

## Appendix A (ii): Corporate Plan Performance (Quarter 4/End of Year 2016/17)

The Corporate Plan identifies a suite of indicators that help us to monitor performance; and targets have been set to encourage improvement against our strategic priorities. This appendix provides an **annual** overview of performance information for each of the strategic priorities in the refreshed Corporate Plan – highlighting progress on the council’s key areas of focus; and commentary on indicators that are “below target” (RAG rated as Green Amber, Red Amber or Red)<sup>1</sup>. Further information is published on the website each quarter at <https://barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

**81** indicators are in the refreshed Corporate Plan. Of these, **77** have been reported at the end of the year. **65** have been given a RAG rating: **63% (41)** are “on or above target” and **37% (24)** are “below target”. **60** have been given a Direction of Travel (DOT) status: **60% (36)** have an “improved or same” DOT and **40% (24)** have a “worsened” DOT from the same period last year.

Strategic priority	No. reported (EOY)	No. with a RAG rating (EOY)	RAG Ratings				Monitor / NYA	No. with a DOT (EOY)	Long Term Direction of Travel	
			Green	Green Amber	Red Amber	Red			Improved / Same	Worsened
Growth and regeneration	15	12	75% (9)	8% (1)	0% (0)	17% (2)	3	13	62% (8)	38% (5)
Managing demand	27	25	56% (14)	12% (3)	4% (1)	28% (7)	2	21	52% (11)	48% (10)
Transforming services	17	13	54% (7)	8% (1)	0% (0)	38% (5)	4	9	67% (6)	33% (3)
Resilient communities	10	9	78% (7)	11% (1)	11% (1)	0% (0)	1	9	78% (7)	22% (2)
Customer service and transparency	8	6	67% (4)	0% (0)	17% (1)	17% (1)	2	8	50% (4)	50% (4)
<b>Total</b>	<b>77</b>	<b>65</b>	<b>63% (41)</b>	<b>9% (6)</b>	<b>5% (3)</b>	<b>23% (15)</b>	<b>12</b>	<b>60</b>	<b>60% (36)</b>	<b>40% (24)</b>

<sup>1</sup> Public Health and footnoted Street Scene indicators are reported a quarter in arrears, so data refers to Quarter 3 2016/17.

## Responsible growth and regeneration

Key area of focus	Description	2016/17 Progress Update
<b>Growth and regeneration programme</b>	Building more than 20,000 new homes by 2025 – the most in outer London – across our seven major growth and regeneration sites	<p>The Annual Growth and Regeneration report has been presented to Assets, Regeneration and Growth Committee on 24 April 2017. 1,212 homes have been delivered through the regeneration programme over the year; this includes Colindale where homes have been delivered by private developers and managed through an Area Action Plan planning designation. Excluding Colindale, 615 homes have been delivered through the regeneration programme.</p> <p>During Quarter 4 the West Hendon CPO Public Inquiry has been completed; and the licences to demolish Noel block on Grahame Park have been signed.</p> <p>A number of key challenges remain within the programme, including at Colindale the delivery of highway infrastructure, the Controlled Parking Zone and the development of the tube station.</p>
<b>Sport and physical activity</b>	Designing the 'built environment' to help people keep fit and active, and investing in new leisure centres	<p>Planning Applications for leisure centres at Barnet Copthall and New Barnet have been approved by the Planning Committee on 25 January 2017. Further surveys and reports to ensure sufficient detail is provided to allow discharge may result in some additional cost pressure. Construction will start on site in the summer 2017.</p>
<b>Entrepreneurial Barnet</b>	Creating the conditions for a thriving local labour market	<p>The Annual Regeneration and Growth Report provides a full round up of activities for Entrepreneurial Barnet. Highlights include delivery of 56 apprenticeships amongst our developer partners. During Quarter 4 a range of activities have been held, including:</p> <ul style="list-style-type: none"> <li>• Apprenticeship Week took place 6-10 March, with partners delivering a range of activities to promote apprenticeship routes.</li> <li>• Entrepreneurial Barnet Competition finals took place on 7 March. All finalists will receive mentoring support. Business ideas included pastoral support for Middlesex University students using an eye catching app, two dance companies and a handwriting course</li> <li>• Re announced the launch of a business offer covering their full range of services for businesses such as a Small Business Advisor, support and assistance with license applications, training, pest monitoring and assistance with planning needs.</li> <li>• Re held a business breakfast in February 2017. The sessions covered how to win business with the council, and business responsibility.</li> </ul> <p>The Government's March budget included a skills devolution deal for London, which will give London and the sub-regions more control over skills funding and skills activity.</p>

Key area of focus	Description	2016/17 Progress Update
	Investing in town centres (focusing on Burnt Oak and Finchley Church End).	The “Town Centre Offer” has been published. This will make it easier for local groups to drive forward projects to improve their local area. Investment in town centres has focused on Burnt Oak and the development of proposals for Finchley Church End. Physical improvements in Burnt Oak are underway and a further request for funding has been taken to Assets, Regeneration and Growth Committee on 24 April 2017. Finchley Church End strategy will be presented to Members in early summer following an event for stakeholders in May/ June 2017. The Golders Green Town Centre Strategy is out to tender.
	Ensuring that businesses can access information about the council easily and at first contact	The Barnet Business Directory and plans for a Business Portal have continued. In addition, marketing information for the Business Advice Service has been published.
<b>Health estates pilot</b>	Looking at how to optimise the use of health and care estate across the sub-region and identify surplus health estate land for development and regeneration.	The North Central London (NCL) Sustainability and Transformation Plan (STP) partnership covers five London boroughs: Barnet, Camden, Enfield, Haringey and Islington. This new partnership has been formed to support the development of the STP and a bid for estates devolution. The vision for the NCL estate is to provide a fit for purpose, cost-effective, integrated, accessible estate that enables the delivery of high quality health and social care services for local residents. The pilot outline business case has been submitted to the London Health and Care Devolution Programme; and the London Estates Board has met in shadow form as a step towards implementation. A working group has also been established and individual projects within the estates devolution delivery plan have been drafted.
<b>One public estate (OPE)</b>	Encouraging local authorities to work collaboratively with central government and local agencies on public property and land issues	<p>The Phase 5 West Hendon Broadway project bid has been partially successful with a grant of £100k awarded. Work has continued on the remaining Phase 3 workstreams – Edgware Community Hospital, Finchley Memorial Hospital, Burnt Oak Hub and Edgware Town Centre. The Silkstream Flood Risk Assessment brief has been shared with the Environment Agency for them to base the next phase upon. The remaining Burnt Oak report is due to be published in Quarter 1 2017/18.</p> <p>The OPE Board is working well, with good regular attendance from Government and public sector partners. Consultation on individual projects has been good and project reports have been produced for the bulk of the OPE 3 programme. The council will continue to work closely with NHS departments on the projects to be completed under OPE to ensure the delivery of cost savings and capital receipts.</p>

15 indicators are reported at the end of year 2016/17. Of these, 12 have been given a RAG rating: **75% (9)** are “on or above target” and **25% (3)** are “below target”. 13 have been given a Direction of Travel (DOT) status: **62% (8)** have an “improved/same” DOT and **38% (5)** have a “worsened” DOT from the same period last year.

