considering how surveys included in the Resilient Schools Programme can be used to provide similar information.

⁶⁵ This is an annual KPI and 18/19 results are expected in April 2020. The figure for 17/18 was 71.1% against a London average of 66.6%

⁶⁶ The target is to be confirmed with Family Services.

- **PH20 - Risk of health and wellbeing deterioration in young people (risk score TBC).** The risk is about the different factors that can influence emotional and physical wellbeing of looked after children.
- **PH21 - Lack of staffing resources within the CCG (risk score 12).** A lack of staffing resources with the CCG could lead to delays in service provision. A strategic Autistic Spectrum Disorder working group has been set up to identify a whole system approach to support the pathway and provider transformation needs. Commissioners are working with key providers to address recruitment problems and consider innovative pathways for Therapies and Community Paediatricians.

Escalations from HWBB

7.12 Escalated KPIs and/or Risks

- 7.12.1 In addition to the corporate priorities, the **HWBB Annual Delivery Plan** has two **committee priorities**. A thematic overview of performance for Q2 will be provided to the HWBB in January 2020. Any KPIs that have not met target and/or high (15 to 25) level risks are escalated for review by P&R Committee.
- 7.12.2 There was a *service risk* for the **Continuing improvements on preventative interventions** priority that was scored at a high (15 to 25) level in Q2.
- **PH06 - Pandemic Influenza type disease outbreak (risk score 20).** A Declaration of Pandemic Influenza by the World Health Organisation (WHO) could lead to severe resource and capacity issues for the council and partner agencies resulting in an impact on service delivery and the health protection of residents. [Pandemic Influenza is a national risk and is recorded on the Borough Resilience Forum Risk Register. Local authority management of a Pandemic Influenza outbreak is in accordance with the council's category 1 statutory responsibilities and obligations, in line with the Civil Contingencies Act (2004)]. The Multi-Agency Flu Plan has been reviewed twice by Barnet's Resilience Forum and will be reviewed by CMT in Q3 before final sign off. A Pandemic Flu exercise to test this new Flu Plan is planned for winter 2019/20.

8. COMMUNITY LEADERSHIP AND LIBRARIES (CLL) COMMITTEE

- 8.1 The **CLL Committee Annual Delivery Plan** sets out the Actions, KPIs and Risks to delivering the corporate priorities in the Corporate Plan (Barnet 2024). It was approved on 7 March 2019 and can be found online at:
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=694&MId=9610&Ver=4>
- 8.2 There are four **corporate priorities** that fall under the remit of CLL Committee. These are set out below. The Q2 status reflects the *overall performance on Actions, KPIs and Risks* for each priority.

Corporate Priority	Outcome	Q2 Status
Keeping Barnet safe	COMMUNITY	Good
Tackling anti-social behaviour and environmental crime	COMMUNITY	Good
Celebrating diverse and strong communities and taking a zero-tolerance approach to hate crime	COMMUNITY	Good
Focusing on the strengths of the community	COMMUNITY	Good

Keeping Barnet safe	Q2 Status
	Good

8.3 Summary of Actions Good progress

- 8.3.1 Barnet's approach to anti-social behaviour (ASB) puts victims at the heart of the response and delivers enhanced multi-agency interventions to bring relief to neighbourhoods suffering from persistent and complex ASB problems. This work is facilitated and driven through the Community Safety MARAC (Multi-Agency Risk Assessment Case Conference), which meets regularly to review the most persistent and complex ASB cases. In Q2, there were successful deployments of temporary CCTV cameras to a number of ASB and environmental crime hotspot locations as part of a range of measures aimed at deterring offending and identifying and taking firm enforcement action against offenders.
- 8.3.2 The Barnet Safer Communities Partnership has invested in the OWL (Online Watch Link) system to help keep the community safe and updated with the latest crime prevention advice from the Police and Neighbourhood Watch. Over 24,000 people in Barnet were signed up to OWL by end September 2019.

8.4 KPIs

- 8.4.1 There are four KPIs for this priority, which monitor crime and ASB. One KPI met the Q1 target. Three KPIs are Monitor only. One KPI has worsened since last year.
- **Overall crime rate in Barnet – 77.9 compared to 71.1 last year.** Overall crime has increased in the last twelve months. The increase represents a similar increase across London with Barnet's crime rate 22% lower than the London average of 99.85.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Complex repeat ASB cases to be problem solved through Community Safety MARAC	Bigger is better	New for 19/20	30	7	18 (G)	New for 19/20	New for 19/20	No benchmark available
Residents signed up to OWL (s)	Bigger is better	New for 19/20	>20000	Monitor	24103	New for 19/20	New for 19/20	No benchmark available
Overall crime rate in Barnet (total notifiable offences) (r)	Smaller is Better	74.12 ⁶⁷	Monitor	Monitor	77.9 ⁶⁸	↓ W +9.6 %	71.1 ⁶⁹	London 99.85 (Aug 18 - Jul 19, Met Police)
Overall rate of burglary in Barnet (r)	Smaller is Better	New for 19/20	Monitor	Monitor	9.54 ⁷⁰	New for 19/20	New for 19/20	London 9.22 (Aug 18 - Jul 19, Met Police)

8.5 Risks

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

- **CLL01 - Missed opportunities for early intervention (risk score 9).** Current information sharing on ECINS is live and active and in accordance with the Section 115 Crime and Disorder Act 1998 Barnet Information Sharing Agreement. The new Information Sharing Agreement has been drafted with the Community Safety Team and Information Management Team and presented to the Safer Communities Partnership Board meeting in July 2019 where it was agreed to secure partners sign off by the next meeting in October 2019.
- **CLL02 - Under-utilisation of OWL system (risk score 3).** Lack of effective multi-agency oversight could lead to under-utilisation of the OWL system resulting in loss of interest by residents as a source of information on crime prevention and the Barnet Safer Communities Partnership. The OWL system has been promoted across the Safer Communities Partnership and public feedback has been positive, with high uptake by residents.

