

MEETING

BUDGET AND PERFORMANCE OVERVIEW & SCRUTINY COMMITTEE

DATE AND TIME

WEDNESDAY 1ST SEPTEMBER 2010

AT 7:00PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, HENDON NW4 4BG

TO: MEMBERS OF THE COMMITTEE (Quorum 3)

Chairman: Councillor Darrel Yawitch
Vice Chairman: Councillor Mark Shooter

Councillors:

Hugh Rayner	Alan Schneiderman
Brian Salinger	Alison Moore
John Marshall	Julie Johnson
Brian Schama	
Daniel Seal	

Substitute Members:

Eva Greenspan	Ansuya Sodha
Rowan Turner	Alex Brodkin

**You are requested to attend the above meeting for which an agenda is attached.
Aysen Giritli – Acting Democratic Services Manager**

Democratic Services contact: Jeremy Williams 020 8359 2042
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CORPORATE GOVERNANCE DIRECTORATE

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AGENDA ITEM: 6

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Meeting	Budget and Performance Overview & Scrutiny Committee
Date	1 September 2010
Subject	Managing the rising levels of activity in Children’s Social Care
Report of	Director of Children’s Service
Summary	Children’s Social Care in Barnet has experienced consistently higher levels of activity over the last two years. This paper sets out the implications of this, including the impact on performance, and the anticipated future levels of demand. It outlines the strategy in place to meet increased levels of activity.

Officer Contributors	Marion Ingram, Acting Deputy Director, Children’s Social Care Elaine Tuck, Strategy & Projects Officer, Children’s Service Harris Lorie, Projects Officer, Children’s Social Care
Status (public or exempt)	Public
Wards Affected	All
Enclosures	None
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1. RECOMMENDATIONS

- 1.1 That the Budget and Performance Overview and Scrutiny Sub-Committee note the pressures facing Children's Social Care and Safeguarding and comment on the strategy set out to deal with these pressures.

2. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 2.1 The strategy and work to manage rising levels of activity in children's social care aims to maintain high standards of safety and care for children and young people at potential risk of or suffering significant harm. In line with Barnet's Corporate Plan priorities, maintaining these high standards will:

- Enable these children and young people to continue to contribute positively to the communities in which they live – in support of Barnet's vision as 'a successful London suburb'.
- Ensure that these children and young people continue to receive effective support to reach their full potential and lead successful adult lives – in support of Barnet's commitment to 'sharing opportunity and sharing responsibility'.
- Address at the earliest opportunity the disadvantages and difficulties often faced by those children and young people on the threshold of social care intervention, thereby reducing the likelihood of further, more costly interventions – in support of Barnet's aspiration to provide 'better services with less money'.

- 2.2 The strategy and work to manage rising levels of activity in children's social care also contributes to the council's Future Shape thinking – in particular a 'one public sector approach'. Many of the actions undertaken, and many of those planned, rely on joint understanding and working arrangements between public sector partners, most notably between the council and the police. This is carried out through Barnet's Children's Trust and is reflected in the partnership Children and Young People Plan, which includes the priority to 'identify and protect those most at risk of harm'.

3. RELEVANT PREVIOUS DECISIONS

- 3.1 None

4. RISK MANAGEMENT ISSUES

- 4.1 The council has a statutory responsibility towards children and young people who may be at risk of suffering significant harm, or are currently suffering significant harm. If Children's Social Care and Safeguarding do not have the capacity to respond adequately to the increasing number of referrals and the consequent increasing workloads across the child protection process this would risk the Council failing to secure the best possible safeguarding outcomes for children and young people. This leaves the Council exposed to negligence claims in the event that the statutory functions are not properly discharged. This would have an adverse impact on the Council's reputation.

- 4.2 Without appropriate management, rising levels of activity and expenditure also pose a significant financial risk to the council. The strategy presented in this report sets out how Children's Service is seeking to mitigate these risks and make the most effective use of its resources.
- 4.3 Performance against national indicators for timeliness of assessments is constantly monitored so that any dip in performance is identified early and can be examined. Performance has been falling significantly against timeliness indicators, and the strategy outlined in this paper is being pursued to maintain high standards of safeguarding while managing increased numbers of referrals. Children could be put at risk if improving performance against national indicators was prioritised over the quality of assessments. Last year, in order to ensure high standards of safeguarding were maintained, a strategic decision was taken with the Lead Member to prioritise quality of assessment over timeliness. This has helped to reduce the risk of failing to adequately safeguard children.
- 4.4 Regular audits are undertaken to ensure high standards of practice are maintained, and external consultants are engaged as necessary to scrutinise practice and identify areas where further improvements could be made. For example, the IDeA (now known as Local Government Improvement and Development) carried out examinations of thresholds and child protection practice.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 The council and all organisations working with children and young people in Barnet are committed to ensuring that all children and young people, regardless of gender, age, ethnicity, religion, disability, economic status or other differences, are able to achieve positive outcomes (be healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic wellbeing).
- 5.2 Those children and young people on the threshold of social care intervention, and those who have already had contact with social care, are liable to experience inequality of opportunity in achieving these outcomes. The strategy and work to manage rising levels of activity in children's social care aims to:
- maintain high levels of safety and care for these children and young people,
 - continue to offer them support to address the disadvantages they face and to enable them to reach their full potential.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value For Money, Staffing, ICT, Property, Sustainability)

- 6.1 *Financial and Staffing*
Responding to the increase in referrals has had financial consequences and is likely to continue to do so. The net implications in 2009/10 and forecasted 2010/11 for both the Social Care and Safeguarding divisions are outlined in the table below.

Division	Budget 2009/10	Final spend 2009/10	Variation 2009/10	Budget 2010/11	Forecasted spend 2010/11	Forecasted Variation 2010/11
Social Care	£24,072,860	£25,704,279	£1,631,419	£26,010,870	£26,733,870	£723,000
Safeguarding	£867,030	£960,969	£93,939	£979,750	£1,104,750	£125,000
Total	£24,939,890	£26,665,248	£1,725,358	£26,990,620	£27,838,620	£848,000

Growth of £1,166,000 was awarded to the Safeguarding and Social Care divisions to mitigate the variation in 2009/10. Even with this growth the forecasted variation for 2010/11 is still substantial, showing ongoing pressure on budgets.

Financial implications which can be directly attributed to the increased levels of referrals and associated increase in workloads include:

- Recruitment of additional staff such as a Child In Need team, consisting of five staff, at the budgeted cost of £243,750 for 2010/11.
- Restructuring of the Family Resource Team, including attaching one Family Support Worker to each of the Child in Need teams to provide intensive support to families. Funding for the Family Resource team increased by £74,000 for 2010/11.
- Increased dependence on agency staff. For example, between 2006/07 and 2009/10 there was a 55% increase in the number of Child Protection Conferences, which has affected staff chairing and administering the conferences as well as social workers. There has been a year on year increase in the total cost of chairing Child Protection and Children in Care conferences and taking minutes, with a 41% increase (including both agency costs and staff salaries) between 2006/07 and 2009/10. 2009/10 saw a £45,600 (c.10%) increase in chairing and minuting costs on 2008/09. The increase in referrals has also meant that the service has been unable to leave posts vacant or uncovered during periods of absence.
- Other Children's Service investment - For example a Common Assessment Framework Advisor will sit on the police public protection desk and filter referrals to Children's Social Care at a budgeted cost of £31,430 for a 6 month period.

Going forward it is likely that the number of referrals and consequent assessments will remain at least at current levels and that this is likely to result in a future increase in children being taken into care. Further detail on this can be found in sections 9.5 to 9.8. Children's Social Care and Safeguarding is projecting a £848,000 overspend for 2010/11, some of which is related to the increase in court activity, and delivering Child Protection Conferences.

At this stage it is not possible to quantify the additional resources that may be required to manage increased pressure on Children's Social Care in future years. However, if the number of children in care increases, as seems likely based on current activity data, then the service will not be able to contain the cost. The ability of Children's Social Care to contain costs will also be significantly affected if the Area Based Grant is reduced next year. It is anticipated that some of the likely increase in costs will be offset in the medium term by investment in preventative activities aimed at reducing the number of children requiring specialist support.

6.2 Value for Money

Every opportunity is being taken to make efficiencies. For example, one of Barnet's two residential homes, New Park House, has increased its capacity from five to six young people. Not only will this help to meet the potential increased demand for care placements, but it also reduces by £200 per week the unit cost of the home itself.

A number of joint commissioning options are currently being considered through extending the remit of the North London Adoption Consortium of local authorities, particularly in relation to foster care placements. Barnet is signed up to the London Care Placements scheme which ensures that there is an upper limit placed on fees charged by independent sector providers for fostering and residential placements. Joint commissioning arrangements increase buying power, enabling local authorities to set higher expectation on providers regarding quality of placements and value for money.

6.3 *Legal costs*

The Council has seen a significant increase in the number of child protection cases resulting in Court proceedings. As at August 2010, the Council has 57 cases which is a 78% increase in cases compared to August 2009. Cases being issued in Court are still on an upward trajectory (for this financial year steadily increasing from 47 cases in April 2010 to 57 in August 2010). Legal Services are at present containing the significant influx of cases in-house, however, as with Children's Service this level of increase in workloads will not be sustainable with the existing number of child protection lawyers.

Due to the significant increase in the number of Court cases, Legal Services is also projecting budget pressures as a result of the significant increase in Court fees (based on 23 cases being issued in the first trimester at £2225 each) and the number of cases running through to final hearing at a cost of £700 for what is known as an Issues Resolution Hearing and Final Hearings at £1900 each. As at the end of Month 4 (August 2010) the Court fees are projected at £185,000 based on the increased level of Court activity. The high number of complex, highly contentious cases with final hearings fixed for 5 to 15 days will also present a budget pressure in Legal Services.

7. LEGAL ISSUES

- 7.1 Local authorities have a general duty under section 17 of the Children Act 1989 to safeguard and promote the welfare of children within their area who are in need. This duty was reinforced and strengthened by the Children Act 2004 and by statutory guidance issued under Working Together to Safeguard Children 2010.

8. CONSTITUTIONAL POWERS

- 8.1 The scope of Scrutiny committees is contained within Part 2, Article 6 of the constitution; the Terms of Reference of the Scrutiny Committees are in the Overview and Scrutiny Procedure Rules (Part 4 of the constitution).

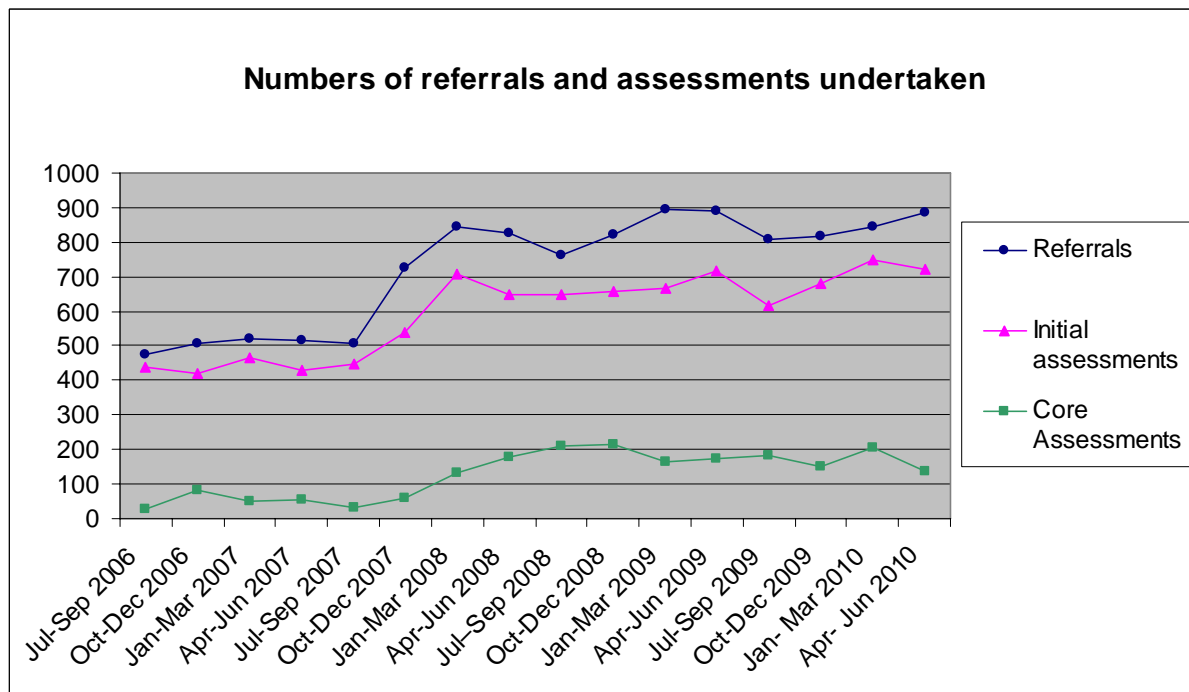
9. BACKGROUND INFORMATION

Rise in activity

- 9.1 There has been a significant increase in referrals to children's social care in the past three years; referrals rose by approximately 75% between July-September 2007 and April-June 2010. This has resulted in increased activity throughout the social care system. Although seen in other local authorities, the rise in referrals has been more marked in Barnet than nationally. The graphs below show the increases at stages of the social care process from referrals, to initial and core assessments, and to child protection plans.