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
<b>Growth and regeneration programme</b>									
REGENKP I01 (Re/S11)	Number of new homes completed	Bigger is Better	Apr 2016 - Mar 2017	3152	1798 (R)	1529	Improving	No benchmark available	This is a provisional annual result based on the quarterly outturns, which were 278 (Q1), 192 (Q2), Q3 (509) and 819 (Q4). The final result will be confirmed in autumn 2017. The 2015 Barnet Housing Trajectory provides a fifteen year projection of housing delivery in Barnet and is updated annually. The 2016/17 target may have over-estimated the amount of development activity that could be completed in this period. More up-to-date intelligence now shows the 2016/17 Housing Trajectory to be a much lower figure. This combined with delays to some housing development scheme has resulted in a significant difference in delivery against target.
CG/S6 (RPS - Biannual)	Percentage of residents who list affordable housing as a concern <sup>2</sup>	Smaller is Better	Autumn 2016	Monitor	34%	36%	Improving	London 23% (November 2014, Survey of Londoners)	
<b>High quality private rented sector</b>									
BH/C2 (LY: BH/C6)	Households placed directly into the private sector by Barnet Homes	Bigger is Better	Apr 2016 - Mar 2017	500	646 (G)	492	Improving	No benchmark available	
EH021	Compliance with Licensing Requirements for Houses in Multiple Occupation	Bigger is Better	Apr 2016 - Mar 2017	60%	72% (G)	80%	Worsening	No benchmark available	
<b>Social housing</b>									

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

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
CG/S18 (Biannual)	Percentage of respondents very or fairly satisfied with the service provided by their social housing provider (Barnet Homes)	Bigger is Better	Annual Survey 2016/17	81%	79% (G)	81%	Worsening	London average (of 19 London boroughs) 76% (2013-2016, Housemark)	Whilst the target of 81% has not been achieved, the result of 79% is within the 3% statistical margin of error tolerance applicable to surveys of this nature. The result places Barnet Homes in the top quartile against London peers based on benchmarking analysis provided by independent housing consultancy Housemark. A total of 1,054 surveys were returned, which have provided valuable intelligence in terms of the drivers for dissatisfaction and this data is being analysed to develop detailed plans for the areas of service in which residents most wish to see improvements.
BH/S3 (LY: BH/S4)	Current tenant arrears as a percentage of the annual rent debit	Smaller is Better	March 2017	3.00%	3.04% (GA)	3.24%	Improving	Second highest quartile (Q3 2016/17, Housemark)	Performance in March 2017 has been impacted by a series of IT system issues that took place in the final two weeks of the financial year. This caused delays in the posting of both the weekly rent debit and housing benefit receipts on the system and subsequently limited the ability of the team to identify which accounts were in arrears and which were awaiting delayed benefit payments. Investigations are underway to ensure such issues will be prevented in future.  Despite these issues, year-end performance demonstrates a continued improvement on both 2014/15 (3.5%) and 2015/16 (3.2%).

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
BH/C5 (LY: BH/S5)	Temporary Accommodation (TA) current arrears as percentage of debit	Smaller is Better	March 2017	4.95%	5.36% (R)	5.04%	Worsening	No benchmark available	<p>The IT issues that impacted on the collection of arrears on tenant rent accounts outlined in BH/S3 above also applied to collection on Temporary Accommodation accounts.</p> <p>Temporary Accommodation accounts continue to be affected by Welfare Reforms and the continued decline in Housing Benefit receipts, which means more income needs to be collected directly from tenants rather than received automatically from Housing Benefit.</p> <p>An improvement plan with clear timeframes outlining a range of improvement areas is in place and being closely monitored through the contract and performance management arrangements with the council.</p>
<b>Parks and open spaces</b>									
SS/S1 (RPS - Biannual)	Percentage of residents who are satisfied with parks and open spaces <sup>2</sup>	Bigger is Better	Autumn 2016	72%	72% (G)	67%	Improving	London 68% (November 2014, Survey of Londoners)	
<b>Sport and physical activity</b>									
PH/S7	Physical activity participation <sup>1</sup>	Bigger is Better	Oct - Dec 2016	59.0%	59.5% (G)	58.5%	Improving	England 57.1%; London 57.8% (March 2017, Public Health Outcomes Framework)	
<b>Entrepreneurial Barnet</b>									
CG/S27	Percentage of council spend (excluding direct debits) with local businesses	Bigger is Better	As at 31 March 2017	Monitor	23%	New for 2016/17	New for 2016/17	No benchmark available	

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
SK1	Business survival rate across the borough (end of year 3) <sup>3</sup>	Bigger is Better	Apr 2016 - Mar 2017	5.0%pts	7.2%pts (G)	1.9%pts	Improving	No benchmark available	
SK3	Vacancy rates on high street	Smaller is Better	Apr 2016 - Mar 2017	7.9%	5.7% (G)	4.6%	Worsening	Comparable boroughs 7.15% vacancy rates (2015/16, DCLG)	Comparable boroughs = Brent, Bromley, Ealing, Haringey, Harrow, Lewisham
CG/S1	Unemployment (of people on out of work benefits)	Smaller is Better	Jan - Dec 2016	Monitor	4.9%	5.8%	Improving	London 5.7% National 4.8% (Jan - Dec 2016, Nomisweb)	
SK2	Reduction in Youth Unemployment (including graduates and school leavers) - 16-24 year olds	Smaller is Better	Apr 2016 - Mar 2017	18%	16% (G)	18%	Improving	No benchmark available	
<b>Planning and building control</b>									
KPI001 (A&A)	Compliance with planning application statutory timescales (for major, minor, other applications)	Bigger is Better	Apr 2016 - Mar 2017	75%	83% (G)	87.3%	Worsening	Newham 97%, Brent 70%, Enfield 83% Haringey 76% (Q4 2015/16, DCLG)	

<sup>3</sup> This is the percentage points increase, against recognised comparable boroughs, in the number of Barnet businesses surviving for more than two years