Tackling anti-social behaviour and environmental crime

Q2 Status

Good

8.6 Summary of Actions Good progress

8.6.1 The Barnet Safer Communities Partnership has been working with the Police and other partner agencies to deliver a co-ordinated response to repeat ASB locations, supporting repeat victims and tackling persistent ASB. This approach has included the use of Public Space Protection Orders (PSPOs) as well as focused multi-agency days of action in

⁶⁷ Rolling 12 months to February 2019

⁶⁸ Rolling 12 months to July 2019

⁶⁹ Rolling 12 months to September 2018

⁷⁰ Rolling 12 months to July 2019 (1 Aug 18 to 31 July 19)

persistent hotspot areas. Four PSPOs were live in Q2: Burnt Oak (Street drinking ASB); Edgware Town Centre (Street drinking ASB); Childs Hill (Street drinking ASB) and a Dog Control PSPO. The Joint Tasking Group (JTAG) meeting has been monitoring data on ASB, which is showing that the PSPOs have been effective in reducing the types of ASB that they have been targeting, including a reduction in alcohol related calls to the London ambulance service in the street drinking PSPO areas.

8.7 KPIs

8.7.1 There are four KPIs for this priority, which monitor ASB. Two KPIs met the Q1 targets. One KPI is annual and will be reported in Q4. One KPI did not meet the Q1 target.

- **Volume of ASB calls to police – 9,252 compared to 8,000 last year.** There were 9,252 ASB calls to the Police in the 12 months up to September 2019. A 10% increase on last year. A similar trend was seen across London during the same period. The reasons for the London wide upward trend in ASB calls is unclear and the council is liaising with the Police to ascertain the reasons behind the increase in Barnet.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
PSPOs implemented (s)	Bigger is Better	New for 19/20	3 ⁷¹	3	4 (G)	New for 19/20	New for 19/20	No benchmark available
Volume of ASB calls to police (r)	Smaller is Better	New for 19/20	7855 ⁷²	7855	9252 ⁷³ (R)	↓ W +10%	8000	No benchmark available
Multi-agency action plans in place to address high impact ASB and environmental crime areas (s)	Bigger is Better	New for 19/20	6 ⁷⁴	2	11 (G)	New for 19/20	New for 19/20	No benchmark available
Community engagement and communication campaigns delivered per year (Annual)	Bigger is Better	New for 19/20	2	2	Due Q4 19/20	New for 19/20	New for 19/20	No benchmark available

8.8 Risks

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

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

⁷¹ The target is 3 PSPOs implemented at any point in time.

⁷² A 5% reduction vs. 2017/18 baseline of 8,268 calls.

⁷³ Rolling 12 months to September 2019.

⁷⁴ The target is to have at least six active plans in place at any point in time.

evidence-led approach is used for identifying and considering potential PSPOs, including public consultation exercises. The current PSPOs have received positive feedback from residents and demonstrated reductions in ASB, including substantial reductions in calls to police for street drinking related ASB within the control zones.

- **CLL04 - Ineffective enforcement of PSPOs (risk score 9 – increased from 6).** There are currently four active PSPOs. Three are alcohol related and the fourth is the Dog Control PSPO. All are monitored via the Community Safety Multi Agency Risk assessment conference and the JTAG process. There is a further PSPO being implemented in High Barnet for alcohol related ASB but this has yet to be authorised. The likelihood score has increased due to summer/autumn months being seasonal high points for levels of alcohol related ASB, with resources to enforce PSPOs potentially being stretched. The overall risk and enforcement of the PSPOs continue to be monitored by the JTAG.
- **CLL05 – Ineffective community engagement (risk score 6).** To ensure resources are targeted in areas with the most persistent and severe ASB, analysis (overseen by an Analysis Core Group) is undertaken to join up information across the Safer Communities Partnership. Work has continued on the Community Safety Strategic Assessment to provide a picture of the changing trend of crime and ASB in the borough. The Assessment will be used to inform the refresh of the Community Safety strategy.

Celebrating diverse and strong communities and taking a zero-tolerance approach to hate crime

Q2 Status

Good

8.9 Summary of Actions Good progress

- 8.9.1 The Barnet Zero Tolerance to Hate Crime Project is part of the Barnet Safer Communities Partnership's commitment to working together to improve access to justice for victims of Hate Crime and making it easier for people to report Hate Crime and get the support they need. The project has been supported with funding secured from MOPAC and brings together the council, Police, Barnet Mencap and other VCS partners to increase the profile and reach of Barnet's Hate Crime Reporting Centres.
- 8.9.2 There are now 309 Hate Crime Awareness Champions and the project continues to have good engagement from the nine Hate Crime Reporting Centres. The project has met the target to deliver five Hate Crime Awareness Workshops in 2019/20. The project has a target to hold 10 Hate Crime Training Sessions across the partnership, providing training to 100 people (building on the 122 plus staff already trained over the last 18 months). Most of the training is scheduled to take place in Q3 and Q4, so the numbers to date look low compared to the year-end target. In Q1 and Q2, the project has been focused on the reporting centres, user groups and recruitment of Hate Crime Awareness Champions; in Q3 and Q4 the focus will be on the training.
- 8.9.3 The Communities Together Network (CTN) is Barnet's forum for the council, Police, CCG and VCS to share information on issues relating to community participation, cohesion and safety. The theme this year is to promote Strong, Successful and Resilient Communities. The latest CTN bulletin was published to partners on 13 September 2019. The CTN is led by Community Participation and Equalities at Barnet Council and takes place four times a year.