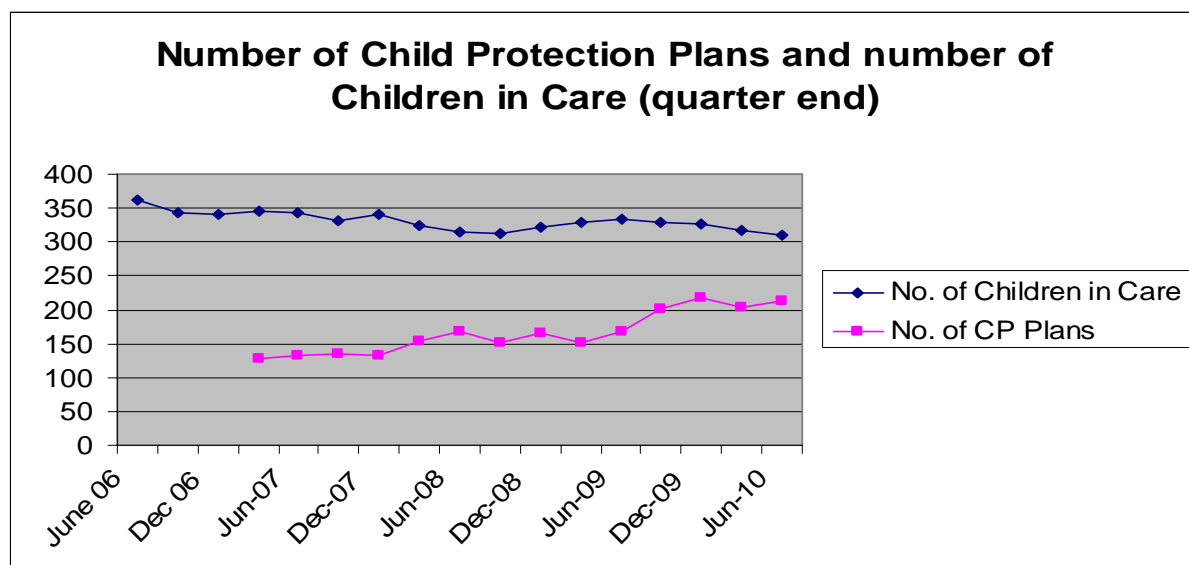
Figure 1 shows the rising number of referrals received by Children’s Social Care in Barnet and the corresponding pressures on the subsequent assessment stages of the process.

Figure 1: Numbers of referrals and assessments undertaken



9.2 Increased referrals and assessment have resulted in higher level interventions. There has been a 59% rise in children subject to a child protection plan between July-September 2007 and April-June 2010. This can be seen in Figure 2 below.

Figure 2: Numbers of child protection plans and children in care



9.3 Figure 2 also shows that the number of children in care had been consistently decreasing from June 2006 until September 2008. From September 2008 there was

a marked increase in the number of children coming into care, particularly teenagers and babies – possibly as a result of more risk-averse behaviour in the wake of Baby Peter's death. However, because of the high number of children leaving care, the net increase was not large and the decrease in numbers resumed from June 2009

Reasons for rise in activity

9.4 The Children's Service has analysed the reasons behind the rise in referrals and identified the following key contributory factors:

- **Awareness of safeguarding**
This has been rising for a number of years now, since the inquiry into the death of Victoria Climbié in January 2003, the 2004 Children Act and its implementation in 2006. More recently, heightened awareness can be attributed to ongoing coverage of Baby Peter's death, commencing in November 2008. A recent Local Government Association report found that there was clear evidence to indicate that the levels of care applications made by local authorities rose in the wake of the Baby Peter case and local authorities also reported increased communication of child protection concerns by the public and partner agencies. Within Barnet there was already a significant increase in referrals prior to the Baby Peter case.
- **Responsibility for safeguarding**
The formation of Safeguarding Boards, from Area Child Protection Committees, in spring 2006 brought about a change in the way that child protection was viewed. Child protection was no longer the sole responsibility of social work professionals, instead – framed as a wider "safeguarding" ethos – it became the responsibility of all professionals working with children. The scope of safeguarding continues to be widened in the London Child Protection Procedures, which now include children who are sexually exploited and forced marriage.
- **Training around safeguarding**
There has been a greater emphasis across all agencies on workforce training around safeguarding, which is likely to have resulted in increased referrals to children's social care. For example, in 2008/09 all relevant staff working in Barnet's Children's Centres attended multi-agency Common Assessment Framework (CAF) training. A large number of referrals come from the police and increased training, for example around implementing the Children Act 2004, also contributed to the rise in referrals.
- **Identification of domestic violence**
There has been a significant increase in the identification of domestic violence due to increased public and practitioner awareness. Social workers have reported an increased incidence of cases involving domestic violence.
- **Increased deprivation**
The 2007 English Indices of Multiple Deprivation showed Barnet had six Lower Super Output Areas within the 10% most deprived nationally, while in 2004 there were none in this bracket. Social deprivation is an important factor in child maltreatment, with financial security, housing situation and material benefits all affecting the likelihood of a child being mistreated. The recession has exacerbated this trend: research indicates that increased unemployment and levels of uncertainty cause family tensions to rise, with a knock-on effect for the number of referrals to children's social care. There are also significant levels of

migration within Barnet, and demand for support from social care is often greater among highly mobile families.

Anticipated future levels of activity

- 9.5 In Barnet the number of referrals per 10,000 of the under 18 population has risen significantly over the past three years and has remained at this higher level, as shown in the table below. Referrals have remained fairly constant in England over the past three years.

Referrals per 10,000 under 18 population:

	2006/07	2007/08	2008/09	2009/10
Barnet	237	286	435	425 (provisional)
London	550	552	568	
England	496	490	497	

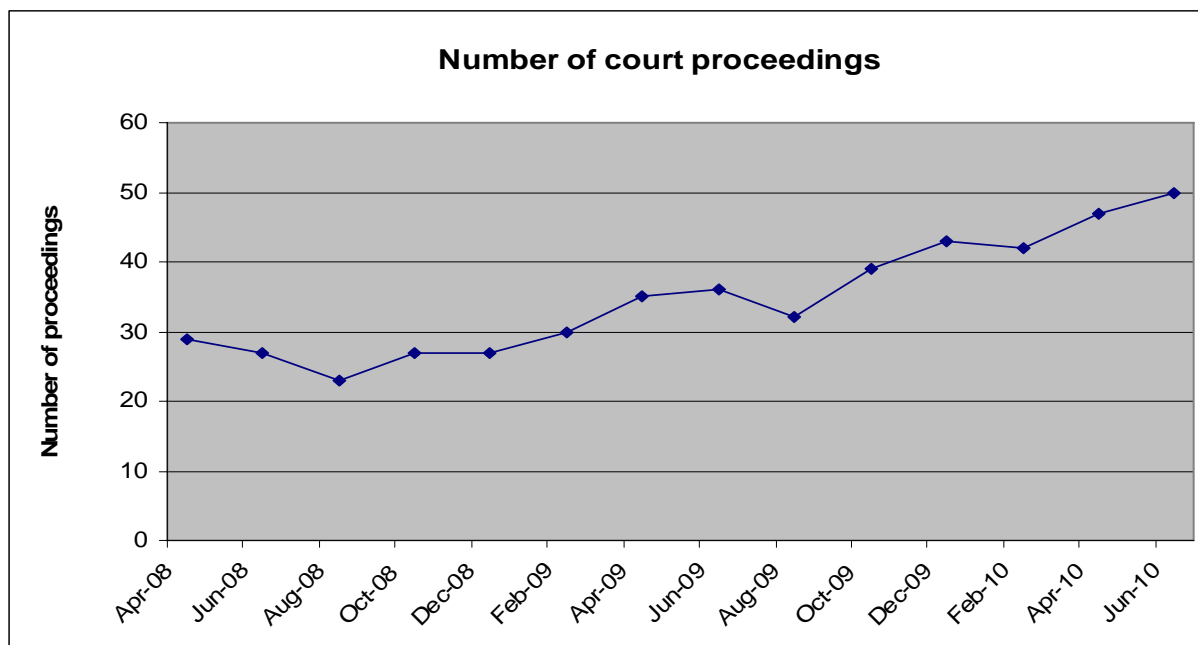
- 9.6 It is likely that referrals to social care in Barnet will continue at this increased level as safeguarding has remained a priority and high profile issue. Even if referrals per 10,000 children remain at the current level there is still likely to be an increase in referrals as Barnet's under-18 population is increasing, with 18% more children born in 2009 compared with 2004.
- 9.7 As Barnet has moved closer to the national average for referrals it is likely that the number of children in care will increase to come more in line with the national average. Comparative figures for the number of children in care per 10,000 of the under 18 population in Barnet, London and England are given below.

Children looked after per 10,000 of the under 18 population as at March 31:

	2005	2006	2007	2008	2009
Barnet	55	51	47	44	43
London	74	73	70	66	65
England	55	55	55	54	55

- 9.8 Looking to the future, the decrease seen in Barnet's children in care appears to be unsustainable as a result of the rising levels of activity moving through the service. Figure 3 shows that the number of court proceedings for care orders is increasing, with 50 open cases in June 2010, compared to 36 in June 2009. Because each case is different, it is not possible to project the exact number of children who will be taken into care. However, the increase in referrals and consequent assessments is likely to result in a future increase in children being taken into care. Since each child in care costs an average of £46,000 per year, any increase would have a significant financial impact. In addition to the increased number of court proceedings, the courts are taking longer to decide cases, as has been reported nationally. This further increases the cost to children's social care and impacts on long term planning for these children.

Figure 3: Number of court proceedings



Implications

9.9 These increased levels of activity have significant implications. More information on the financial implications can be found in the finance section of this report.

9.10 *Safeguarding and performance*

There are two key National Indicators that have been affected by the rise in referrals:

- NI 59 initial assessments carried out within 7 days
- NI 60 Core assessments carried out within 35 days

The increased pressures faced by Children’s Social Care, and in particular those pressures faced by the Referral and Assessment teams at the front line of activity, have affected our ability to carry out assessments within the stipulated timelines and as such performance against these national indicators has declined. Performance each quarter against national indicators, benchmarked against the England average, is shown in the table below. The figures in brackets indicate the number of assessments carried out.

9.11 Initial assessments carried out within seven working days (national indicator 59) have declined most markedly, falling from 73% in 2008/09 to 59% in 2009/10. Slower completion of assessments is of obvious concern, although cases which have been audited show that their late completion does not compromise the safety of the children as they tend to be low risk cases. The increasing pressure on authorities, due to a rise in referrals, has been recognised by the DfE who, following consultation, decided to increase the timescale for NI 59 to ten days from 2010/11.