## Managing demand for services (Fairness)

Key area of focus	Description	2016/17 Progress Update
<b>Health and social care integration</b>	Helping the NHS manage the cost of A&E and hospital admissions through greater provision of primary and community care	<p>The Barnet Integrated Locality Team, a key scheme within the Better Care Fund, has been well established across the borough. The team provides community based support to service users and patients who are at risk of an unplanned accident and emergency attendance or unplanned admission into an acute setting within the next 12 months. Along with the Rapid Response service and other key services, including the ageing well programme and the dementia hubs, patients and service users are able to access preventative and supporting services within a community setting.</p> <p>All schemes within the Better Care Fund plan are being reviewed in line with national guidance. The outputs from the review will support the planning requirements for the 2017 -19 plan as set out in the newly published Better Care fund policy for the period, which had been issued on the 31 March 2017.</p>
<b>Older peoples independence</b>	Working with older people to design and manage services that help them to be more independent	<p>Service users and carers have been invited to participate in an Engagement Working Group. Two meetings have taken place and a draft action plan has been developed. The next meeting will take place at the Barnet Dementia Hub in May 2017.</p> <p>Work has been slowed down on the Barnet Dementia Action Alliance, due to delays in the Alzheimer's Society recruiting a Dementia Action Alliance co-ordinator.</p>
<b>Foster care</b>	Increasing the size and effectiveness of the in-house foster care service	<p>The operating environment continues to be challenging with the council competing with both independent fostering agencies and neighbouring authorities for prospective applicants across a small geographic area. The sector has experienced a fall in numbers of new prospective carers coming forward. The council's fostering brand will continue to be promoted through the new marketing strategy, including fostering campaigns; and back office arrangements have been strengthened to convert enquiries into newly approved carers.</p>
<b>Families early intervention</b>	Working with partners to deliver early intervention for families	<p>The reviews of Early Years', Health Visiting and Youth to develop a 0-19 model have continued this quarter.</p> <p>All the Early Intervention Programme (EIP) project work has been signed off by the Barnet Safeguarding Children Board. The threshold document has been refreshed to incorporate the overarching principles and pathways and these, along with tools such as the menu of interventions, signs of safety and graded care profile, will be officially launched at resilience workshops planned for the end of May 2017.</p> <p>The Families First work has continued to embed across EIP services, with 1,218 families being supported.</p> <p>The number of Common Assessment Frameworks (CAFs) has continued to increase with 935 open CAFs in March 2017. Work to increase CAFs in the Early Years has had a positive effect across children's centres, with 93 CAFs open across the three children's centre localities. Work has continued to increase CAFs initiated through health partners.</p>



Key area of focus	Description	2016/17 Progress Update
<b>Family friendly Barnet</b>	Working with partners to make Barnet a family friendly borough	<p>The Children and Young People's Plan (CYPP) has been published and actions progress towards delivering the vision of making Barnet the most family friendly borough by 2020.</p> <p>The results of the Young People's Survey have been published. Key findings show that the majority of young people (85%) are happy to live in Barnet, which is in line with the residents' perception survey. Almost two thirds (60%) feel the council is doing a good job, which is slightly lower than the residents' perception survey. Young people's top fears include gangs, with nearly half (47%) citing this as a concern.</p>
<b>Homelessness</b>	Tackling rising demand for help with housing through work to prevent homelessness	<p>Demand for housing has remained high throughout the year, with 4.2% more placements into temporary accommodation compared to 2015/16. However, key mitigation actions have delivered positive year end outcomes such as procurement of 646 private rented units through let2barnet; and 972 homelessness preventions. Further mitigations have commenced in the latter part of the year such as the Housing Acquisitions Programme in and out of London; and the Temporary Accommodation Reduction and Family Exclusion Mediation projects have contributed to a reduction in temporary accommodation numbers.</p> <p>By the end of Quarter 4, the number of households in emergency accommodation had fallen to 149, the lowest number since early 2011; and the overall number of households in temporary accommodation has fallen from 2,941 (2015/16) to 2,757.</p>
<b>Specialist housing</b>	Diversifying Barnet's accommodation so that it supports people to live independently	<p>The Moreton Close extra care scheme has progressed, with site setup completed, foundations dug out and piling commencing.</p> <p>Funding has been agreed for the development of an additional two extra care schemes and initial feasibility work is underway. Governance of this workstream is being reviewed and the first Extra Care Housing Board took place in March 2017. The Board agreed an approach and timescales for the development of the two additional extra care schemes and further work on the financial model to be used for these developments.</p> <p>The Adult Accommodation and Support service approved list has been successfully mobilised for the planned 3 April 2017 go-live date and the first two referrals are being processed.</p> <p>The Early Support provider event has been completed and the views of the sector have been reported back to the Early Support Board. There is a draft high level model for investing in early support under discussion.</p>
<b>Recycling and waste strategy</b>	Developing strategy for achieving 50% target recycling rate by 2020	Expansion of recycling systems in flats has continued throughout the year, including the complete phased roll-out of 1100-litre bins; the initial surveying of 50 of the 1,750 sites for bin rebalancing; and a report on the proposed future programme.

Key area of focus	Description	2016/17 Progress Update
<b>Enforcement</b>	Improving the overall approach to enforcement of enviro-crime	The Keep Barnet Clean trial started in July 2016 with communications and an education campaign. Enforcement started at the end of July 2016. The trial has gone well to date with a high level of public support for the council and encouragement to tackle behaviour that results in the degradation of the street scene. Over 3,000 fixed penalty notices have been issued as part of the trial. On 15 March 2017 the Committee approved the procurement of a new contact in 2017/18.

27 indicators are reported at the end of year 2016/17. Of these, 25 have been given a RAG rating: **56% (14)** are “on or above target” and **44% (11)** are “below target”. 22 have been given a Direction of Travel (DOT) status: **50% (11)** have an “improved/same” DOT and **50% (11)** have a “worsened” DOT from the same period last year.