8.10 KPIs

8.10. There are seven KPIs for this priority, which monitor hate crime. Five KPIs met the Q2 targets. One KPI is Monitor only and has worsened since last year. One KPI did not meet the Q2 target.

- Racist and religious hate crime – 796 hate crimes were reported** in the 12 months up to September 2019 compared to 711 last year. A similar increase in racist and religious hate crime was seen in London over the same period. The Barnet ‘Zero Tolerance to Hate Crime project’ has been working to strengthen the partnership approach to tackling Hate Crime by supporting the joint work of the Safer Communities Partnership Board, Safeguarding Adults Board and Barnet MENCAP to raise awareness about Hate Crime, encourage reporting and improving access to justice for victims. The project supports and establishes Hate Crime Reporting Centres, delivers Hate Crime awareness training across the partnership and delivers communications and engagement campaigns across the borough.
- Hate Crime Reporting Centres (RAG rated AMBER) – 9 against a target of 10 Hate Crime Reporting Centres to be open at any time in Barnet.** In Q2, the target was slightly missed but the Barnet Zero Tolerance to Hate Crime Project plans to launch five new Hate Crime Reporting Centres this year.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Racist and religious hate crime (r)	Smaller is Better	729 ⁷⁵	Monitor	Monitor	796 ⁷⁶	↓ W +12%	711 ⁷⁷	No benchmark available
Hate Crime Reporting Centres in Barnet (s)	Bigger is Better	New for 19/20	10 ⁷⁸	10	9 (A)	New for 19/20	New for 19/20	No benchmark available
Residents signed up as Hate Crime Awareness Champions (c)	Bigger is Better	New for 19/20	50	20	21 (G)	New for 19/20	New for 19/20	No benchmark available
Training sessions delivered across the partnership (c)	Bigger is Better	New for 19/20	10	2 ⁷⁹	3 (G)	New for 19/20	New for 19/20	No benchmark available
Number of staff to receive training across the partnership (c)	Bigger is Better	New for 19/20	100	16 ⁸⁰	16 (G)	New for 19/20	New for 19/20	No benchmark available
Number of Hate Crime Awareness Workshops delivered (c)	Bigger is Better	New for 19/20	5	3	6 (G)	New for 19/20	New for 19/20	No benchmark available

⁷⁵ Rolling 12 months to February 2019.

⁷⁶ Rolling 12 months to September 2019 (Oct 18 to Sep 19).

⁷⁷ Rolling 12 months to August 2018.

⁷⁸ The target is for minimum of 10 Hate Crime Reporting Centres to be in operation at any one time.

⁷⁹ This is a cumulative target and remains the same as for Q1. No training sessions were originally planned for Q2, but one was subsequently held in Q2.

⁸⁰ This is a cumulative KPI but shows a reduced cumulative target in Q2 (from Q1) to reflect the programme of training sessions, which are primarily to take place in Q3 and Q4.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Number of CTN meetings held per year (q)	Bigger is Better	New for 19/20	4	1	1 (G)	New for 19/20	New for 19/20	No benchmark available

8.11 Risks

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

- **CLL06 – Lack of consistent communication (risk score 12).** Actions are planned throughout the year to encourage the reporting of hate crime. The Zero Tolerance to Hate Crime Project is in its second full year and is building on the success demonstrated last year. Actions are planned from now through to March 2020, in partnership with Barnet Mencap, the Police and other partnership organisations. The project reports every six months to the Safer Communities Partnership Board.
- **CLL07 - Hate Crime awareness training programme (risk score 8).** A failure across the partnership to give sufficient priority to engaging with the Hate Crime Awareness training programme could limit its effectiveness and harm the ability of the partnership to provide a co-ordinated response to Hate Crime. Training attendance is monitored and reported every six months to the Safer Communities Partnership Board. A report is being prepared for CLL Committee and the Safer Communities Partnership Board to provide an update on the delivery of the Zero Tolerate to Hate Crime Project, which will include recommendations for next steps.

Focusing on the strengths of the community

Q2 Status

Good

8.12 Summary of Actions

Satisfactory progress

8.12.1 Since contracts were awarded to Volunteering Barnet (VB) in August 2017 and Inclusion Barnet in November 2018, one-to-one sessions and workshops have been delivered to support the VCS sector. Some contract performance for VB was disappointing but there will be closer monitoring to ensure improvements are made such as closer working relationships with staff from VB have been put in place to drive improvements. Work on developing the Barnet community directory has been paused pending a review, the outcome of which may result of a rebuild of the directory.