	Initial assessments carried out within 7 working days of referral (National Indicator 59)		Core assessments carried out within 35 working days of their commencement (National Indicator 60)		Initial child protection conferences held within 15 working days of the Section 47 enquiry which led to the conference (CIN Census measure)	
	Barnet	England	Barnet	England	Barnet	England
Q1 2008/09	77.5% (390/503)		84.6% (115/136)		n/a	
Q2 2008/09	77.8% (864/1111)		87.7% (277/316)		n/a	
Q3 2008/09	77% (1344/1745)		86.6% (477/551)		n/a	
Q4 2008/09	73% (1899/2610)	72%	84% (639/757)	78%	60% (118/196)	68%
Q1 2009/10	65.7% (476/725)		82.6% (147/178)		32.7% (17/52)	
Q2 2009/10	62.8% (846/1346)		74.8% (271/362)		46.9% (46/98)	
Q3 2009/10	59.5% (1195/2008)		74.6% (376/504)		41.4% (65/157)	
Q4 2009/10	59% (1685/2871)	n/a *	73% (515/705)	n/a*	40% (86/217)	n/a*
Q1 2010/11	46.3% (334/722)		68.1% (92/135)		34.5% (19/55)	

* National data not yet available for 2009/10.

9.12 *Increase in case loads*

As a result of the rise in activity, the average number of cases held by Barnet social workers has increased markedly. The overall average is well above the recommended figure of 12-15. This places pressure on maintaining high levels of practice, and risks increasing the stress levels of staff. Consequently, the service could face more staff absence and find retention more difficult. There is no evidence that rising referrals have resulted in increased sickness; there was in fact a small decline in the number of days lost to staff sickness within safeguarding and social care in the 12 months to March 2009 and to March 2010. However, sickness figures are necessarily influenced by a number of factors.

Strategy to manage rising levels of activity

9.13 The strategy to manage rising levels of activity while ensuring consistently high levels of safeguarding is underpinned by the following strategic priorities:

- Screening and prioritizing front-line activity, with a focus on early intervention
- Ensuring consistency of thresholds
- Better resourcing of more advanced stages of the child protection process
- Supporting staff to manage increasing workloads

Actions already undertaken

9.14 *Screening and prioritizing front-line activity, with a focus on early intervention*

- Early interventions can be facilitated by a Common Assessment Framework (CAF). This is a multi-agency tool for planning how to meet a child's needs without having to make a referral to social care. CAF training has been rolled out across the children's workforce and the number of CAFs carried out in Barnet has risen year on year.
- Capacity has been increased at the front line of social care to help better screen and prioritise referrals:
 - Extra administrative support has been added to the Referral and Assessment team duty desk in the form of short-term contract staff.
 - Capacity has also been supplemented by allocating an additional social work assistant to the Hospital Social Work team.
 - In response to an increased incidence of lower threshold cases involving domestic violence, three Domestic Violence Workers have been attached to the Referral and Assessment teams.
 - The CAF Advisor placed with the Referral and Assessment team now works full time on the duty desk, and is able to redirect some activity back out to partners.

These developments have increased the amount of support offered to families before they reach the higher thresholds of social care and have helped to ensure that lower threshold cases are dealt with in a timely way.

9.15 *Ensuring consistency of thresholds*

- The unannounced Ofsted inspection of our contact, referral and assessment services in November 2009 identified clear interagency thresholds as one of several strengths.
- To investigate whether increased referral and assessment activity was due to lowered thresholds, a review was commissioned from the Improvement and Development Agency (IDeA), now known as Local Government Improvement and Development. Findings indicated that thresholds at the initial assessment stage had not been lowered and were, if anything, slightly higher in 2009 than in 2007, suggesting that increased volumes were not due to changes in internal practice. The IDeA audit of decisions to progress from a strategy meeting to a child protection conference also found that decisions were logical and consistent.
- A Barnet multi-agency CAF and social care thresholds document was created in 2009/10 and is now rolled out across the partnership. To further improve practices, workshops were conducted on thresholds for the Referral and Assessment teams in June 2010 and for multi-agency partners. These workshops showed that practice was consistent across our four Referral and Assessment teams.

9.16 *Better resourcing of more advanced stages of the child protection process*

- The Child in Need service has been significantly enhanced this year with the creation of a fifth team. In addition, the Family Resource Team has been restructured by attaching one Family Support Worker to each of the Child in Need teams; these workers are able to provide intensive support to families in order to prevent their difficulties from escalating. To support care proceedings, half a social worker was added to the Child in Need service and capacity was increased in 2009/10 within legal services.

- More family group conferences have been carried out; in 2009/10 18 family group conferences were completed, compared with eight in the year before. These conferences bring families together to make their own decisions regarding the best possible care for the child before higher level interventions, such as the child being taken into care, are required.
- The Adolescent Resource Team (ART) has changed its remit so that whilst it previously only engaged in mediation and re-unification work, it now takes on allocated social work. This has helped to reduce the burden on the other teams, but has impacted on the time and energy the ART can devote to its core work. The increase in teenagers being taken into care seen during 2009/10 may be related to the change to ART's remit.

9.17 *Supporting staff to manage increasing workloads*

- The additional teams and workers have eased some of the work pressures for staff.
- Social work teams underwent training on thresholds in June 2010 and practice-based training in relation to initial and core assessments took place in July 2010.

Actions to be undertaken

9.18 *Screening and prioritizing front-line activity, with a focus on early intervention*

- We have recruited a team manager and three domestic violence workers who will be located across two Children's Centres and will deliver a range of information and preventative work. The three domestic violence workers introduced last year (see 9.14) have continued to work with the Referral and Assessment teams, since all of their capacity has been absorbed in this area. They have become an essential part of service delivery on the frontline.
- Progress has also been made on improving links to the police public protection 'desk'. As of September 2010 a CAF adviser will sit alongside police and filter referrals to Children's Social Care, as well as filtering tier one and two domestic violence concerns and directing them to the new domestic violence service in Children's Centres. This CAF adviser will be able to offer a multi-agency perspective, for example with links to housing and adult social care services, without the need for resource intensive partner buy-in.
- Multi-Agency Groups (MAGs) have been piloted, with a view to developing a MAG in each of the four network areas by September. Chaired by assistant directors within the Children's Service and involving managers from all key partner agencies, they will help to ensure that CAF action plans are on track and that early intervention work takes place.

9.19 *Ensuring consistency of thresholds*

- Workshops to further develop a shared understanding of thresholds with partners will take place in September 2010. These are being delivered by IDeA (now known as Local Government Improvement and Development) and will include a half-day session for all members of the Barnet Safeguarding Children Board.

- Regular audits of Children in Need, Child Protection Conferences and other areas, as required, will continue to take place as part of the quality assurance process and to identify any emerging trends that require further investigation.

9.20 *Better resourcing of more advanced stages of the child protection process*

- An additional CAF Adviser post is to be created for the Child in Need service; it is hoped that providing increased multi-agency support to children no longer meeting a social care threshold will help in reducing the numbers of re-referrals.
- A pilot project is currently underway to introduce more data support into the Child in Need and Child in Care teams. The proposed role of a data support officer will be to assist social workers in entering data onto ICS (the social care recording system), thereby improving the quality of information collected and freeing social workers to spend more time with children and their families (a national issue currently being considered by the Munro Review of child protection practice).

9.21 *Supporting staff to manage increasing workloads*

- A market factor scheme – which ensures that social workers in Barnet receive a competitive rate of pay – has been agreed, backdated to January 2010. This is in response to a benchmarking study which showed that Barnet social workers were not receiving competitive salaries. It is hoped that this will help with the recruitment of experienced social workers, retention of existing social workers, and reduce dependence on agency workers.
- Practice-based training across a wide range of topics has been commissioned for social workers to improve recording, the use of ICS and social work practice.
- The Social Work Taskforce has developed a health check for social care services; covering issues such as stress, supervision, and organisational support. Barnet is currently carrying out the health check with a view to improving staff support.

10. LIST OF BACKGROUND PAPERS

10.1 None

Legal: HP
CFO: DM

AGENDA ITEM: 7

Page nos. 14 - 23

Meeting	Budget and Performance Overview & Scrutiny Committee
Date	1 September 2010
Subject	Reducing Waste and Increasing Recycling Rates in Barnet
Report of	Environment & Operations
Summary	Barnet has experienced only incremental increases in recycling and waste reduction over the last few years. This paper sets out the reason for this, including the impact on performance, and the anticipated future implications. It outlines the strategy in place to address this.

Officer Contributors	Lynn Bishop, Assistant Director, Environment & Operations Michael Lai, Acting Environmental Services Manager - Waste Strategy, Environment & Operations Hester Fairgrieve, Strategic Planning Advisor, Environment & Operations
Status (public or exempt)	Public
Wards Affected	All
Enclosures	None
Contact for Further Information:	Michael Lai, Acting Environmental Services Manager - Waste Strategy 0208 359 7435; michael.lai@barnet.gov.uk

1. RECOMMENDATIONS

- 1.1 That the Budget and Performance Overview and Scrutiny Committee note the reasons for only incremental increases in recycling and comment on the strategy set out to deal with these pressures.

2. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 2.1 The strategy and work to reduce waste and increase recycling contributes to the Corporate Priority of 'A successful London Suburb'. As residents are key to increasing our performance, it also contributes to the corporate priority of sharing opportunities and sharing responsibilities, and the Future Shape principle of a 'new relationship with citizens'.

3. RELEVANT PREVIOUS DECISIONS

- 3.1 None.

4. RISK MANAGEMENT ISSUES

- 4.1 The risks of failing to reduce waste and increase recycling include the increased costs of waste disposal due to increases in the levy paid by the Council to the North London Waste Authority (NLWA), the loss of potential income from the sale of recyclable materials through income-sharing arrangements with the recycling contractor, and the risk to the Council's reputation relating to performance.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 The most recent equalities data within satisfaction surveys is analysed as it becomes available. This data showed no significant differences in the claimed use of recycling services by different diversity strands.. Residents of flats generally recycle less waste, and work is ongoing to expand the service to flats which currently do not recycle.
- 5.2 A recent composition analysis of waste suggests that in larger housing types, residents recycle an average amount of waste, but produce significantly more waste overall. As part of the development of publicity and communications work, the Waste & Sustainability Team will gather intelligence on average recycling and refuse tonnages across the borough, and relate this to mosaic profiles and the outcomes of recent waste composition analyses, to better understand where more targeted communications would be effective.

6. USE OF RESOURCES IMPLICATIONS (FINANCE, PROCUREMENT, PERFORMANCE & VALUE FOR MONEY, STAFFING, ICT, PROPERTY, SUSTAINABILITY)

- 6.1 The Council pays for the disposal of waste through a levy payment to the NLWA. The levy includes the cost of Landfill Tax, which is currently £48 per tonne and is now set to rise by £8 per tonne per year. The levy payment is £8.73M for 2010/11. Provisional figures from NLWA indicate that the cost of Barnet's levy payments will almost double to £17.298M by 2015/16. Figures are based on current collection systems staying the same, plus projected increases in charges such as the landfill tax which is included in the levy

- 6.2 These figures include the projected additional costs for the Landfill Allowance Trading Scheme (LATS), which is focused on driving down the amount of biodegradable municipal waste disposed of. There is considerable uncertainty about the future impact of LATS costs, but in any case the rise in the Landfill Tax acts as a significant driver to encourage a reduction in waste sent for disposal.
- 6.3 The cost of the recycling contract for recycling from houses, flats, schools, recycling banks and the Civic Amenity & Recycling Centre is £3.9m per year. The cost of the refuse and green garden/kitchen waste collection services is £5.8m. Increases in recycling will lead to increased income from the sale of materials, for which Barnet receives a 50% share. Increases in the amount of refuse collected will lead to increased collection and disposal costs.

7. LEGAL ISSUES

- 7.1 The governments Waste Strategy for England (2007) sets a target of 50% recycling, reuse and composting of household waste by 2020 for all local authorities.
- 7.2 The government has initiated a review of the national waste strategy, and has already suggested that it wishes to work towards a “zero waste” approach whereby recycling is increased and waste is reduced.

8. CONSTITUTIONAL POWERS

- 8.1 The scope of Scrutiny committees is contained within Part 2, Article 6 of the constitution; the Terms of Reference of the Scrutiny Committees are in the Overview and Scrutiny Procedure Rules (Part 4 of the constitution).