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where “below target”
<b>Health and social care integration</b>									
AC/S8	Percentage of new clients, older people accessing enablement	Bigger is Better	Apr 2016 - Mar 2017	63.0%	70.3% (G)	61.5%	Improving	No benchmark available	
AC/S9 ASCOF2A (2)	Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	Smaller is Better	Apr 2016 - Mar 2017	530	381.9 (G)	New method 2016/17	New method 2016/17	CIPFA 445.2 London 516.5 (2015/16, ASCOF)	
AC/C14	Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64	Smaller is Better	Apr 2016 - Mar 2017	16.60	8.50 (G)	New method 2016/17	New method 2016/17	Group average 6.9 (Q3 2016/17, LAPS)	

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
PH/S4	Rate of hospital admissions related to alcohol (per 100,000) <sup>1</sup>	Smaller is Better	Oct - Dec 2016	400.0	424.8 (R)	404.8	Worsening	No benchmark available	The Adult Substance Misuse Service's (SMS's) new Hospital Liaison pathway will help reduce admissions and length of stay. There will also be targeted plans for frequent hospital attenders and interventions for vulnerable adults. Actions have been put in place to improve early identification and ensure effective engagement with harmful and hazardous drinkers. The new Young People's Substance Misuse Service will also contribute to reducing hospital attendance and admissions. The service will deliver advice, information, training and safe drinking messages across the Barnet Schools Network and the SMS Education Portal.
<b>Experience of service users</b>									
AC/S15 (ASCOF 4A)	Percentage of people who use services who say those services make them feel safe and secure	Bigger is Better	Apr 2016 - Mar 2017	80.1%	79.6% (G)	67.5%	Improving	CIPFA comparator group average 67.8% London 65.9% (2015/16, ASCOF)	
AC/S10 (ASCOF 1B) (Annual)	Percentage of people who feel in control of their own lives	Bigger is Better	Apr 2016 - Mar 2017	68.5%	69.4% (G)	68.4%	Improving	CIPFA comparator group average 71.7% (2015/16, ASCOF)	
AC/S29	Number of instances of information, advice and guidance provided to carers	Bigger is Better	Apr 2016 - Mar 2017	3000	3226 (G)	New for 2016/17	New for 2016/17	No benchmark available	
<b>Older people's independence</b>									

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
AC/S3 (ASCOF 1G)	Percentage of adults with learning disabilities who live in their own home or with their family	Bigger is Better	As at 31 March 2017	63.0%	71.6% (G)	63.6%	Improving	CIPFA 68.8% London 70.1% (2015/16, ASCOF)	The council's new accommodation and support offer is now live and includes a range of innovative new accommodation services such as Crash Pad and neighbourhood networks as well as more conventional support to live at home.  The council is working with Barnet Homes to ensure regular referrals are made into appropriate HRA developments. Referrals are monitored by a joint Housing Oversight Panel.
AC/S4 (ASCOF 1E)	Percentage of adults with learning disabilities in paid employment	Bigger is Better	As at 31 March 2017	10.8%	10.9% (G)	9.2%	Improving	CIPFA 9.9% London 7.5% (2015/16, ASCOF)	Performance had fallen from 74 in Quarter 1 to 71 in Quarter 4, but this relatively small fall has been offset by the increase in the size of the learning disabilities cohort.  Procurement of an approved list of employment support providers took place in early 2017, with the aim of increasing choice and provision for service users. The resulting employment support and workplace retention services are being rolled out as part of the new day opportunities tender. The new Your Choice Barnet contract has a specific focus on employment and includes establishment of a dedicated employment service. The tender went live in Quarter 4.
AC/S5 (ASCOF 1F)	Percentage of adults with mental health needs in paid employment	Bigger is Better	As at 31 March 2017	7.2%	7.6% (G)	4.8%	Improving	CIPFA 6.5% London 5.0% (2015/16, ASCOF)	
AC/S6 (ASCOF 1H)	Percentage of adults with mental health needs who live independently, with or without support	Bigger is Better	As at 31 March 2017	83.0%	84.2% (G)	81.0%	Improving	CIPFA 74.4% London 73.5% (2015/16, ASCOF)	
<b>Focus on foster care</b>									

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
FS/S6	Percentage of children in London Borough of Barnet foster care	Bigger is Better	As at 31 March 2017	42.5%	44.0% (G)	43.5%	Improving	No benchmark available	
<b>Families early intervention</b>									
FS/S4	Number of referrals to social care (per 10,000 of the under-18 population)	Monitor	As at 31 March 2017	Monitor	345	396	Monitor	Statistical Neighbours: 467.48 London: 477.9 England: 548.3 (2014/15, LAIT)	
FS/S16	Number of children in care per 10,000	Monitor	As at 31 March 2017	Monitor	39.8	New	Monitor	Statistical Neighbours: 43.1 London: 52 England: 60.0 (2014/15, LAIT)	
FS/S5	Number of children adopted	Bigger is Better	Apr 2016 - Mar 2017	10	8 (GA)	12	Worsening	No benchmark available	8 adoption orders have been granted in 2016/17, which is a drop from 12 last year. However, 12 children are currently placed for adoption with orders anticipated.
<b>Tackling homelessness</b>									
BH/S2	Number of Homelessness Preventions	Bigger is Better	Apr 2016 - Mar 2017	900	972 (G)	870	Improving	2 <sup>nd</sup> Quartile (2015/16, DCLG)	

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
BH/KPI1 (LY: BH/C4)	Numbers of households in Temporary Accommodation	Smaller is Better	March 2017	2700	2757 (GA)	2941	Improving	Rank 29 out of 33 London boroughs (Q3 2016/17, DCLG)	Performance has fallen for four consecutive quarters from 2,941 in Quarter 4 2015/16 to 2,757 in Quarter 4 2016/17; however the outturn is short of the 2,700 target. Despite strong performance with private sector lettings, preventions and additional affordable supply coming online, sustained levels of demand and a total of 1,469 placements in 2016/17 have meant that reducing the overall number of households in temporary accommodation has been challenging. However, the longer term outlook is positive with steps taken to further reduce the number of households in temporary accommodation.
<b>Recycling and waste</b>									
SS/S3	Percentage of household waste sent for reuse, recycling and composting <sup>1</sup>	Bigger is Better	Oct - Dec 2016	41.96%	36.73% (R)	36.55%	Improving	Rank 8 out of 27 London boroughs (Q3 2016/17, Waste Data Flow)	Performance has slightly improved from the same time last year (36.55%). This is mainly due to a decrease in kerbside collected residual waste.
SS/S4 (RPS - Biannual)	Percentage of residents who are satisfied with refuse and recycling services <sup>2</sup>	Bigger is Better	Autumn 2016	80%	75% (GA)	78%	Worsening	London 68% (November 2014, Survey of Londoners).	These services remain the highest rated council services. Street Scene will continue to provide a high quality service, whilst looking at any operational changes that could lead to an improvement in satisfaction.
<b>Enforcement</b>									

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
SS/S7	Percentage of unacceptable levels of litter	Smaller is Better	Apr 2016 - Mar 2017	3.00%	5.83% (R)	2.44%	Worsening	Rank 9 (out of 14 reporting boroughs) (Q3 2016/17, LAPS). Group average was 4.77%	<p>Levels of litter were found to be higher than target and significantly higher than the same time last year; mainly generated by results from industrial areas and other highways. The survey had been undertaken prior to cleansing taking place following the leaf fall operations that finished in December, and the subsequent extended cleansing cycle, resulting in higher levels of litter being present.</p> <p>Street Scene is working to improve performance with the implementation of the Street Cleansing model, which will focus cleansing operations in areas of greatest need and footfall whilst delivering more effective cleansing through improved methodologies and investment in new equipment.</p>