8.13 KPIs

8.13.1 There are five KPIs for this priority, which monitor community engagement. Two KPIs met the Q2 targets. One KPI is bi-annual and will be reported again in Q3. Two KPIs are annual and will be reported as part of the Residents' Perception Survey in Q3.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Residents who agree that people pull together to help improve the area (Annual) ⁸¹	Bigger is Better	51% (Autumn 17)	54%	54%	Due Q3 19/20	No RPS 18/19	No RPS 18/19	No benchmark available
Number of hours of 121 surgeries (q)	Bigger is Better	New for 19/20	36	9	11 (G)	New for 19/20	New for 19/20	No benchmark available
Number of Funders Fairs (bi-annual)	Bigger is Better	New for 19/20	2	2 by Q3 19/20 ⁸²	Due Q3 19/20 ⁸³	New for 19/20	New for 19/20	No benchmark available
Residents who volunteer at least once a month (Annual) ⁸⁴	Bigger is Better	30 (Autumn 17)	33%	33%	Due Q3 19/20	No RPS 18/19	No RPS 18/19	No benchmark available
Number of new residents registering to be a volunteer (c)	Bigger is Better	New for 19/20	750	374	458 (G)	New for 19/20	New for 19/20	No benchmark available

8.14 Risks

8.14.1 There is one risk to delivery of the actions for this priority⁸⁵. This has been assessed at a medium/high (8 to 12) level and has controls/mitigations in place to manage the risk.

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

Escalations from CLL Committee

8.15 Escalated KPIs and/or Risks

8.15.1 There were no escalations in relation to CLL Committee priorities.

⁸¹ Annual KPI from the Residents' Perception Survey (RPS).

⁸² KPI reported bi-annually so target for Q3.

⁸³ KPI reported bi-annually so next result due in Q3.

⁸⁴ Annual KPI from the Residents' Perception Survey (RPS).

⁸⁵ G&C051 - Working with the Voluntary Community Faith Sector (VCFS) has been merged with G&C050 – Availability of resources to the voluntary sector.

9. POLICY AND RESOURCES (P&R) COMMITTEE

- 9.1 P&R Committee has six **committee priorities**, which were set out in the **P&R Committee Annual Delivery Plan**. This was approved on 20 February 2019 and can be found online at:
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9461&Ver=4>
- 9.2 An update on these **committee priorities** is provided in **Appendix C**. Any KPIs that have not met target and/or high (15 to 25) level risks are escalated for review below.

Escalations from P&R Committee

9.3 Escalated KPIs and/or Risks

- 9.3.1 There are five KPIs for the **Ensuring we have strong financial management** priority. Four KPIs are Monitor only for Q2 (see Appendix C). One KPI did not meet the Q2 target.
- **Implemented high and medium audit recommendations relating to fundamental financial systems (RAG rated AMBER) – 82% against a target of 90%.** Five of 28 high priority audit actions relating to finance were not implemented. These related to the Highways Programme; Pension Fund Finance and Investment; and Integra Access and Programme Change Management. Internal Audit took a report to CMT to discuss why actions are often not implemented within the agreed timeframes. This led to an improvement in the outturn. The monthly Internal Controls Board will continue to focus on the implementation of audit actions and will utilise Root Cause Analysis techniques to better understand the culture of actions not routinely being implemented as agreed and then corrective action being taken ‘just in time’.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Implemented high and medium audit recommendations relating to fundamental financial systems (q)	Bigger is better	New for 19/20	90%	90%	82% (A)	New for 19/20	New for 19/20	No benchmark available

- 9.3.2 There were four *service risks* for the **Ensuring we have strong financial management** priority that were scored at a high (15 to 25) level in Q2.
- **FIN002 - Implementation of 2019/20 savings (risk score 20).** If the MTFs savings identified for 2019/20 are not fully implemented this could lead to non-achievement of MTFs targets and an overspend on the revenue budget. To manage the risk, monthly monitoring arrangements are in place. Progress on implementation of savings and risks is being reported to CMT and Policy and Resources Committee throughout the year.
 - **FIN001 - Impact of political uncertainty on Finances (risk score 15).** The uncertainty of the national and regional political landscape, legislative changes and local government funding changes that affect council services could lead to further reduction of the multi-year budget. The Council Management Team has identified actions to help mitigate the existing overspend such as actively managing budgets in line with financial

regulations. Action plans for savings over the MTFS are being developed and will be presented to Theme Committees in November 2019.

- **FIN003 - Financial controls (risk score 15).** Ineffective internal controls, governance arrangements, or policies and procedures could lead to an increased risk of the council being unable to prevent an incident of organised or high value fraud, bribery or corruption. Following a review of internal controls in 2018 by Grant Thornton, an action plan was developed. The control environment continues to be improved through (1) testing of controls to identify any further control weaknesses; and (2) reviewing actions to implement improvements to controls. There is regular reporting to Finance SMT and updates to Internal Control Board.
- **G&C053 - Commercial viability of strategic suppliers (risk score 15).** If the commercial viability of a strategic supplier declines this could lead to operational failures resulting in service disruption/reduction, failure to discharge statutory duties and financial costs. 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 Financial Performance and Contracts (FPC) Committee. The contract register is kept under review with checks on the financial status of strategic suppliers. The council is continuing to collate relevant information should it be necessary to take over any services on short notice. Business Enterprise and Skills and Safety, Health and Wellbeing (SHaW) are being in-sourced from Capita on 1 October 2019. The risk score remains unchanged due to uncertainties in business conditions caused by Brexit.

9.3.3 There are five KPIs for the **Continuing to improve customer services** priority. Three KPIs met the Q2 target – satisfaction with customer services; web and phone volumes (see Appendix C). One KPI is Monitor only for Q2. One KPI did not meet the Q2 target.

- **Satisfaction with the council’s website – 30% against a target of 55%.** This KPI was below target in Q2, whilst other customer service performance indicators met the targets. A new metric on the council website has now been agreed and will be used from Q3 onwards.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Satisfaction with the council’s website (q)	Bigger is Better	32%	55%	55%	30% (R)	↓ W -5.3%	32%	No benchmark available

9.3.4 There was a *strategic* and *service risk* for the **Being resilient as a local authority** priority that were scored at a high (15 to 25) level in Q2.