9. BACKGROUND INFORMATION

Performance

- 9.1 Barnet’s recycling rate has increased slightly between 2008/9 and 2009/10, but as anticipated, this increase is small. A Waste Action Plan was approved by Corporate Directors Group in March 2010 which detailed the reasons why the Council was failing to meet its targets for waste reduction and recycling.

Performance Category	Actual 2008/09	Target 2008/09	Actual 2009/10	Target 2009/10	Target 2010/11
Recycling, composting and reuse (NI 192)	31.18%	35%	33.1% (provisional)	37%	40%
Disposal per household (NI 191)	732 kgs	690 kgs	698.96 kgs (provisional)	662 kgs	625 kgs

- 9.2 At current rates of performance, the target of 40% recycling in 2010/11 is unlikely to be reached.

Reasons for this performance

- 9.3 Further analysis of the data suggests that the key reasons why the recycling rate has not increased significantly are:

- There has been a reduction over the last two years in the amount of paper, clear glass and textiles presented by residents for recycling. Compared with 2008/9, recycling increased overall by 1,855 tonnes. However, the tonnage of paper collected for recycling declined by 1,540 tonnes, and this is likely to be due to the effects of the recession, for example with local free newspapers containing fewer pages due to less advertising by estate agents. This loss of tonnage was partly offset by the full-year effect of collecting plastic bottles and cardboard, which were only collected for the latter part of 2008/9. An additional 703 tonnes of plastic bottles, and 2,190 tonnes of cardboard was collected compared to 2008/9. This, and a slight reduction in waste sent for disposal (NI 191) has helped to offset the reduction in paper, and deliver the slight increase in performance of 2%.
 - The tonnage of green garden and kitchen waste has only slightly increased in 2009/10 (by 151 tonnes) from 2008/9, and any potential improvement was limited by the long winter affecting the amount of garden waste that was available for collection.
 - There has been insufficient targeted engagement and involvement of residents in reducing their waste and recycling more (with the existing council service provision there is the potential to recycle or compost 77% of household waste from houses and low-rise properties, and 59% from flats).
- 9.4 Looking specifically at the amount of waste being generated and disposed of by residents (NI 191), this has fallen significantly from 732kgs to 699kgs per household between 2008/9 and 2009/10. The scale of the movement is what was projected, however the starting point for 2008/9 still remains a very high figure. It is considered that the fall in waste for disposal in 2009/10 was due to the effects of the recession on residents' buying power. Therefore this reduction in waste generated would not be sustained as the economy recovers, unless the council takes more active steps to promote waste prevention among residents. This is supported by the findings of a recent waste composition analysis, which broadly showed that the more affluent housing groups sampled put out significantly more waste overall, and recycled a lower proportion of it than other groups.
- 9.5 Two waste composition surveys of the contents of residents' residual, recycling and organic waste containers have been carried out (September 2009 and May 2010). Tables in Appendix 1 show the average spread of materials in residents' refuse bins across the two surveys. While officers have noted the limited sample size of this analysis, commissioned by NLWA, there are some interesting outcomes:
- The amount of waste being generated in Barnet per household is still the highest of all NLWA boroughs (Barnet, Camden, Enfield, Hackney, Haringey, Islington, Waltham Forest)
 - The amount of food waste that is being "captured" for composting is low
 - 66% of material in the refuse bins in houses could have been recycled but was not. 37% of material in the refuse bins in flats could have been recycled but was not
 - Both waste composition analyses showed significant differences in recycling behaviour across the five housing types sampled.

Comparisons to other local authorities

- 9.6 An analysis of provisional waste data for London boroughs shows Barnet's performance ranked 15th out of 33 in 2009/10, falling from 11th in 2008/9. Barnet's

NI 191 figure is 699kgs compared with a London average of 608kgs. Barnet's recycling rate of 33.1% compares reasonably with the London average 32%. Bexley continues to be the top performer, with 518kgs and 50.7% respectively.

9.7 Looking at performance across the UK, Barnet is provisionally ranked 326 out of the 438 local authorities that we have waste data for, for 2009/10.

9.8 To compare Barnet's performance with others, an analysis of the six London boroughs with the highest recycling performance and the three with the lowest amount of waste sent for disposal in 2008/09 has shown the following:

- An equal mix of boroughs with in-house and contractor-provided recycling services, the top three with the lowest amount of waste for disposal all had contractor-provided recycling services. However, interestingly all the boroughs had the same model of provision in place for both recycling and refuse (i.e. both provided in house or both provided by a contractor)
- An equal mix of boroughs with a "kerbside sort" recycling collections and "co-mingled" collections
- Three collected food waste alongside garden waste in wheeled bins (as we do in Barnet), three operated a paid-for green waste service and two were only running trials of food waste collections. The top two performers (Bexley and Harrow) had no plans to collect food waste separately from garden waste
- Have a moderate but not high proportion of flats – residents of flats tend to recycle less than houses, and further work is being done in Barnet to encourage flats residents with recycling facilities to use them more fully, and to identify flats that do not yet have facilities.
- Rely on collecting a relatively high proportion of their waste for composting, as well as good recycling performance, to achieve their high overall performance.
- The three top performers in London have moved to alternate weekly refuse collections, and another has plans to do so. Bexley and Harrow, the two top performers are also less accepting of residual waste .
- This analysis illustrates that the main factors for top recycling performance in London are a mixture of alternate weekly collection and less acceptance of residual waste.

Implications

9.9 The waste levy is a key driver for reducing the amount of waste that householders produce. The levy includes the costs of waste disposal through the NLWA, and includes the Landfill Tax, but not the council's own costs of collecting refuse for disposal (ie. crew, vehicles, depot and fuel costs). The Landfill Tax costs local authorities £48 for every tonne of rubbish disposed of. The table below shows how the overall levy costs are projected to increase over time without a dramatic reduction in household waste.

Waste levy cost projections for Barnet

2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
£8.73M	£10.68M	£11.47M	£10.43M	£14.68M	£17.29M

9.10 The cost driver for reducing household waste is evident. Each 10 kg decrease in waste being sent for disposal across all households would equate to a reduction in

Landfill Tax of £65k, and an approximate overall reduction in collection and disposal costs of £175k.

- 9.11 In the coming years the Landfill Allowance Trading Scheme (LATS) may present a risk of additional fines of £150 per tonne for biodegradable waste sent to landfill where this is in excess of a quota allocated to the NLWA boroughs. There is some uncertainty about the future of LATS and the costs this may involve, so these cannot be defined at present.
- 9.12 The evidence overall suggests that Barnet will, with its current approach, continue to only make incremental increases each year. A significant change will be required in the approach taken if the Council is to make progress towards the national recycling targets of 40% in 2010 and 50% in 2020; and the even higher figures likely to be required for Barnet by the North London Waste Authority (NLWA).

Strategy to reduce waste and increase recycling

- 9.13 The strategy to reduce the amount of household waste produced and increase recycling rates is underpinned by the following strategic priorities:
- the expansion of the service to increase convenience for residents
 - the engagement of those residents in using the services available to them more fully.

Actions already undertaken/being undertaken

- 9.14 May Gurney, the council's recycling contractor, have delivered a number of performance improvements over the last few years, including collection of tetra paks since mid December 2009 (contributing to the cardboard tonnage collected) and the installation of additional flats recycling facilities. May Gurney's plans going forward include looking at opportunities to create additional space on collection vehicles to enable more materials to be collected and/or improve efficiency of collections and performance. Where the number of collection vehicles can be reduced, this will reduce fuel and staffing costs.
- 9.15 The proportion of waste received at the Civic Amenity & Recycling Centre in Summers Lane that is recycled, reused or composted is over 60%, which is a high level of performance when compared with NLWA's aspirations for all north London sites to achieve 65% by 2020.
- 9.16 A Waste Action Plan has been developed to identify the key actions required to deliver the challenging future waste performance targets. Work has, and will continue to be implemented to:
- Improve coverage of the recycling services for flats
 - Encourage "on the go" recycling (at stations, libraries) – these were rolled out across the borough's main town centres in March 2010 and are currently being evaluated.
 - Ensure continuing enforcement of compulsory recycling
 - Investigate options for incentivising residents to recycle through reward schemes such as "Recyclebank", and review the outcomes of a trial in another London borough.
- 9.17 Further actions that are due to be implemented within the existing strategy include:
- Promoting house to house collections on Waste Electrical and Electronic Equipment

- Trialling a food bank for the borough's larger estates
 - Ensuring all traders have a trade waste agreement and piloting a new recycling service for trade waste.
 - Pilot new approaches with local businesses and shoppers to reduce the amount of packaging
 - Adopt a no side waste, closed lid policy and stop issuing any extra bins to residents.
 - Develop a business case for further waste minimisation options.
- 9.18 A large strand of further work that is currently being developed is around targeted communication and engagement with residents. In Barnet, the Futerra research on behaviour change has shown the scale of the challenge of engaging residents. Although the Futerra project did not provide the answers on what approaches will be effective, it has signalled that we do need a new relationship with citizens to engage them in the behaviour change that will be necessary. Improved intelligence gathering to provide a better understanding of who is and who isn't recycling and who is producing the most waste is being developed. This would enable more effective targeting of messages within geographical areas.

Further Potential Action

- 9.19 Each of the actions we have already undertaken or plan to do, will only have a minimal impact on recycling rates when analysed separately. However, it is their collective impact, when implemented with more targeted engagement, encouragement and enforcement, which is more significant.
- 9.20 Nevertheless, they are unlikely to result in more than incremental changes in waste performance. There are a range of other arguably more significant actions (in policy, reputation or cost terms) that could be implemented by the council to reduce waste and increase recycling. These include:
- Rolling out the kitchen caddy scheme to those already with a green bin to encourage the recycling of food waste
 - Ceasing the neighbourhood skip service
 - Inclusion of mixed plastic into existing kerbside recycling collections (currently these would need to be exported to China as there is no UK processing facility)
 - Further waste minimisation options alongside reducing service costs.
- 9.21 As part of the NLWA procurement project to provide future waste management facilities and services, NLWA will be modelling the potential performance and costs of a number of service options for recycling, organic and residual/refuse waste for each of the seven NLWA member boroughs. Officers will be reviewing these models and their impact towards key decisions as part of an Inter-Authority Agreement with NLWA, which will define each borough's approach to achieving its share of the overall target of 50% recycling, composting and reuse by 2020.