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
SS/S8	Percentage of unacceptable levels of detritus	Smaller is Better	Apr 2016 - Mar 2017	9.00%	10.73% (R)	6.78%	Worsening	Rank 13 (out of 13 reporting boroughs) (Q3 2016/17, LAPS). Group average was 4.66%.	Levels of detritus exceeded target at 10.73% and were higher than the same time last year. The levels of detritus has been due to the residual leaf fall in road channels and backlines that are scheduled to be cleaned as part of the residential cleansing programme, which at the time of survey was 60%, with completion at the end of March 2017.  Street Scene will implement an additional deep cleanse to improve the standard of cleanliness across the borough with particular focus around parked cars and difficult access areas. An improved street cleansing model, due to commence in the summer, will deliver cleansing operations to areas of greatest need and footfall; and new technology and equipment will deliver more effective cleansing.
SS/S6 (RPS - Biannual)	Percentage of residents who are satisfied with street cleaning <sup>2</sup>	Bigger is Better	Autumn 2016	58%	51% (RA)	52%	Worsening	London 55% (November 2014, Survey of Londoners)	Although below target, satisfaction with street cleaning remains in line with previous survey results.  Street Scene is working to improve performance by raising awareness through the Keep Barnet Clean campaign on street cleansing services and steps the council is taking to address littering and fly-tipping. It is expected that this activity should positively influence levels of satisfaction by the spring survey. This will be capitalised upon further with the implementation of the Street Cleansing model, which will focus cleansing operations in areas of greatest need and footfall whilst delivering more effective cleansing through improved methodologies and investment in new equipment.



Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
CG/S11 (RPS - Biannual)	Percentage of residents who are satisfied with the repair of roads <sup>2</sup>	Bigger is Better	Autumn 2016	35%	33% (G)	35%	Worsening	London 41% (November 2014, Survey of Londoners)	
CG/S12 (RPS - Biannual)	Percentage of residents who are satisfied with the quality of pavements <sup>2</sup>	Bigger is Better	Autumn 2016	35%	34% (G)	35%	Worsening	London 41% (November 2014, Survey of Londoners)	
KPI 2.1 - 2.3	Highways defects made safe within agreed timescale	Bigger is Better	Apr 2016 - Mar 2017	100%	FAIL (R)	97.3%	Unable to provide DOT	No benchmark available	Progress has been made to resolve issues with submission of performance data by the contractor. The contractor has submitted data for Quarter 4, which is being reviewed and will be sent back for further clarification as part of the validation process. Performance data for January to March should be available for reporting in Quarter 1.
<b>Parking and regulatory services</b>									
PI/S3 (RPS)	Percentage of residents who are satisfied with parking services <sup>2</sup>	Bigger is Better	Autumn 2016	33%	24% (R)	30.0%	Worsening	London 33% (November 2014, Survey of Londoners)	The service is working closely with partners to ensure that resident perception changes by improving responses to enquires, exploring feedback received from other channels and providing a more proactive service.
EH01B	Compliance with Environmental Health Service Standards (Priority 1 incidents and service requests)	Bigger is Better	Apr 2016 - Mar 2017	100%	96% (R)	100%	Worsening	Ealing 75.7% (2013/14) Q1 81.5% (2014/15, Barnet Survey)	This measure relates to Priority 1 notifications such as food alerts, infectious disease control, legionella outbreaks and accidents at work involving major injury or fatalities. Following a late case recorded in January, this indicator has missed the target. Prompt action has been taken by both the Re Customer Services Hub and Food Safety Teams to prevent risk to public health and improvements have been introduced to avoid a reoccurrence of the initial delay.

## Transforming services (Opportunity)

Key area of focus	Description	2016/17 Progress Update
<b>Burnt Oak Opportunity Support Team</b>	Piloting new approach to place based commissioning to help longer-term unemployed	The Burnt Oak Opportunity Support Team (BOOST) has engaged with 824 people and supported 298 people into work. On 13 April 2017 the second BOOST team launched in Childs Hill. This team will support people in the south of the borough to make the most of the opportunities from the regeneration of Brent Cross.
<b>Welfare Reform Task Force</b>	Co-locating service to help residents into work	The lower benefit cap has been fully implemented, with all residents receiving letters and offers of support to find work. Multi-agency support to key groups has continued, including for Care Leavers, 'Families First', those affected by welfare reforms, new claimants of Universal Credit and those living in priority wards (e.g. Burnt Oak and Childs Hill).
<b>Best practice social care</b>	Remodelling social care services for adults to focus on independence and early intervention.	<p>By the end of January 2017, 94 staff had completed the strengths-based practice learning programme.</p> <p>A third Care Space hub is in development and will be launched in the summer 2017.</p> <p>The new operating model has had a positive impact. For example, over 20% of Adult Social Care referrals are now met through a Care Space hub appointment instead of a home visit (an increase from 8% in 2015/16).</p> <p>A progress report on implementation of the new operating model and on the development of the two remaining delivery vehicle options has been presented to the Adults and Safeguarding Committee on 6 March 2017. The Committee agreed that a further report would be brought back in September 2017. The NHS shared service option will be explored through a trial of the Primary Care Home approach, which is a type of accountable care model.</p>
<b>Children's social care</b>	Developing excellent social work practice	<p>Implementation of the Family Services Practice Improvement Plan (PIP) has been a priority this year; and will be refreshed for the next 12 months. Practice Development Workers have been appointed to support the pace of progress in practice improvements activity; and the Quality Assurance framework has been strengthened with increased audit activity now taking place across the service such as regular and thematic audits, and reviews of practice. The Signs of Safety tool has been used to support social work practice and training has been delivered to staff, including senior managers and partners. Systemic training has been commissioned for leaders to support the overall resilience model and a series of internal workshops will take place to support purposeful practice.</p> <p>The Signs of Safety tool has been used to support social work practice following an evaluation of different tools and frameworks. Training has been delivered to staff, including senior managers and partners.</p> <p>Systemic training has been commissioned for leaders to support the overall resilience model and a series of internal workshops will take place to support purposeful practice.</p>