- **STR20 - Dependency on staff to manage urgent issues (NEW) (risk score 16).** This was a new strategic risk identified by CMT as part of Q2 19/20 risk review. CMT raised a concern that they might be over-relying and dependent on a small number of staff to manage pressure points across the organisation - and should staff become unavailable this could pose a significant risk to the organisation. To manage the risk, HR is working with services to review workforce/succession planning and opening up opportunities for learning and development, including through the Apprenticeship Levy.

- **AG020 - Audit actions not implemented (risk score 16).** If audit actions are not implemented this could lead to a deterioration in the council's control environment and result in the Head of Internal Audit providing a Limited Assurance Annual Opinion. In Q1, 73% of high priority actions were completed by the deadline. This was below the target of 90% and a deterioration on performance in Q4, when 82% of actions were confirmed as implemented. The risk score will remain unchanged until there is assurance that the implementation of audit actions is sustainable and consistent. An update on the implementation of Q2 high priority actions was presented to Audit Committee on 30 October 2019.

10. BUDGET FORECASTS

- 10.1 The General Fund revenue forecast for 2019/20 is a net overspend of £4.206m. This forecast is stated after the contributions to and from specific and general earmarked reserves reported at month 6 totalling £4.787m, as shown in Table 1. Excluding these reserve movements, the net forecasted overspend would be £7.807m.

Table 1: Revenue forecast (Q2 2019/20)

Service	Revised Budget £000	Q2 Forecast £000	Variance from Revised Budget Adv/(fav) ⁸⁶ £000	Reserve Movements £000	Forecast after Reserve Movements (Adv/(fav)) £000	Variance after Reserve Movements Adv/(fav) £000
Adults and Health	114,888	118,116	3,229	(253)	117,863	2,976
Assurance	5,690	6,268	578	(581)	5,687	(3)
Children's Family Services	67,474	68,999	1,525	(364)	68,635	1,161
Growth and Corporate Services	40,094	43,863	3,769	(1,281)	42,582	2,488
Environment	11,108	14,278	3,170	(1,122)	13,156	2,048
Finance	61,802	57,339	(4,464)	0	57,339	(4,464)
Total	301,056	308,863	7,807	(3,601)	305,262	4,206

- 10.2 The main reasons for the forecast overspend of £4.206m are set out below by exception and highlights only.
- 10.3 **Adults and Health** - The overall forecast to year end 2019/20 is an overspend of £2.976m. User placements area is forecasted to overspend by £1.639m, mostly due to Older Adults and Mental Health areas which are offset by an underspend in Learning Disabilities of £2.860m. There is a budget pressure of £0.718m in Sports and Leisure related to loss of income due to closure of wet area of Finchley Lido leisure centre. There has been a release of £2.455m of the ordinary residence provision.
- 10.4 The non-placements budget is forecasting to overspend by £0.600m because of offset by £0.020m underspend on prevention budget because of lower demand on equipment and adaptations.
- 10.5 Non-achievement of any savings and mitigating actions will lead to an increased pressure. Risks are being monitored monthly. The key risks being monitored in this area are demand risk and for a winter spike in activity.

⁸⁶ Adv/fav refers to an adverse or favourable position. An adverse position would be a budget overspend. An adverse variance would mean the position has got worse since the last reported period.

- 10.6 **Children's and Families** - The overall forecast to year end 2019/20 is an overspend of £1.161m. Key pressures making up the £1.161m overspend are identified in staffing, legal, no recourse to public funds, and placements. Children's budgets have been subject to detailed review led by the Director and budget managers and has now been re-aligned against priorities for better forecasting and management purposes. (This process would not adversely affect services and is focused on continuous improvements in management control and the clarity of reporting.) The ongoing pressures after this exercise are reflected in the current overspend.
- 10.7 Staffing budgets are £0.7m over spent. Detailed staffing monitoring continues to be undertaken, including detailed monitoring and forecasting all agency staff on a week by week basis. Forecasts reflect the service's recruitment plans and held vacancies.
- 10.8 There are ongoing pressures on the legal budget of £0.3m due to more children in proceedings.
- 10.9 No recourse to public funds is forecasted at £0.200m by year end in this demand led statutory area of spend.
- 10.10 The placements forecast, though currently within the realigned budget, includes considerable placement churn of: £1.4m, of which £1.288m is external placements and £0.127m is internal placements. There are, as demonstrated in the forecast movements experienced month by month, considerable pressures with significant shifts in demand patterns and risks across all such areas to be managed. These tend to mitigate towards year end if only due to part year effects of new placements coming in, however minor adverse changes towards year end can significantly impact following years.
- 10.11 **Growth and Corporate Services** - The overall forecast to year end is an overspend of £2.488m. Pressures making up this amount relate to CSG Managed Budgets, the CSG Management Fee and undeliverable savings in the Housing area.
- 10.12 The key pressures on the overall budget remains within the CSG Managed Budget, which is reporting a £2.275m overspend. Of this £0.560m relates to rates, rents and running costs associated with delays in moving out of Barnet House and NLBP. A further £0.147m is for additional security costs that have been incurred across the estate as the move was delayed and Brent Cross sites are vacated. Additional rates of £0.248m for the Colindale building are due although this is subject to appeal but is likely to take some time. A further pressure of £0.104m remains as the cafe lease for ground floor in the Colindale office could not be secured and lower than anticipated vending income, alternative provision is being sought. A total of £0.206m is in relation to additional depot costs, £0.110m for a payment of statutory rate compensation, the result of a legal settlement and £0.180m for fly-tipping and additional repairs and maintenance. There is a shortfall of £0.370m in income associated with Brent Cross leases as sites are vacated. Officers are seeking to minimise costs wherever possible as new pressures arise. There are some potential service credits which will assist in offsetting some of the service pressures.
- 10.13 **Environment** - The overall forecast to year end 2019/20 is an overspend of £2.048m. This includes pressures within the Frontline Waste Service of £1.817m due to the re-routing of vehicles, aging vehicles and operating the service from two sites. £0.275 pressure within Environment Management, as in previous months an underspend against the Levy was expected, also a further £0.100m pressure, due to a fly tipping incident on

Council land. The overspend has been partially mitigated by staff and transport savings of £0.231 within the Greenspaces services and £0.155m staffing costs within the Street Scene Management and Support services.