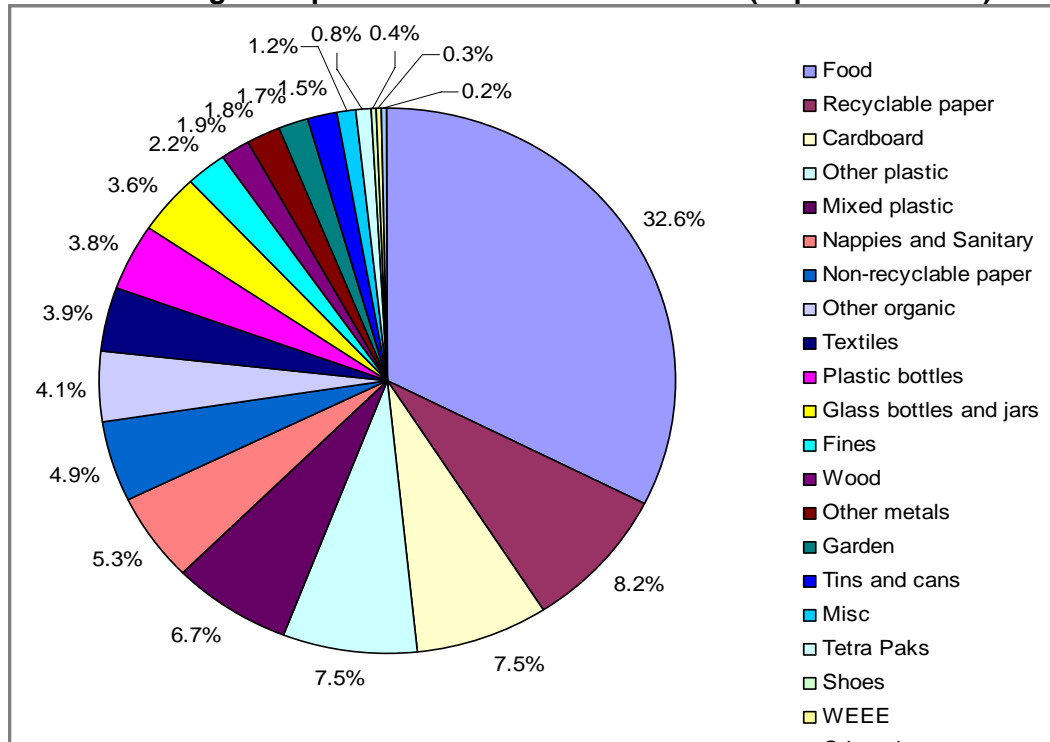
10. LIST OF BACKGROUND PAPERS

- 10.1 None

Legal: MM
CFO: JF

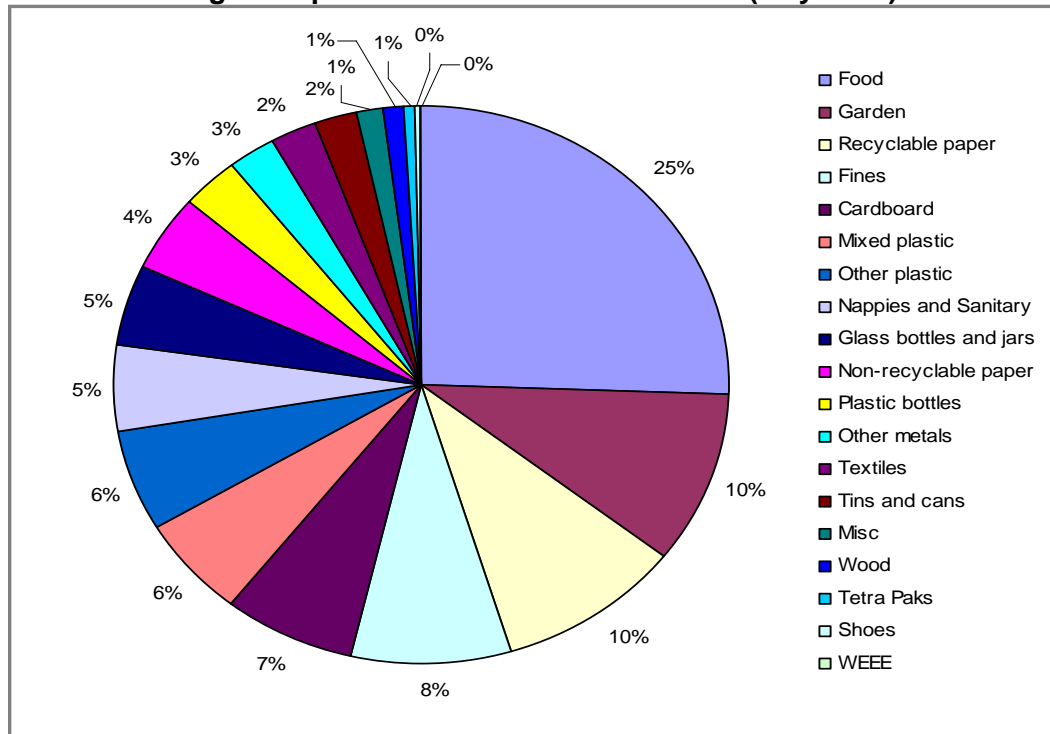
Composition Analysis

Table 1: Average composition of refuse bin contents (September 2009)



Material	kg/hh/wk	Percentage
Food	5.1	32.63
Recyclable paper	1.28	8.19
Cardboard	1.17	7.49
Other plastic	1.17	7.49
Mixed plastic	1.04	6.65
Nappies and Sanitary	0.83	5.31
Non-recyclable paper	0.76	4.86
Other organic	0.64	4.09
Textiles	0.61	3.90
Plastic bottles	0.59	3.77
Glass bottles and jars	0.57	3.65
Fines	0.34	2.18
Wood	0.29	1.86
Other metals	0.28	1.79
Garden	0.27	1.73
Tins and cans	0.24	1.54
Misc	0.18	1.15
Tetra Paks	0.12	0.77
Shoes	0.07	0.45
WEEE	0.05	0.32
Other glass	0.03	0.19
Total	15.63	100.00

Table 2: Average composition of refuse bin contents (May 2010)



Material	kg/hh/wk	Percentage
Food	4.17	25.48
Garden	1.66	10.13
Recyclable paper	1.57	9.56
Fines	1.37	8.39
Cardboard	1.13	6.89
Mixed plastic	0.97	5.90
Other plastic	0.96	5.87
Nappies and Sanitary	0.83	5.04
Glass bottles and jars	0.79	4.80
Non-recyclable paper	0.69	4.22
Plastic bottles	0.53	3.22
Other metals	0.42	2.58
Textiles	0.40	2.45
Tins and cans	0.36	2.22
Misc	0.23	1.41
Wood	0.15	0.89
Tetra Paks	0.11	0.70
Shoes	0.04	0.22
WEEE	0.01	0.04
Total	16.38	100.00

The following tables 3 and 4 show the overall destinations for household waste from the two composition surveys. Table 3 shows the actual destination of waste, and table 4 shows the potential optimal destination if residents were to recycle and compost more of their waste using existing services.

Table 3: Actual destination of waste

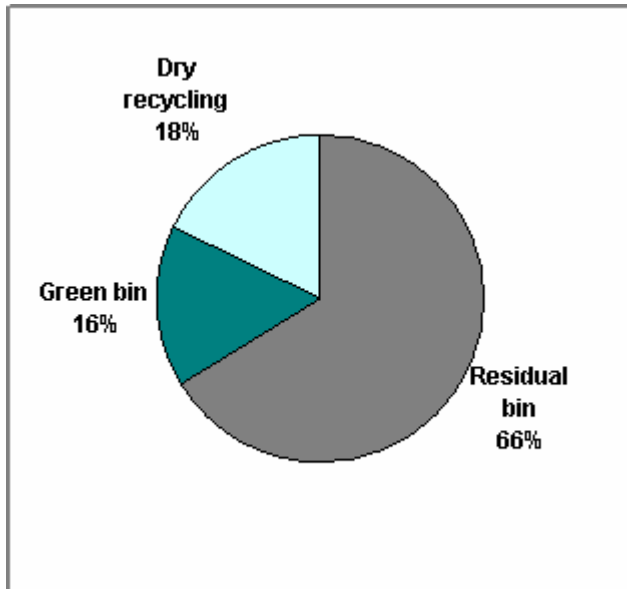
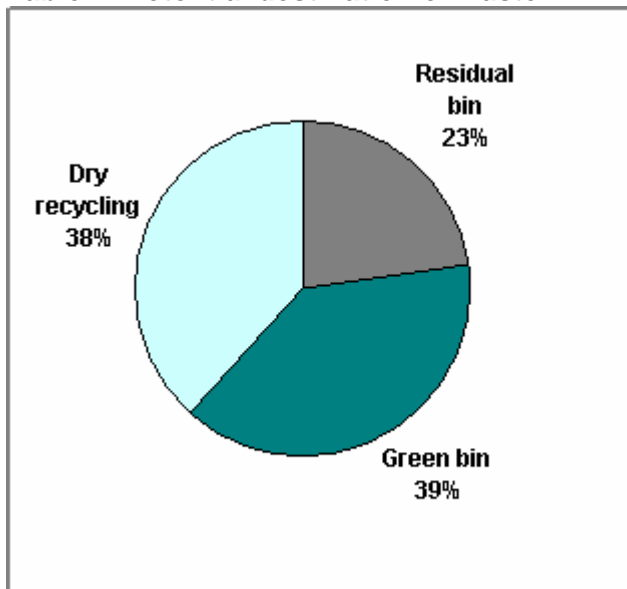


Table 4: Potential destination of waste



AGENDA ITEM: 8 Page nos. 24 - 38

Meeting	Budget and Performance Overview and Scrutiny Committee
Date	1 September 2010
Subject	Corporate Performance results for Quarter 1 2010/11
Report of	Performance team, Chief Executive's Service
Summary	This report presents progress against the Corporate Plan performance targets and improvement initiatives for quarter one of 2010/11.

Officer Contributors	Isabelle Apcher, Performance Officer, Chief Executive's Service Kari Manovitch, Head of Performance, Chief Executive's Service
Status (public or exempt)	Public
Enclosures	Appendix A: Directorate performance results Appendix B: Corporate Plan Improvement Initiatives progress
For Decision By	The Committee
Function Of	Executive
Contact for Further Information:	Jeremy Williams ☎ 020 8359 2042

1. RECOMMENDATIONS

1.1. That the Committee reviews the quarter 1 performance results to decide the topic of one or more in-depth reports to the 25th November 2010 Committee meeting. It is recommended that the following two topics are particularly considered:

- **Housing and homelessness**
- **Customer services**

2. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

2.1 This report presents all performance targets and Corporate Plan Improvement Initiatives in relation to the three Corporate Priorities in the Corporate Plan 2010-13.

3. RELEVANT PREVIOUS DECISIONS

3.1 This Committee on 3 June agreed that the format and focus of reporting performance to this Committee change from a focus on whole council performance to a focus on particular themes, selected in advance by the Committee.

3.2 The Annual Council meeting on 19 May 2009 agreed the new scrutiny arrangements, which includes the reporting of corporate plan performance measures to this Committee. The Budget and Performance Overview and Scrutiny Committee agreed on 3 June 2010 to receive performance data quarterly in this format.

4. RISK MANAGEMENT ISSUES

4.1 In-depth review of pre-selected performance issues by this Committee should contribute to performance improvement, and therefore mitigate the risk of non-improvement and failure to meet Corporate Plan performance targets.

5. EQUALITIES AND DIVERSITY ISSUES

5.1 The following performance indicators raise equalities concerns:

- CPI 25 – Number of households living in temporary accommodation
- CPI 26 - Number of households accepted as homeless under the provision of the 1996 Housing Act

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

6.1 The following performance indicators raise Use of Resources concerns:

- CPI 12 - % of rent reviews on commercial properties completed when contractually due
- CPI 19 – amount of waste sent to landfill (basket)

7. LEGAL ISSUES

7.1 No legal issues are raised by this report.

8. CONSTITUTIONAL POWERS

- 8.1 The roles and terms of reference of all scrutiny committees are contained within Part 2, Article 6 of the Constitution; and in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution). This Scrutiny Committee, amongst other duties, will be responsible for scrutinising the overall performance, effectiveness and value for money of Council services, including the planning, implementation and outcomes of all corporate improvement strategies.

9. BACKGROUND INFORMATION

- 9.1 Barnet's Corporate Plan 2010-13 sets out performance targets and improvement initiatives for the Council by corporate priority. Appendix A sets out all progress against these targets at the end of quarter one. Appendix B sets out the Corporate Plan Improvement Initiatives.
- 9.3 The traffic light rating system for this year's reporting has changed from a three to a four point traffic light scale: Green, Green Amber, Red Amber and Red. The mathematical method for allocating these traffic lights is derived and shown in the table below.

Traffic Light	% of targeted improvement achieved	Description
Green	100% or more	Meeting or exceeding target
Green Amber	>80% <100%	Near target with some concerns
Red Amber	>65% <80%	Problematic
Red	<65%	Serious concerns

- 9.5 Any target that is met achieves a Green traffic light.

Targets that have not been met, but where 80% or more of the targeted improvement has been achieved, will be given a Green Amber traffic light.

If the targeted improvement is below 80% but above 65% the indicator will get a Red Amber rating.

For example, if the baseline is 80 people and the target is 100 people, the targeted improvement is 20 people. 80% of 20 is 16, so the outturn would need to be at least 96 people to achieve Green Amber and at least 93 people to achieve a Red Amber.