Key area of focus	Description	2016/17 Progress Update
<b>Family service ADM</b>	Exploring opportunities for social work-led, not-for-profit organisation, to provide some services for children and young people	An Outline Business Case (OBC) has been developed and will be presented to the Children, Education, Libraries and Safeguarding Committee in the spring 2017. Consultation will then take place on the recommended option(s) before proceeding onto the final stage(s).
<b>Health visiting and CAMHS</b>	Re-commissioning health visiting and CAMHS and developing a traded CAMHS service	<p>Agreement has been reached to jointly commission Children and Young Peoples (CYP) Emotional Wellbeing and Mental Health within a Section 75 agreement with the council and Clinical Commissioning Group (CCG).</p> <p>The Children and Adolescent Mental Health Service (CAMHS) contract has been extended to 1 January 2018 and the CCG contract will terminate at this time. Procurement preparation is underway and an outline service specification has been prepared. This will be followed by a 'soft market' engagement event. A decision on the contract award will be made by 1 October 2017.</p> <p>For the schools facing work, a resilience development programme is being led by Public Health and will be piloted in six schools. This will retain an element of a traded service, and also include a local offer funded initially by Public Health and to then be included in the overall budget for CYP Emotional Wellbeing and Mental Health.</p>
<b>Street services ADM</b>	Exploring opportunities to deliver frontline services via different business models.	The Street Scene Alternative Delivery Model (ADM) initial Outline Business Case has been presented to the Environment Committee on 29 September 2016. A public consultation ran between November and January 2017. A Street Scene staff consultation has been run in parallel. The revised Outline Business Case has been presented to Environment Committee on 15 March 2017, with a decision not to proceed with an outsourced or shared service and a request that officers carry out further work on the other options.

17 indicators are reported at the end of year 2016/17. Of these, 13 have been given a RAG rating: **54% (7)** are "on or above target" and **46% (6)** are "below target". 9 have been given a Direction of Travel (DOT) status: **67% (6)** have an "improved/same" DOT and **33% (3)** have a "worsened" DOT from the same period last year.

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
<b>Education and skills</b>									
CES/S13-1	Average Attainment 8 score	Bigger is Better	Academic Year 2015/16	53.50	56.10 (G)	New for 2016/17	New for 2016/17	England 48.5 London 51.9 Statistical Neighbours 53 (2016, DFE)	

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
CES/S13-2	Average Progress 8 score	Bigger is Better	Academic Year 2015/16	0.23	0.33 (G)	New for 2016/17	New for 2016/17	England 0 London 0.16 Statistical Neighbours 0.16 (2016, DFE)	
CES/S24	Percentage of primary pupils achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2	Bigger is Better	Apr 2016 - Mar 2017	Baseline year	59%	New for 2016/17	New for 2016/17	England 53% London 59% Statistical Neighbours 58.9% (2016, DFE)	
CES/S11-1	Percentage of pupils eligible for free school meals in the past 6 years (FSM6) achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2	Smaller is Better	Apr 2016 - Mar 2017	Baseline year	46%	New for 2016/17	New for 2016/17	England 39% London 49% Statistical Neighbours 44.8% (2016, DFE)	
CES/S15	Average Attainment 8 score of looked after children	Bigger is Better	Academic Year 2015-16	22.8	19.5 (R)	New for 2016/17	New for 2016/17	England 22.8 London 23.2 Statistical Neighbours 20.85 (2016, DFE)	<p>The size of the looked after children cohort should be noted at just 30 pupils for the attainment and 15 pupils for the progress measure.</p> <p>The Virtual School Challenge Committee provides support and challenge to monitor and improve the outcomes of looked after children. It has prioritised specific areas of intervention to ensure rapid and sustainable improvements over time. These have included raising attendance to ensure all pupils were in school at least 96% of the time, and driving up standards in English and Maths so that pupils can access the next phase of their life in education or employment. The DfE's latest release shows attendance has increased from 93.6% in 2015 to 96% in 2016 (in line with the national average for all pupils) and the</p>

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
CES/S16	Average Progress 8 score of looked after children	Bigger is Better	Academic Year 2015-16	-1.14	-1.66 (R)	New for 2016/17	New for 2016/17	London (-1.02), Statistical Neighbours (-1.14), National (-1.14) (2016, DFE)	proportion of pupils who achieved an A*-C grade in English and Maths rose from 14% in 2015 to 21.9% in 2016. It is also important to note that Barnet schools have much stronger outcomes for looked after children, with attainment 8 rising to 29.6 and progress 8 rising to -0.6 (both above the national average for looked after children and above target). Out-of-borough schools do less well.
CES/S1	Percentage of primary schools rated as 'good' or better	Bigger is Better	As at 31 March 2017	95%	93% (GA)	93%	Same	England (90%); London (93%) (April 2017, Watchsted)	Barnet's monitoring and challenge policy sets out how schools are supported to achieve a good or outstanding grade at their next Ofsted inspection.
CES/S3	Percentage of secondary schools rated as 'good' or better	Bigger is Better	As at 31 March 2017	92%	92% (G)	84%	Improving	England (78%); London (89%) (April 2017, Watchsted)	
CES/S25	Percentage attendance levels at primary schools	Bigger is Better	Academic Year 2015/16	95.9%	95.9% (G)	95.9%	Same	England 96% London 95.9% Statistical Neighbours 96% (2016, DFE)	
CES/S18-1	Percentage of 16-18 year olds who are not in education, employment or training	Smaller is Better	As at January 2017	2.5%	1.8% (G)	2.0%	Improving	England 2.8% London 1.8% Statistical Neighbours 2% (2016, DFE)	
<b>Children's social care</b>									
FS/S1	Number of children made subject to Child Protection Plans	Monitor	Apr 2016 - Mar 2017	Monitor	260	310	Monitor	Statistical Neighbours 265 (2014/15, CIN Census)	
FS/S2	Children made subject to Child Protection Plan for a second or subsequent time	Smaller is Better	As at 31 March 2017	15.6%	14.8% (G)	12.3%	Worsening	Statistical Neighbours: 15.64% London: 13.8% England: 16.6% (2014/15, LAIT)	

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
FS/S3	Number of children subject to Child Protection Plans for two or more years	Monitor	As at 31 March 2017	Monitor	10	7	Monitor	Statistical Neighbours: 9 (2014/15, CIN Census)	
FS/S7	Percentage of free entitlement early years places taken up by parents/carers that are eligible for a place	Bigger is Better	Apr 2016 - Mar 2017	63%	60% (R)	60%	Same	No benchmark available	The children's centres have hosted a range of activities across the localities and invited families of eligible two year olds to attend. However, some parents have chosen not to access early education until their child is three, others want a specific setting and prefer to be on a waiting list, and some communities do not access their entitlement. An action plan has been implemented to positively promote the two year old offer, along with plans for the increase to 30 hours for three and four year olds from September 2017.
<b>Public health</b>									
PH/S2	Excess weight in 4-5 year olds (overweight or obese) <sup>1</sup>	Smaller is Better	Oct - Dec 2016	21.0%	19.2% (G)	19.9%	Improving	England 22.14%; London 21.97% (17/03/2017; Public Health Outcomes Framework)	