- 10.14 Greenspaces has an adverse variance of £0.284m and is principally adverse commercial income of £0.450m which is in part mitigated through s106 monies of £0.182m and some minor other variances netting off. The movement between month 5 and month 6 is mainly due to unfunded £0.051m demolition costs for the Cherry Tree Wood Pavilion, of which £0.017m is being covered by existing revenue budgets.
- 10.15 Environment has had an additional significant issue arising in year regarding the Oakleigh Depot and which has significant operational impacts. There is an assumption that these cost pressures will be recovered from Wilmott Dixon.
- 10.16 **Finance** - The major part of the variance is due to a delay in the capital programme resulting in (1) reduced debt financing requirement and (2) additional interest income as a result of cash not being spent. The other major contributing factor has been £0.8m over achievement on Housing Benefits overpayment recovery.
- 10.17 **Public Health** are forecasting to deliver over budget with a reserve contribution of £0.253m to balance.

Housing Revenue Account (HRA)

- 10.18 The HRA Revenue is forecasting a deficit of £2.712m against a budgeted deficit of £10.712m resulting in a net favourable variance of £8.001m. The HRA revenue balances are now showing an improved forecast at an estimated £9.5m at 31 March 2020 (c/fwd £12.3m at 31st March 2019). This will be significantly above the required minimum level of £3m.

Table 2: Housing Revenue Account (Q2 2019/20) forecast

	Original Budget	Actual to date	Q2 Forecast	Variance from Budget Adv/(Fav)
	£000	£000	£000	£000
Dwelling rents	(48,634)	(21,406)	(49,251)	(617)
Service and other charges	(8,897)	(7,438)	(8,633)	264
Housing management	20,473	12,057	21,929	1,456
Repairs and maintenance	7,570	3,796	7,580	10
Provision for bad debts	250	0	250	0
Regeneration	837	(108)	798	(39)
Capital charges	30,134	0	30,134	0
Revenue Contribution to Capital	9,074	0	0	(9,074)
Interest on balances	(95)	(2)	(95)	0
HRA (Surplus) / Deficit	10,712	(13,101)	2,712	(8,001)

	Original Budget £000	Actual to date £000	Q2 Forecast £000	Variance from Budget Adv/(Fav) £000
Transfers to/(from) reserves	(10,712)	0	(2,712)	8,001
HRA (Surplus) / Deficit	0	0	0	0

- 10.19 The main reasons for the variance from budget are; (i) a shortfall in rental income (garages and commercial property) income (ii) additional costs within housing management for increases in insurance premiums, cost of a head lease and agreed change notices with Barnet Homes. These are offset by the partial benefit of additional rental income due to the additional rent week in 2019/20.
- 10.20 A review of the HRA commitments was undertaken and budget revisions have been put forward to restore the level of balances. The main change has been to remove revenue contributions to capital outlay (RCCO) funding and replace with borrowing.

Dedicated Schools Grant (DSG)

- 10.21 The DSG budget for 2019/20 has been revised to take into account the brought forward reserve of £1.543m and additional funding from Central Government of £0.964m announced in December 2018. With these additions to the budget the DSG is forecasting an underspend of £0.594m. This is reflected in Table 5.
- 10.22 The High Needs block is forecasting an overspend of £1.171m 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.
- 10.23 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.
- 10.24 The High Needs pressure is partly offset by underspends in the Schools Block. The Growth Fund for expanding schools is forecasted to underspend by £1.565m. In addition, there is underspend in school improvement de-delegation of £0.200m, as agreed with School's forum.
- 10.25 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.

Table 4: Dedicated Schools Grant (Q2 2019/20)

Service	Original Budget £000	Actuals for Q2 19/20 £000	Q2 19/20 Forecast £000
Schools			
Individual Schools Budget	141,985	110,771	141,785
Growth Fund	2,028	331	464
Central schools expenditure	1,281	282	1,281
ESG retained funding	902	0	902
Sub-total	146,196	111,385	144,432
Early Years Block	28,928	16,375	28,928
High Needs Block	46,888	24,926	48,059
Sub-total	222,012	152,685	221,419
DSG Income	(220,469)	(114,573)	(220,469)
DSG c/f	(1,543)		(949)
Total	0	38,112	0

Capital Programme

10.26 The forecast for the 2019/20 Capital Programme as at 30 September 2019 is **£317.595m**, of which £226.534m relates to the General Fund programme and £91.061m relates to the HRA capital programme. This is **£320.329m less than** the currently approved 2019/20 budget of £637.924m. However, it should be noted that £220.448m of the General fund variance relates to Brent Cross, excluding this the General Fund variance would be £82.578m or 31% of £265.624m budget. To reconcile to the earlier P&R report of 3 October 2019 take off the Brent Cross adjustment to the grand totals and the net slippage is then £153.447m and the variance is £99.881m. The table below provides a summary of the position as reported at Period 5.