- 9.6 Whilst initial traffic lights will be based on this objective criteria, they may subsequently be changed through discussion between Directorates and the Performance team, based on the individual circumstances and prospects for each target. Where this has occurred it will be clearly stated in the report with the reasons given. This has not occurred for any quarter 1 results.
- 9.7 Indicator results are also compared with the previous relevant results¹ in order to measure the Direction of Travel (DoT). This may show improvement (▲), deterioration (▼) or stability (↔)

¹ The previous result used will either be the previous quarter, or the same quarter of the previous year. The same quarter of the previous year will be used for annual indicators, cumulative indicators (where the numbers add up during the year and are reported as 'year to date') and if the indicator is affected by seasonal fluctuations

Quarter 1 performance by Directorate

- 9.8 This quarter there is only data available for 19 of the 28 targets. Amongst those reported, ten have been met and six have been missed. The remaining three are reporting no progress at quarter one.

A summary of results by Directorate is presented below.

Directorate	Total no. of Corporate Plan targets	No. of targets reporting data in Q1	No. of target achieved	No. of targets missed	Negative DoT
Adult Social Services	3	1	1	0	1
Chief Executive's Service	0	0	0	0	0
Children's Service	6	3	3	0	0
Commercial Service	3	1 (2*)	0	1	0
Corporate Governance	4	1 (1*)	1	0	0
Corporate Services	1	5	4	1	0
Environment & Operations	4	1	0	1	1
Finance	1	1	1	0	0
Planning, Housing & Regeneration	6	3	0	3	2
Total	28	16 (3*)	10	6	3

*Indicates some targets were set at 0% and therefore not counted as targets achieved.

- 9.9 Cabinet Resources Committee receives a quarterly budget and performance monitoring report in which Directorates provide commentary about their performance results. This can be viewed here:

<http://committeepapers.barnet.gov.uk/democracy/meetings/meetingdetail.asp?meetingid=6141>

- 9.10 The quarter one performance results are also published on the council's website here:

<http://www.barnet.gov.uk/index/council-democracy/corporate-plan-reports/cp-annual-performance-monitors.htm>

10. LIST OF BACKGROUND PAPERS

10.1 None

Legal: MM

CFO: CM

Appendix A – Directorate performance results

Adult Social Services

Performance Indicator	Period Covered	Target	Outturn	Target Variance	DoT	Benchmark data
Social care clients and carers receiving Self Directed Support (service users receiving direct payments and personal budgets)	April – June 10	535	884	62.5%	▲	884 clients = 17.60% NI 130. The London comparator average for 2009/10 equalled 13.5%.
Achieving independence for older people through rehabilitation/intermediate care	Due to report in quarter 4					
Participation in regular volunteering	Due to report in quarter 3					

The table below displays the percentage of calls answered within 20 seconds/ 5 rings by the Adult Social Services call centre.

Performance indicator	Q1 target	Q1 Outturn	Variance from the target	DoT since last quarter
% calls answered within 20 seconds/ 5 rings	65%	41%	24%	▼

Children's service

Performance Indicator	Period Covered	Numerator and denominator	Previous relevant outturn	Target	Outturn	Target Variance	DoT	Benchmark data
% Schools inspected in the current academic year given an overall effectiveness rating by Ofsted of good or outstanding	Sept 09 to March 10	Not supplied	79%	84%	88%	4.8%	▲	53% national average
% of children in care, aged under 16, who are in LBB foster placement	April10-June10	129/235	51%	54%	54.9%	1.7%	▲	Local indicator
Number of children in care	April10-June10	Not applicable	311	320	309	3.4%	▲	Barnet 43 per 10,000 (under 18 pop) England 55, London 65 (2009 data)
% achievement of 5 or more A*-C grades at GCSE or equivalent including	Reporting quarter 2							

English and Maths (Threshold) (NI 75, LAA)	
% achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal, Social and Emotional Development and Communication, Language and Literacy (NI 72, LAA)	Reporting quarter 2
Attainment gap between children with the greatest disadvantage and average attainment (basket)	Reporting quarter 2
<i>% achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 (NI 102a)</i> <i>% point gap between pupils with special educational needs achieving 5 A*-C GCSE, including English and Maths, and their peers (NI 105, LAA)</i> <i>% achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 4 (NI 102b)</i> <i>% of children in care achieving 5 A*-C (or equiv) at KS4 inc English and Maths (NI 101)</i>	

Corporate Services

Performance Indicator	Period Covered	Target	Numerator and denominator	Previous relevant outturn	Outturn	Target Variance	DoT	Benchmark data
Customer services accessibility and satisfaction (basket)	Green Amber							
<i>% demand met by telephone within corporate ring time (5 rings)</i>	April 10- June 10	65% ²	53,699/94,210	55%	57%	12.7%	▲	75% (selected councils)
<i>% of emails acknowledged within 1 working day</i>		100%	5,317/5,317	89%	100%	0%	New indicator	76% (selected councils)
<i>% of emails responded to within 10 days</i>		80%	3,735/4,660	85.6%	80%	4.6%	▼	76% (selected councils)
<i>% of customers satisfied with face-to-face customer service (new indicator)</i>		85%	83/86	N/A	97%	9.5%	New indicator	94% (selected councils)
<i>Average time (in minutes) spent waiting at corporate reception points</i>		11	N/A	11	6.7	39%	▲	6 mins (selected councils)
<i>% of customers satisfied with contact centre telephone service</i>	Due to report for quarter 2							

² Please note that the target for this indicator has been staggered throughout the year

The table below displays the percentage of calls answered within 20 seconds/ 5 rings within the Corporate Services directorate.

Directorate call centre	Q1 target	Q1 Outturn	Variance from the target	DoT since last quarter
Overall corporate result	65%	57%	8%	▲
Parking*	65%	19%	46%	▼
Planning*	65%	44%	21%	▲
Environment & Street Based Services*	65%	50%	15%	▲
Switchboard*	65%	69%	4%	▲
Registrars	65%	52%	13%	▲
Council Tax	65%	65%	0%	▲
Housing Benefits	65%	82%	17%	▼

* Part of Corporate Customer Services

Environment & Operations

The table below displays the percentage of calls answered within 20 seconds/ 5 rings by the Out of Hours service.

Directorate call centre	Q1 target	Q1 Outturn	Variance from the target	DoT since last quarter
Out of Hours	65%	84%	19%	▼

Performance Indicator	Period Covered	Target	Previous relevant outturn	Outturn	Target Variance	DoT	Benchmark data
Amount of waste sent to landfill (basket)							Red
<i>Number of kgs of residual household waste per household (NI 191, LAA)</i>	Jan 10-Mar 10	662kg	708.6kg	669.6kg	1%	▲	PWC data for quarter 4 09/10 shows us to be below median for all participating authorities in the PWC benchmarking club. Seasonal variations must be considered which will impact results.
<i>% of household waste sent for</i>	Jan 10-	37%	31%	30%	19%	▼	PWC data for quarter 4 09/10 shows us to be below median for all participating authorities in the PWC benchmarking club

<i>reuse, recycling and composting (NI 192, LAA)</i>	Mar 10					Seasonal variations must be considered which will impact results. 2008/09 we ranked 11 th out of London Boroughs.
% (overall) satisfaction with the local area (NI 5, LAA)	Was to be reported as part of the Place Survey. Replacement under discussion					
Dealing with local concerns about anti-social behaviour and crime by the local council and police	Was to be reported as part of the Place Survey. Replacement under discussion					
Maintenance of roads (basket)						
<i>Principal roads where maintenance should be considered</i>	To be reported in quarter 4					
<i>Non-principal roads where maintenance should be considered</i>	To be reported in quarter 4					

Data that was not available for reporting in quarter 4 (not included in overall rating)

Performance Indicator	Period Covered	Target	Outturn	Target Variance	DoT	Benchmark data
% of unacceptable levels of litter (NI 195a, LAA)	Jan 10 – March 10	7%	3%	57%	↔	PWC data for quarter 4 09/10 shows us to be 2 nd quartile for all participating authorities in the PWC benchmarking club.
% of unacceptable levels of detritus (NI 195b, LAA)	Jan 10 – March 10	11%	24%	118%	▼	PWC data for quarter 4 09/10 shows us to be below median for all participating authorities in the PWC benchmarking club.
% of unacceptable levels of graffiti (NI 195c, LAA)	Jan 10 – March 10	9%	4%	56%	↔	PWC data for quarter 4 09/10 shows us to be below median for all participating authorities in the PWC benchmarking club.
% of unacceptable levels of fly posting (NI 195d, LAA)	Jan 10 – March 10	1%	1%	0%	▼	PWC data for quarter 4 09/10 shows us to be below median for all participating authorities in the PWC benchmarking club.
The proportion of Young People placed on a YOS supervision order, having also screened positive for alcohol misuse, who are subsequently arrested for an (alcohol-related) offence in the following 12 month period (LAA)	Data will not be available until end of July 2010					

% CO2 reduction from Local Authority operations (NI 185)	If no date is set by DECC provisional date for completion is end of September 2010.					
% of children travelling to school by car (Primary and Secondary combined) (NI 198, LAA)	April 09 – March 10	36.1	32.1	11%	▲	None obtained
% of CO2 emissions per capita reduction in the LA area (NI 186, LAA)	Approximately release date late 2010, please note this lags two years behind.					

The above table reports data that was not available for end of year reporting 2009/10, which is no longer in the corporate plan.

Planning Housing and Regeneration

Performance Indicator	Period Covered	Previous relevant outturn	Target	Outturn	Target Variance	DoT	Benchmark data
Number of households living in temporary accommodation (NI 156)	April 10 – June 10	2,215	2,147	2,192	2.1%	▲	29* out of 33 London boroughs (26/33 per 1000 households). (Higher is better) London average 1,183 (Q4 2009/10) CLG.
Number of households accepted as homeless under the provision of the 1996 Housing Act	April 10 – June 10	61	55	64	16.4%	▼	15 out of 33 London boroughs (7/33 per 1000 households). (Higher is better) London average 287 (Q1-Q4 2009/10) CLG.
Number of households being re-housed in the private sector via the Housing Service	April 10 – June 10	215	231	134	37.1%	▼	3 out of 6 North London Sub Region boroughs. Higher is better) Regional average 623 (2009/10) PRS Benchmarking.
% of businesses satisfied with local authority regulation services	There is a time lag in receiving surveys sent out to business, data will be available Q2						
Number of net additional homes provided (NI 154, LAA)	Our forecast for 2010/11 is to deliver a net additional 1388 homes. A mid year assessment of progress will be available at the end of Q2.						
% of net additional homes suitable for families							

The table below displays the percentage of calls answered within 20 seconds/ 5 rings within the Planning Housing and Regeneration directorate.