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
PH/S3	Excess weight in 10-11 year olds (overweight or obese) <sup>1</sup>	Smaller is Better	Oct - Dec 2016	32.0%	34.4% (R)	32.6%	Worsening	England 34.17%; London 38.077% (17/03/2017; Public Health Outcomes Framework)	<p>Barnet has a number of initiatives in place to decrease levels of excess weight in 10-11 year olds, including a tier 2 weight management programme (Alive &amp; Kicking) for 4-12 year olds and a School Time Obesity Prevention programme delivered in Years 3, 4 and 5. The Healthy Weight Nurse team also work with children and parents/carers identified as above the 98th centile for weight. Recently, a new top priority school list based on NCMP results has been developed to help target work in particular schools to help reduce obesity levels. Barnet has also been involved with the Great Weight Debate - a London conversation on childhood obesity, and has been encouraging residents to have their say on the issue. A workshop has been held with parents in a local children centre and an evaluation at a local and regional level will be available in 2017.</p> <p>A new initiative around trans fats is being delivered with secondary schools. The project highlights the dangers of trans fats and what to look out for when purchasing foods in popular take away outlets, this will allow young people to make better informed choices.</p>

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
PH/S5	Smoking prevalence (aged 18 years and over) <sup>1</sup>	Smaller is Better	Oct - Dec 2016	13.0%	14.6% (R)	13.2%	Worsening	England 16.93%; London 16.26% (17/03/2017; Public Health Outcomes Framework)	This indicator is based on the Annual Population Survey conducted every year by the Office for National Statistics. Across the UK 320,000 adults complete the survey and the results are scaled up to make projections for each local area.  Public Health is addressing a number of issues around quality and data systems; quality of community based support; and increasing use of community based services.

### More resilient communities (Responsibility)

Key area of focus	Description	2016/17 Progress Update
<b>Community participation</b>	Multiple work streams, including development of database for voluntary organisations and volunteering brokerage package	An evaluation of the Community Participation Strategy's six workstreams has been started by the Community Participation and Engagement Network (CPEN), including what has worked well/not worked well and where there might be gaps in building a sustainable and resilient Voluntary and Community Service (VCS) and empowered and responsible community-minded residents. The findings from the evaluation, as well as the recommendations for a next phase of the Community Participation Strategy, will be shared with the Community Leadership Committee in November 2017. The CPEN is also consulting on the development of the final deliverables of the Community Participation Strategy - the volunteer policy, volunteer management toolkit and the VCS engagement page on the council website.
<b>Community assets strategy</b>	Investing in community hubs to work with co-located community groups to improve interaction with council services	The Community Business Case Coach has been working with community groups to calculate their rental subsidies using the Community Benefit Assessment Tool. The proposed new-build Tarling Road Community Centre is scheduled to start in late summer 2017. Section 106 community centres are also being developed at Sweets Way and Chandos Avenue.



Key area of focus	Description	2016/17 Progress Update
<b>Building family resilience</b>	Working with families, schools and the community to build resilience.	<p>A pilot of a resilience approach to address mental ill health in educational settings has been agreed; and 160 practitioners have been trained on Signs of Safety, a resilience-based tool for social care practice. A resilience DVD, incorporating views of key partners about resilience has been produced and shared at meetings with partners, including the voluntary sector and schools. A resilience page has been created on the Barnet Partnership for Schools Improvement (BPSI) website, which includes resources devised by schools that can be used across the borough. Resilience training, including mindfulness courses, has been included in the BPSI Training Programme. Resilience Champion schools are being established.</p> <p>Family Services has been building family resilience by putting the voice of young people at the heart of what we do. The Children in Care Council (now named #BOP) has been reformed and reconstituted with new members and a new sub-group monitors the implementation of the Children in Care Council Improvement Plan.</p> <p>The Children and Young People's Plan 2016-2020 has been published and Barnet has recently become a UNICEF Child Rights' Partner. A young people's survey has been undertaken alongside the residents' perception survey. The findings will inform service delivery, in particular the CAMHS recommissioning and the 0-19 review.</p> <p>Children and young people's involvement in planning for their lives has also improved. Looked After Children involvement in reviews has been high (90-95% participation rate) over the past year. An app called MOMO has been introduced to enable young people to feedback their views at any time.</p>

10 indicators are reported at the end of year 2016/17. Of these, 9 have been given a RAG rating: **78% (7)** are "on or above target" and **22% (2)** is "below target". 9 have been given a Direction of Travel (DOT) status: **78% (7)** have an "improved/same" DOT and **22% (2)** have a "worsened" DOT from the same period last year.

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
<b>Community participation</b>									
CG/S5 (RPS - Annual)	Percentage of residents who report feeling they belong to their local area <sup>2</sup>	Bigger is Better	Autumn 2016	74%	76% (G)	74%	Improving	National 71% (2015/16 Community Life Survey)	
CG/S9 (RPS - Biannual)	Percentage of residents that volunteer at least once a month <sup>2</sup>	Bigger is Better	Spring 2016	29%	23% (RA)	26%	Worsening	National 24% (2010/11 Community Life Survey)	The data will be further explored to understand if there are geographical areas or groups which have seen a particular decline in volunteering.

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
CG/S10 (RPS - Biannual)	Percentage of residents who agree that people pull together to help improve their area <sup>2</sup>	Bigger is Better	Spring 2016	53%	52% (G)	52%	Same	National 63% (2014/15, Community Life Survey)	
CG/S16 (RPS - Biannual)	Percentage of residents who are satisfied with Barnet as a place to live <sup>2</sup>	Bigger is Better	Autumn 2016	90%	85% (GA)	88%	Worsening	National 83% (October 2016, LGA Survey)	Resident satisfaction remains high at 85% and above the national average (83%). The drop in satisfaction remains within the 4 percentage point tolerance for a survey of this sample size, so effectively remains on par with the previous year.
<b>Community safety</b>									
CG/S3	Level of crime across the Mayor's Office for Policing and Crime set of crimes	Bigger is Better	12 months up to March 2017	20% reduction	21% reduction (G)	17% reduction	Improving	London 18.6% (Apr 2015 – Mar 2016, Mayor's Office for Policing And Crime)	
CG/S4 (RPS - Biannual)	Public confidence in police and council in dealing with anti-social behaviour and crime issues that matter in their area <sup>2</sup>	Bigger is Better	Autumn 2016	68%	67% (G)	64%	Improving	No benchmark available	
<b>Building family resilience</b>									
FS/S17 (Annual)	Percentage of young people in care who know about the Corporate Parenting Pledge	Bigger is Better	Apr 2016 - Mar 2017	Monitor	Not available	New for 2016/17	New for 2016/17	No benchmark available	The framework to record this indicator has not been fully implemented therefore an annual result cannot be returned. Plans are in place to begin recording in 2017/18.
FS/S8	Percentage of the target groups that are registered with the children centre within the area it serves	Bigger is Better	As at 31 March 2017	65%	86% (G)	76%	Improving	65%+ of Deprived Children 0-5 should be known to be deemed as 'Good' or 'Outstanding' (April 2014, Ofsted)	