Table 5: Capital forecast (Q2 2019/20)

Service	19/20 Revised Budget £000	Additions/ (Deletions) £000	(Slippage) / Accelerated Spend £000	Q2 19/20 £000	Variance from Budget £000
Adults and Health	14,184	0	0	14,184	0
Children's Family Services	24,957	4,362	(6,057)	23,262	(1,695)
Growth and Corporate services	91,907	131	(15,435)	76,603	(15,304)
Environment	29,051	1,069	(2,952)	27,168	(1,883)
Brent Cross	263,936	0	(124,314)	139,622	(124,314)
Regional Enterprise (Re)	15,885	0	(2,800)	13,085	(2,800)
General Fund Programme Total	439,920	5,562	(151,558)	293,924	(145,996)
HRA (Barnet Homes)	40,748	1,605	10,942	50,885	10,137
Grand Total	480,668	7,167	(140,616)	344,809	(135,859)

- 10.27 The service areas are forecasting net slippage overall as at Q2, the principal variances from budget are as follows:
- 10.28 **Adults and Health** – The service is forecasting to spend all of the approved budget. The spend to date has been £9.095m (approximately 64% of the revised budget). No further slippage has been identified in the period.
- 10.29 **Children and family services** - The service is forecasting an underspend of £1.695m from the approved budget. There has been reprofiling of the capital budget to reflect the current project plans, school requirements and externally agreed direct funding from the DfE. This has resulted in additions of £4.362m and slippage of £6.057m.
- 10.30 **Growth and Corporate Services** has an overall predicted spend of £76.603m with a net variance of £15.4m slippage to budget and significant areas are detailed below.
- 10.31 Projects outside of housing have three significant items. The £22m Saracens Loan to construct their new West Stand. To date Saracens have drawn down £1.122m and will continue to do so as required. The Asset Management Project which is to capitalise appropriate enhancements has £1.649m approved in 2019/20 with £0.408 spent to date and is on target to spend on budget. Lastly ICT Strategy which has a budget of £2.980m and is being re-profiled significantly as the move to Colindale has delayed £0.428m.
- 10.32 Within Housing Strategy, the Housing Needs and Resources (Tackling Homelessness) capital programme has three main areas:
- Housing acquisitions (ODH) £8.3m;
 - New build homes (ODH) £5m; and
 - Modular homes £1.2m.
- 10.33 **Environment** has a budget of £29.051m and is expecting to spend some £27.168m with a net predicted slippage of £3.501m. This is due principally to LED lighting which has had a slow start and some £2.952m of spend has been moved to next year. There have been a number of changes across highways programmes making up the difference and this includes prioritisation of Network Recovery Programme works and other priority needs within contractor capacity.
- 10.34 **Brent Cross** – This programme comprises four projects (Land Acquisitions, Thameslink Station, Critical Infrastructure and Strategic Infrastructure Charge).
- Land Acquisitions has slipped (£9.8m) to 20/21 due to a revised CPO land purchase schedule.
 - Thameslink Station has slipped (£124.2m) to 20/21, which is due to a revised forecast from the Station Delivery Team.
 - Critical Infrastructure has been correctly reprofiled over the two-year period 2019/20 to 2020/21, based on the latest service delivery plan. In 2019/20 the forecast is accelerating spend of £9.7m. Currently there is potential to overspend c£0.8m, but this must be mitigated within the current budget; Re colleagues are assessing cost recovery measures. £4m contingency will be agreed in the coming month from Hammersons, this will be spent direct from the developer.
 - Strategic Infrastructure Charge is being forecasted on budget. In November 2019, the final position will be confirmed which is likely to allow the council to delete c£1m from the programme and substitute the borrowing funding stream with a loan payment

from Homes England. This agreement is due to be finalised, and the impact of reducing the borrowing requirement is beneficial to the council.

10.35 **The HRA (Barnet Homes)** capital programme is an outturn of £50.885m (£91.061m in P5). The reduction of approx. £40m has arisen as a result of reprofiling of all HRA programmes. There has been slippage in the programme of £1.605m and accelerated spend of £10.9m in a number of areas.

11. SAVINGS

11.1 In 2019/20 the council budgeted to deliver £19.965m of savings. Table 6 below summarises the value of savings that are expected to be achieved against the savings programme. In total, £18.356m of savings is expected to be delivered by year end, representing 89% of the target. Delivery of these expected savings is included in the forecasts reported in table 1.

Table 6: Savings (Q2 2019/20)

Service	MTFS Savings Target 2019/20	Savings Delivered as at Q2 19/20	Total Savings Expected to be Delivered	(Gap)/Over to Plan	Service Area Gap
	£000	£000	£000	£000	%
Adults and Health	(7,518)	(4,603)	(7,213)	(305)	4.1
Assurance	(43)	(27)	(27)	(16)	37.6
Children's Family Services	(3,912)	(2,366)	(3,912)	0	0.0
Growth and Corporate Services	(3,925)	(1,981)	(2,324)	(1,601)	40.8
Environment	(4,567)	(375)	(3,917)	(650)	14.2
Total	(19,965)	(9,351)	(17,393)	(2,572)	

12. STAFFING

12.1 There were 1805 staff in established posts (1482 FTEs) and 352 agency staff (261 agency FTE) in September 2019 (see tables 7a and 7b). Spend on agency staff was £6.7m in Q2 (see table 8). Following the TUPE transfer of the Finance service into the council it has been necessary to hold a series of vacancies pending a restructure. As a result of the requirement to improve the service, additional resources were commissioned following approval by P&R Committee. This situation was further compounded by resignations within the service which required cover by agency staff.