Directorate call centre	Q1 target	Q1 Outturn	Variance from the target	DoT since last quarter
Barnet Homes	65%	76%	11%	▲
Housing Advice	65%	42%	23%	▲

Commercial Services

Performance Indicator	Period Covered	Previous relevant outturn	Target	Outturn	Target Variance	DoT	Benchmark data
Percentage of rent reviews on commercial properties completed when contractually due	April 10- June 10	N/A	18%	3.5%	80.6%	New indicator	None obtained
Effective contract management (basket)							
<i>% of contracts held by the Council have been reviewed</i>	April 10 – June 10	N/A	0%	0%	N/A	New indicator	None obtained
<i>% of contracts deemed to require renegotiation have been renegotiated</i>	April 10 – June 10	N/A	0%	0%	N/A	New indicator	None obtained
% of 50 largest vendors under formal contract	April 10 – June 10	N/A	0%	0%	N/A	New indicator	None obtained

* These will not be included in the overall performance rating

Finance Service

Performance Indicator	Period Covered	Previous relevant outturn	Target	Outturn	Target Variance	DoT	Benchmark data
Value for money basket							
<i>Total net value of on-going cash-releasing value for money gains (NI 179)*</i>	March 09-April 10	£7.6M	£4.1M	£4.5M	£0.04M	▼	Ranked 7 th best in London. Hackney ranked first.
<i>Cost per head of back office support **</i>	N/A	TBC					No data

Corporate Governance

Performance Indicator	Period Covered	Numerator and denominator	Previous relevant outturn	Target	Outturn	Target Variance	DoT	Benchmark data
% of households returning completed electoral registration forms	April 10 – June 10	136179/138508	92%	97%	98.31%	1.35%	▲	None obtained
Increase the % of additional items in the Publication Scheme	April 10 - June 10	n/a	70 items	0%	0%	0%	N/A	None obtained

% increase in resident satisfaction with opportunities for democratic engagement	<p style="text-align: center;">Due to report in quarter 4</p>
Effectiveness and transparency of decision making within the council by improving the role of overview and scrutiny in decisions and policy developments (basket)	<p style="text-align: center;">Due to report in quarter 4</p>
<i>Decisions considered by Overview and Scrutiny prior to being taken by Cabinet</i>	<p style="text-align: center;">This period straddles two councils separated by a municipal election and is a wholly exceptional quarter within the four yearly cycle. Reporting will be half yearly at quarter 2.</p>
<i>Policy developments initiated by Overview and Scrutiny</i>	

Appendix B - Corporate Plan improvement initiative progress

Adult Social Services

Corporate Priority & Strategic Objective	Top Project/ Top improvement initiative	Quarter 1 milestone/s	Status	Commentary	Quarter 2 milestone/s
<p>A Successful London Suburb</p> <p><i>Work with NHS Barnet to make sure residents can access good quality healthcare provision</i></p>	<p>Promote volunteering as a means to empower individuals, contributing to strong communities, adding value in the delivery of public services.</p>	<ul style="list-style-type: none"> • Develop partnership arrangements for achieving this target with the council's Grant Unit and CommUNITY Barnet • Identify how we will measure the level of volunteering in Barnet to supply quarterly data • Agree a plan for increasing the level of volunteering in Barnet and establish milestones for quarters 2, 3 and 4 	<p>Milestones Partially Achieved</p>	<p>Plan is yet to be written</p>	<p><i>SMT agreement of corporate indicator definition and interim target</i></p> <p><i>Agree data collection methodology and reporting arrangements with relevant voluntary sector agencies</i></p>

Children's Service

Corporate Priority & strategic objective	Top Project/ Top improvement initiative	Quarter 1 milestone/s	Status	Commentary	Quarter 2 milestone/s
<p>Better services with less money</p> <p><i>Intervene early to strengthen families and ensure that children and young people are able to achieve their potential</i></p>	<p>Launch new foster carer recruitment campaign to increase opportunities for stable, local placements</p>	<p>New publicity materials developed to launch recruitment drive for internal Barnet foster carers</p>	<p>Milestone fully met</p>	<ul style="list-style-type: none"> • New recruitment materials have been developed, were launched during fostering fortnight in May 10 and are being used to publicise the service. • Overall review of fostering recruitment underway. 	<ul style="list-style-type: none"> • <i>Report to Council Directors' Group assessing the cost effectiveness of Barnet's current approach to recruiting foster carers and presenting options for the future</i>
<p>Sharing opportunities and sharing responsibilities</p> <p><i>Embed a safeguarding culture throughout Barnet to make sure our children, young people</i></p>	<p>Use video technology to empower families to effectively participate in child protection</p>	<ul style="list-style-type: none"> • Scoping paper produced outlining proposals to improve the participation of children in child protection planning. 	<p>Milestone mostly achieved</p>	<ul style="list-style-type: none"> • Audit of current participation has been completed • proposals being developed to improve participation and streamline processes. 	<ul style="list-style-type: none"> • <i>Options paper for improving the overall participation of families in child protection planning (including an assessment of the pros and cons of video conferencing) presented to Safeguarding Divisional Manager</i>

Corporate Priority & strategic objective	Top Project/ Top improvement initiative	Quarter 1 milestone/s	Status	Commentary	Quarter 2 milestone/s
<i>and adults remain safe</i>	planning	• Complete audit of current participation			
Sharing opportunities and sharing responsibilities <i>Embed a safeguarding culture throughout Barnet to make sure our children, young people and adults remain safe</i>	Strengthen multi-disciplinary support for vulnerable families	No Q1 milestone	N/A	N/A	• <i>Establish 4 Multi-Agency Groups (MAGs) in Learning Network Areas</i>
A Successful London Suburb <i>Ensure every school a good school for every child</i>	Ensure sufficient primary school places are available in the right areas	No Q1 milestone	N/A	N/A	• <i>Ensure sufficient Reception places are available for children in September 2011. 7 additional reception classes will be provided across the borough to accommodate additional children.</i>

Corporate Services

Corporate Priority & strategic objective	Top Project/ Top improvement initiative	Quarter 1 milestone/s	Status	Commentary	Quarter 2 milestone/s
Better services with less money <i>Improve customers' access to the council, and encourage more contact and transactions to be carried out online</i>	Develop an organisational dashboard and indicators for better measuring of customer satisfaction and value for money	Implement the organisational dashboard	Milestone met	The Dashboard has been developed and is being populated with information to inform our business decisions and improvement initiatives.	Monitor progress and address any anomalies

Environment & Operations

Corporate Priority & strategic objective	Top Project/ Top improvement initiative	Quarter 1 milestone/s	Status	Commentary	Quarter 2 milestone/s
Sharing opportunities and sharing responsibilities. <i>Develop a new relationship with residents so they are able to more effectively contribute to making Barnet and its residents successful</i>	Work with the Metropolitan Police and engage residents to achieve successful outcomes around shared objectives and community issues	Agreed Team Plans May 2010, Safer Communities Partnership Board agree strategic assessment June 2010.	Milestone mostly Achieved	Team Plans have been produced and agreed. The SCPB consider and approved the Strategic assessment of crime and disorder on 20/7/10.	Agree scope of communications plan with Corporate Communications July 2010.
A Successful London Suburb. <i>Protect and enhance our natural environment so that the borough is clean and green</i>	Work with businesses and residents to prototype new and innovative approaches to reducing waste and energy use and improving the street environment in town centres	No Q1 milestone	N/A	N/A	Scoping paper to cover waste & energy approved by lead Cabinet Member - July 2010

Planning Housing and Regeneration

Corporate Priority & strategic objective	Top Project/ Top improvement initiative	Quarter 1 milestone/s	Status	Commentary	Quarter 2 milestones
Sharing opportunities and sharing responsibilities <i>Promote mixed communities</i>	Review housing allocations policy	Cabinet Report seeking agreement to consult on new policy	Milestone Fully met	Report agreed by Cabinet 21 June 2010	<i>Complete Consultation on Draft Policy</i>
A Successful London Suburb <i>Protect and enhance our natural environment so that the borough is clean and green</i>	Complete a business and enterprise scoping study for each priority town centre	Undertake scoping of existing data	Milestone Fully Met	We have collated a desktop baseline study of existing data and are now rolling out a business survey of Edgware Town centre which will report back by the end of this July. Next centres will be North/Central Finchley	<i>Initiate primary data collection in Edgware. Commence business forums</i>

Corporate Governance

Corporate Priority & strategic objective	Top Project/ Top improvement initiative	Quarter 1 milestone/s	Status	Commentary	Quarter 2 milestone/s
<p>Better services with less money</p> <p><i>Improve council policy and decision making through greater involvement by non-executive members</i></p>	<p>By analysing compliance with the Publication Scheme, implement a plan to improve transparency of the council's administration and achieve the maximum number of relevant publications in the scheme in 2011-12.</p>	<ul style="list-style-type: none"> • Scope the project and identify the key deliverables. • Review the ICO model scheme and recent legislation/ICO guidance, and research what other Councils have done. • Identify the Link Officers in each service that will assist with the project (and on-going maintenance of the scheme) and set up the first PS Steering Group. 	<p>Milestone Mostly achieved</p>	<ul style="list-style-type: none"> • Project scope has been defined and resource for managing the project has been identified • Research has been carried out and initial mapping exercise is underway • Most of the link officers have been identified by Directors and meetings have been set-up. Remaining service representatives will hopefully be identified in the next week. 	<p><i>Carry out a review of the existing scheme information held on line - matching against ICO definition document and guidance (for compliance) and identifying information owners and current status of information</i></p> <p><i>Identify for each service the information not currently held in the scheme but that falls within the scope of the expansion criteria.</i></p> <p><i>Upload any 'ready to go' information.</i></p>

AGENDA ITEM: 9

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Meeting	Budget and Performance Overview and Scrutiny
Date	1 September 2010
Subject	Draft Estates Strategy
Report of	Head of Estates, Commercial Directorate
Summary	To set out the Council's strategy for the proposed management of its Estate over the next five years and the Council's direction in relation to managing its operational estate, commercial and community portfolios and the property and asset functions which oversee them.

Officer Contributors

Mark Armstrong, Head of Estates, Commercial Directorate
Siobhan Haugh, Strategic Advisor, Commercial Directorate

Status (public or exempt)

Public

Wards Affected

All

Enclosures

Appendix 1: Draft Estates Strategy
Appendix 2: Draft Estates Strategy Outcomes
Appendix 3: Breakdown of Council's Estate
Appendix 4: Draft Acquisitions and Disposals Plan

Contact for Further Information:

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1. RECOMMENDATIONS

- 1.1 That the Committee consider and offer views on the draft Estates Strategy.**
- 1.2 That the Committee agree that the finalised Estates Strategy 2010 - 2015 with corresponding action plan setting out outcomes and timescales for delivery of objectives be further considered by this Committee at its meeting of 25th November 2010.**

2. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 2.1 The three corporate priority outcomes set out in the 2010 – 2013 are:
 - A successful London suburb;
 - Better services with less money; and
 - Sharing opportunities and sharing responsibilities.
- 2.2 On October 2009 (decision item 8), Cabinet agreed the plans for the implementation of the Future Shape (One Barnet) programme, identifying five key areas to be prioritised by the Council over the coming years. Value for Money was one of these key priorities.

3. RELEVANT PREVIOUS DECISIONS

- 3.1 Cabinet Resources Committee of 19 January 2008 (decision item 6) approved the Capital, Asset and Property Strategy.
- 3.2 General Functions Committee of 5 August 2009 (decision item 7) approved the proposed restructure of the Corporate Senior Management team and responsibilities as detailed in the public and the exempt reports. This included the creation of the Commercial Director post with responsibility for the formation and leadership of the new consolidated property and assets function.
- 3.3 Budget and Performance Overview and Scrutiny Committee 3 March 2010 agreed that an update on the Estates Strategy be brought to the 3 June 2010 meeting. This was deferred to 1 September 2010.

4. RISK MANAGEMENT ISSUES

- 4.1 None in the context of the draft strategy however, once finalised and implemented the Estates Strategy will set out the principles for ensuring the Council's allocation and management of capital and assets is in line with Council priorities.
- 4.2 The finalised strategy will set out the principles of effective management of the Council's property asset portfolio to ensure a well managed and sustainable revenue income and the maximisation of capital receipts. It will therefore drive

achievement of the Council's key corporate priority, better services with less money, ensuring that the Council will obtain better value for money from its estate and will mitigate against risks of failing to apply necessary performance and risk management and financial controls within the Council's Estate function.

- 4.3 Any project or initiative to be instigated under the Estates Strategy will be subject to scrutiny by the Investment Approvals Board (IAB). The IAB governs corporate investment in assets, ensuring proper project governance is applied in delivering those assets and that sound investment decision- making is undertaken.
- 4.4 Where appropriate, invest and divestment decisions will also be put before Cabinet Resources Committee for scrutiny and agreement.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 The extension, improvement, acquisition or disposal of assets according to the Estates Strategy will ensure that the range and location of assets fits the changing way our customers want and need to access our services.
- 5.2 A coherent, planned approach to the management of the Council's estate portfolio together with the Council's partners supports equal opportunity and choice in access to services within all parts of the community.
- 5.3 The Estates Strategy is being developed in line with the Council's equalities and diversity policies. The development of the strategy is being monitored by the Overview and Scrutiny process which supports the proper assessment of equalities issues in policy development and service delivery.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

- 6.1 None at this stage of strategy development however, once developed and implemented, the Estates Strategy will ensure best practice asset management is developed, embedded and practiced as a whole organisation. It will drive achievement of better value for money from the Council's property assets through the effective and efficient direction and utilisation of assets, directly supporting the One Barnet 'Value for Money' programme objective.
- 6.2 The planned provisions regarding sustainability in relation to our assets are in accordance with the Council's current policies.

7. LEGAL ISSUES

- 7.1 None at this stage of strategy development.