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
FS/S15	Percentage of care leavers age 19 – 21 in education, employment or training	Bigger is Better	As at 31 March 2017	55.0%	59.8% (G)	55.0%	Improving	Statistical Neighbours: 51.8% London: 53% England: 48% (2014/15, LAIT)	
FS/S18	Proportion of care leavers age 19 - 21 in suitable accommodation	Bigger is Better	As at 31 March 2017	90%	98% (G)	95.9%	Improving	Statistical Neighbours: 79.8% London: 83% England: 81% (2014/15, LAIT)	

### Improving customer services and ensuring transparency

Key area of focus	Description	2016/17 Progress Update
<b>Council tax and business rates</b>	Helping the council become financially sustainable by maximising local sources of revenue.	<p>At the end of Quarter 4, the Council Tax four-year collection rate had been 98.50% against a year-end target of 98.49%.</p> <p>The Business Rates four-year collection rate had been 99.06% against a year-end target of 99%.</p> <p>An additional £4.263m has been collected in Council Tax compared to the same time last year. The forecast net annual collectable Council Tax as at March 2017 is £194.3m - an estimated increase of £3.8m compared to March 2016. The Council Tax four-year collection rate achieved the year-end target. The Business Rate four-year collection rate also achieved its year-end target.</p>

Key area of focus	Description	2016/17 Progress Update
<b>Web-based services</b>	Interacting with the council via the web and other self-service channels	<p>Web satisfaction has seen an overall 10 percentage point increase this year, placing the site firmly within the top ten rated local authority sites according to the GovMetric customer web satisfaction index. This is partly due to detailed analysis of customer feedback and subsequent re-writing of content and to a more stable IT environment, allowing the site to function as it should.</p> <p>The carers section of the Adult Social Care pages has been re-designed, with page templates and content radically changed to take on board findings from user research. This process is being rolled out across the rest of the Adult Social Care pages on the site, with resident input guiding the process and the work taking place in a series of Agile sprints. The central web team has been testing with older residents in situ at libraries and bowling clubs. Work is being done to test with users of other potentially digitally excluded groups to help co-design the rest of the site.</p> <p>Online direct debit and Council Tax payment forms have been introduced by the Customer Experience team, with widespread use among residents.</p> <p>The Customer Transformation Programme has laid the foundations of a major digital redesign of the site. The first stream has focused on testing the current MyAccount with residents and feeding in their comments to the design of a new MyAccount.</p> <p>SiteMorse software has been procured to test and improve the council sites accessibility rating.</p> <p>The web team has attended two more cross-council local government standards meetings to collaborate across London councils in adopting a clearer and simpler way of creating web content.</p>
<b>Customer satisfaction</b>	Resolving issues at first point of contact	<p>Quarter 4 2016/17 has seen further improvement with 79% of contacts being resolved first time. This shows that the actions put in place in Quarter 3 such as closing the staffing gaps, fully training all new staff and a strong focus on reducing the number of follow up calls, continue to drive improvement. The proportion of customers rating their service via telephone, face-to-face or email as 'Good' has increased this quarter to 91%. Satisfaction with the website continues to rise, averaging 55% for the quarter.</p>
<b>Open Data Portal and Transparency</b>	Providing access to council data and information; and publishing contract and spend data	<p>Progress this quarter includes:</p> <ul style="list-style-type: none"> <li>• Publication of Tree Preservation Order data – first fully open GIS dataset on portal</li> <li>• Expanded links from portal to provide contextual data from public sector partners – 10 separate publishers now featured on portal.</li> <li>• Expanding suite of parking data to incorporate PCN income, appeals and permits.</li> </ul> <p>The portal has reduced the burden of answering Freedom of Information (FOI) requests. 18% of all FOI requests have been answered using published data and information in 2016/17; more than double the 8% recorded in 2015/16. There has also been a 50% reduction in the rate of receipt for requests regarding Business Rates, due to the publication of data.</p>

8 indicators are reported at the end of year 2016/17. Of these, 6 have been given a RAG rating: **67% (4)** are “on or above target” and **34% (2)** are “below target”. 8 have been given a Direction of Travel (DOT) status: **50% (4)** have an “improved/same” DOT and **50% (4)** have a “worsened” DOT from the same period last year.

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where “below target”
<b>Improving customer services and ensuring transparency</b>									
CG/S22	Council Tax collection	Bigger is Better	Apr 2016 - Mar 2017	Monitor	98.5%	98.63%	Worsening	Outer London 96.8% (June 2016, DCLG)	
CG/S23	Business rate collection	Bigger is Better	Apr 2016 - Mar 2017	Monitor	99.1%	98.90%	Improving	Outer London 98.4% (June 2016, DCLG)	
CG/S19 (RPS - Biannual)	Percentage of residents who report it is easy to access council services <sup>2</sup>	Bigger is Better	Spring 2016	67%	66% (G)	71%	Worsening	No benchmark available	
CG/S14 (RPS - Biannual)	Percentage of residents who are satisfied with the way the council runs things <sup>2</sup>	Bigger is Better	Autumn 2016	73%	71% (G)	74%	Worsening	London 70% (November 2014, Survey of Londoners) National 71% (October 2016, LGA Survey )	
CG/S24	Overall satisfaction with customer services (excluding web)	Bigger is Better	Apr 2016 - Mar 2017	88%	91% (G)	77%	Improving	No benchmark available	
CG/S25	Satisfaction with the council's website	Bigger is Better	Apr 2016 - Mar 2017	51%	55% (G)	42%	Improving	No benchmark available	
CG/S26	Customer cases that are closed within the agreed timescales	Bigger is Better	Apr 2016 - Mar 2017	92%	83.8% (RA)	70%	Improving	No benchmark available	Improvement measures are being introduced such as a regular monitoring and review process and sharing resources with other Capita UK teams to meet demand peaks and cover absences.

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	Annual 2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	Comment where "below target"
CG/S15	Performance of services	Bigger is Better	Jan-Mar 2017	80%	71% (R)	77%	Worsening	No benchmark available	In comparison to other single tier and county councils, Barnet has achieved above benchmarks for 20 out of 28 metrics, across themes including Education, Children's Services, Adults' Services, Housing, Planning and Environment (Regulatory Service).