12.2 A range of health and wellbeing initiatives has helped to maintain sickness absence at 7.44 days in September 2019 (see table 9a).

Table 7a: LBB Establishment⁸⁷ (September 2019)

Service	Headcount		FTE	
	Jun-19	Sep-19	Jun-19	Sep-19
Adults and Health	347	339	312	303

⁸⁷ Source: HR Establishment Pack

Service	Headcount		FTE	
	Jun-19	Sep-19	Jun-19	Sep-19
Assurance	97	111	94	108
Children's Services	673	662	477	469
Commissioning Group	12	12	10	10
Education and Skills	13	13	7	7
Environment (incl. Street Scene)	532	534	457	460
Finance	50	58	47	55
Growth and Corporate Services	76	76	70	70
Overall	1800	1805	1474	1482

Table 7b: LBB Agency⁸⁸ (September 2019)

Service	Headcount		FTE	
	Jun-19	Sep-19	Jun-19	Sep-19
Adults and Health	25	21	15	17
Assurance	1	5	1	4
Children's Services	126	133	72	100
Commissioning Group	0	0	0	0
Education and Skills	NK	NK	NK	NK
Environment (incl. Street Scene)	159	161	86	117
Finance	15	17	8	13
Growth and Corporate Services	11	15	5	10
Overall	337	352	186	261

Table 8: Expenditure on Agency Staff (Q2 2019/20)

Service	Q2 18/19	Q2 19/20	Change	18/19 Full Year Actual	19/20 Full Year Forecast*
	£000	£000	%	£000	£000
Adults and Health	1,043	510	-51	1,827	736
Assurance	2	47	1909	15	76
Children's Service DSG	51	0	-100	0	0
Children's Family Services	4,987	3,218	-35	9,512	6,154
Growth and Corporate Services	354	322	-9	795	462
Environment	1,078	1,901	76	2,831	3,150
Finance	72	646	798	136	1,324
HRA	0.4	0.4	0	0.6	0
Capital	790	88	-89	N/A	N/A

⁸⁸ Source: Agency data extracted from Matrix 10 days after the end of the month. The figures exclude agency staff outside of Matrix and non-active agency staff e.g. not paid or contract ended on Matrix.

Service	Q2 18/19 £000	Q2 19/20 £000	Change %	18/19 Full Year Actual £000	19/20 Full Year Forecast* £000
Total	8,377	6,732	2,499	15,117	11,902

Table 9a: Sickness Absence (September 2019)

Service	Average days lost per FTE (rolling 12 months) ⁸⁹	
	Jun-19	Sep-19
Adults and Communities	6.42	6.32
Assurance	3.96	2.06
Children's Services	7.19	8.13
Environmental Services	1.16	0.28
Finance	1.04	1.81
Growth and Corporate Services	1.28	0.57
Street Scene	11.77	11.21
Overall	7.33	7.44

Table 9b: Breakdown of Sickness Absence (September 2019)

Service	Average days lost per FTE (rolling 12 months) ⁹⁰		
	Sep-19	Long-term absence	Short-term absence
Adults and Communities	6.32	4.12	2.20
Assurance	2.06	0.96	1.10
Environmental Services	0.28	0.00	0.28
Family Services	8.13	5.51	2.62
Finance	1.81	1.31	0.50
Growth and Corporate Services	0.57	0.00	0.57
Street Scene	11.21	7.39	3.82
Overall	7.44	4.88	2.56

⁸⁹ Source: HR Dashboard (average over rolling 12 months)

⁹⁰ Source: HR Dashboard (average over rolling 12 months)

13. REASONS FOR RECOMMENDATIONS

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

14. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

14.1 None.

15. POST DECISION IMPLEMENTATION

15.1 None.

16. IMPLICATIONS OF DECISION

16.1 Corporate Priorities and Performance

16.1.1 The report provides an overview of performance for Q2 2019/20, including budget forecasts, savings, progress on actions, KPIs and risks.

16.1.2 The Q2 2019/20 results for all Corporate Plan and Delivery Plan KPIs are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>

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

16.1.4 Relevant council strategies and policies include the following:

- Medium Term Financial Strategy
- Corporate Plan (Barnet 2024)
- P&R Committee Annual Delivery Plan
- Performance and Risk Management Frameworks.

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

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

16.3 Social Value

16.3.1 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.

16.4 Legal and Constitutional References

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

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

16.4.3 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 and to note decisions taken by Theme Committees, the Planning Committee and Licensing Committee on fees and charges within the remit of those committees.

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

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

16.5 Risk Management

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

16.6 Equalities and Diversity

- 16.6.1 Section 149 of the Equality Act 2010 sets out the Public Sector Equality Duty which requires a public authority (or those exercising public functions) to have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not.
 - Fostering of good relations between persons who share a relevant protected characteristic and persons who do not.
- 16.6.2 The broad purpose of this duty is to integrate considerations of equality into everyday business and keep them under review in decision making, the design of policies and the delivery of services. The protected characteristics are: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation.
- 16.6.3 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.

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

16.7 Corporate Parenting

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

16.8 Consultation and Engagement

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

16.9 Insight

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

17. BACKGROUND PAPERS

- 17.1 Council, 5 March 2019 – approved Corporate Plan (Barnet 2024)
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=9456&Ver=4>
- 17.2 P&R Committee, 20 February 2019 – approved Annual Delivery Plan
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9461&Ver=4>