8 CONSTITUTIONAL POWERS

- 8.1 The scope of Scrutiny committees is contained within Part 2, Article 6 of the constitution; the Terms of Reference of the Scrutiny Committees are in the Overview and Scrutiny Procedure Rules (Part 4 of the constitution).

9. BACKGROUND INFORMATION

- 9.1 At General Functions Committee 5 August 2009 the Committee approved the restructure of the roles and responsibilities of the Corporate Senior Management team and the creation of the Commercial Director post with responsibilities including the Council's property and assets functions.
- 9.2 In April 2010 the Commercial Director consolidated the property and assets functions under one Estates function under a Head of Estates.
- 9.3 The strategy sets out a framework for supporting corporate and One Barnet objectives through the effective management of the service delivery in relation to property and assets together with the effective financial management of capital assets.
- 9.4 The Estates Strategy sets out the Council's strategic approach to its estates for the next five years and the draft strategy is appended (A). It sets out the Council's vision for its estates and the mid to long term strategy to manage that estate and achieve this vision.
- 9.5 The draft strategy is informed by and responds to the findings of the Future Shape Property Group- final report, June 2009, setting the Council's direction in relation to:
- Managing our operational estate including schools, libraries, public offices and the Council's own office work space;
 - Managing our Commercial portfolio including tenanted non-residential property;
 - Managing our community portfolio which comprises properties owned by the Council but occupied by our public and third sector partners;
 - Managing building sustainability across our property asset portfolios; and
 - Managing the property and asset functions which oversee these portfolios.
- 9.6 In line with the findings of the Future Shape Property group, the strategy sets out a vision of success for:

A Council estate which enables effective and efficient delivery of core Council services and priorities.

As determined by the Future Shape Property work in 2009, this means:

- Working with partners to acquire or dispose of property and assets in a way which best meets the Council's priorities;
 - Only holding operational assets that are required to support our service delivery obligations;
 - Ensuring that our assets facilitate the revitalisation of deprived wards;
 - Minimising the environmental impact of our assets; and
 - Operating a property portfolio that is financially sustainable in the long term, legally compliant and with minimal operating costs.
- 9.7 The strategy sets the direction for the Council in terms of improving building sustainability, in line with tightening Government focus and targets in this area, specifically in relation to Carbon Reduction Commitment and energy usage. The

strategy informs improvement to the way the Council uses physical resources to improve value for money and minimises the impact of its estate on the environment.

9.8 More detail is set out in the draft Estates Strategy, appended (A).

10. LIST OF BACKGROUND PAPERS

10.1 None.

Legal: MM

CFO: CM

Estates Strategy
The London Borough of Barnet
2010-2015

1. Purpose:

This strategy sets out the Council's approach to managing its estate over the next five years, detailing how we will ensure that the estate enables effective and efficient delivery of core Council services and priorities.

The strategy sets the Council's direction in relation to:

- Managing our operational estate including schools, libraries, public offices and the Council's own office work space;
- Managing our Commercial portfolio including tenanted non-residential property;
- Managing our community portfolio which comprises properties owned by the Council but occupied by our public and third sector partners;
- Managing buildings sustainably across our property asset portfolios; and
- Managing the property and asset functions which oversee these portfolios.

2. Scope:

The Estates Strategy relates to the Council's varied portfolio of property assets and incorporates the Council's Accommodation and Acquisitions and Disposals strategies.

The Estates strategy links with a number of other key Council strategies including:

- Housing strategy
- Premier Parks strategy
- Parks and Open Spaces strategy
- Libraries strategy
- Sustainability strategy
- Procurement strategy
- Use of Offices

Parks and gardens, and the Council's Housing stock will be excluded from the scope of the Strategy.

3. Context:

The Council's property and assets are managed through a single Estates function that delivers professional estate management, capital and asset management and business support services such as facilities management.

Excluding council housing (and associated assets), the London Borough of Barnet currently owns and controls over 550 assets with a value in the region of £500m .Appendix Three provides a break down of the Estate and shows by way of the Pi charts the scale of each property type within each portfolio.

The Estate is organised into three portfolios:

Operational Portfolio:

The Operational Estate includes all those properties used to discharge the Council's statutory obligations, including our public offices both owned and controlled. This also includes schools, children's centres, libraries, park buildings, and the Council's own office workspace.

Community portfolio:

The Community portfolio comprises those Council owned properties and assets made available and used by public and third sector partners or community groups such as housing, sports clubs/centres, parks and open spaces.

Commercial portfolio:

The Commercial portfolio includes non-residential tenanted properties held for income generating and/or investment purposes or for wider protection, including retail, commercial and agricultural land and light industrial units.

All of the properties within the portfolio have either the status of Housing Revenue Account (HRA) or General Fund. This is significant because the receipts from General funds can be allocated to any capital need, but HRA receipts must largely be recycled within HRA associated projects. The current rent roll for the whole estate is £3.98 million per annum.

4. Strategic context:

Economic context:

The challenging post-recession climate and the planned cuts in Government spending mean that the Council must make savings in the region of 30% over the next three years. The reduction in capital funding brings significant pressure and there is an urgent need for the Council to seek opportunities to reduce costs and maximise income opportunities. The Council will need to balance carefully both capital and revenue funding ensuring that a drive to generate capital resources, by the selling of assets does not have a disproportionate impact on revenue income.

Environmental context:

Government have implemented measures such as significant increases in financial pressures relating to the Carbon Reduction Commitment (CRC) with a potential £8.5 million fine over 5 years for failure to comply. The Council must therefore very quickly develop a fit for purpose environmental policy to respond to these pressures that is supported through its approach to the estate and building sustainability.

Political climate:

Through the One Barnet programme the Council has pledged:

- More efficient and strategic use of property;
- More effective use of property; and
- More efficient and strategic use of public sector systems

This means having only those assets that we need to deliver the core functions agreed upon through the One Barnet programme and to maximising opportunities with partners to get the best effect from the public sector assets across the borough.

It also demands that we significantly improve the processes and systems through which we manage our estate, optimising resources in terms of service delivery and community benefit.

The widening by the new Administration of opportunities for schools to apply for Academy Status and the setting up of free schools also impacts our approach to the operational estate as a significant element of our operational portfolio comprises schools.

5. Strategic Principles:

The context set out above shapes the strategic principles which will drive our approach to and treatment of the Council's estate over the next five years and which underpin our Estates Strategy.

Service delivery

- We will only hold, protect and control operational assets that are required to support our core service delivery obligations;
- We will ensure that land and buildings support accessible services by being conveniently located, fit for purpose and accommodating of joined up services;
- Where possible and appropriate, accommodation will be provided, occupied or where appropriate disposed of in conjunction with key partners.

Place shaping and regeneration

- Property investment and divestment decisions will be based on robust analysis which balances short term priorities and longer term objectives so that land can be released for regeneration and the development of sustainable communities.

Financial Efficiency

- The Council will operate a property portfolio that is financially sustainable in the long term and is compliant with legal, health and safety and environmental requirements;
- Property operating costs will be minimised;
- Opportunities to release and recycle capital and revenue into corporate priorities will be proactively pursued and taken where they support the achievement of Council priorities;
- Returns on properties that are held for investment purpose will be maximised;
- Opportunities to use the asset base to facilitate long-term revenue growth and capital appreciation will be identified and private sector contractual vehicles and other mechanisms to realise growth will be evaluated.

6. Estates Strategy for London Borough of Barnet:

The London Borough of Barnet's Estates Strategy is driven by the strategic principles outlined above. Our primary and overarching vision for our estate is that:

The Council's estate enables effective and efficient delivery of core Council services and priorities.

This means that we must provide value for money solutions at every stage of the property and assets life cycle, across the whole estate but this will have

different implications depending on which aspect of the portfolio we are considering.

Working in partnership:

We will be the exemplar in joint working with our public and third sector partners in sharing assets across the estate. We will work to know more about the assets owned and controlled by our public sector Partners in the Borough and we will proactively maximise opportunities with our public and third sector partners to co-locate or jointly dispose of assets where appropriate.

Acquisitions and Disposals:

Whilst the Council will continue to invest in estate where it is in the Council's interest in supporting our priorities, in order to meet our objectives of reducing costs, maximising income opportunities and ensuring that the Council only has what it requires to deliver its core functions we will follow a pro-active disposals strategy.

In consultation with our partners, the Council has developed a draft five year acquisitions and disposals plan based on rigorous assessment of our need from the estate. This plan will be continuously assessed and revised to ensure it is fit for purpose and is shown in Appendix Four.

Building sustainability

In line with Governmental policy, we will reduce the environmental impact of our use of property assets through controlling the procurement, design, use and disposal of assets. The long- term impact of our building energy efficiency and environmental performance will form a key part of our decision-making and design processes in relation to our property and assets.

Our strategic objectives and the approaches employed to achieve them relating to each of the three asset portfolios are set out below and described in the attached Appendix Three and accompanying PI charts:

Operational portfolio:

The Operational portfolio is divided into 106 assets to include (Community health care/day centres, public offices, libraries, a mortuary, museums, and schools). The greatest share of the operational estate (65%) is schools assets, with equal shares for public offices, libraries, community and health /day centres

Strategic Objectives

- Our operational estate is minimised to a level appropriate to deliver the Council's core services and functions;
- Our public buildings are secure, fit for purpose and located in the right places to satisfy our customers' needs;
- Our operational portfolio achieves the best standards of sustainability possible and a reduced carbon footprint;
- We continually strive to reduce the cost of property holding and management

Strategies for delivery

- Work to understand more about our properties so that we can plan effectively and ensure that properties are maintained as cost effectively as possible.
- Continue to drive delivery of the accommodation project and consolidation of council accommodation and support evolution of the project in line with implications of the One Barnet programme;
- Ensure the highest standards of capital project management, procurement and supplier management
- Regularly review and record our properties and ensure that they remain fit for purpose and meet compliance standards
- Take more control all of our administrative buildings within the drivers of occupation costs, location and amenity and provide highest standards of facilities management for our customers
- We should explore and action all means to mitigate occupation costs in our buildings and seek solutions to occupy space effectively and increase new ways of earning income.
- Demand best sustainable practice and energy efficiency throughout our functions and share best practice in managing assets.

Community portfolio.

The Community Portfolio comprises 17761 assets but is dominated by housing and associated properties (70%); all of which are designated as (HRA). The remainder is shared with comparatively small numbers of such properties as sports clubs and community centres.

Strategic objectives

- Our land and buildings provide benefit to our customers whether as amenity or realisation for allocation of resources elsewhere

Strategy for delivery:

- Continue to work with our community partners and our constituents to provide support, advice and space where feasible
- To critically evaluate long-term needs for users and taking opportunities grow income, realise valuable assets and convert surplus assets to support council priorities for funding/regeneration.

Commercial portfolio

The commercial portfolio comprises 178 assets with retail units accounting for (58%) of the portfolio and with car parks (12%) and industrial units at (17%)

Strategic objectives

- Our commercial portfolio is rigorously managed and realised to support the priorities of the Council
- We challenge the reasons for property holding and maximise revenue and capital income from the management of assets.

Strategy for delivery

- Ensure fully let property, low rates of void and maximum open market rental values, and on-time rent reviews.
- Review need for long term ownership of these assets through acquisitions and disposals planning process;
- Prepare and action a pro-active disposals strategy and plan and linked strategies for distinct groups of properties such as Agricultural and Community assets.

5. Success:

The Estates strategy will drive achievement of the strategic objectives set out above.

Success will be evidenced through a number of specific outcomes which are outlined in Appendix Two and the timetable for delivery of these outcomes will be outlined in the Estates Strategy Action Plan 2010 – 2015 and presented alongside the final Estates Strategy at the meeting of the Budget and Performance Overview and Scrutiny Committee in November 2010.

Mark Armstrong

DRAFT

Appendix Two: Estates Strategy

Objective	Strategy to deliver objective	Outcome
Operational Estate		
Our operational estate is minimised to a level appropriate to deliver the Council's core services and functions	Continue to drive delivery of the accommodation project and consolidation of council accommodation and support evolution of the project in line with implications of the One Barnet programme	Completion of updated Asset Management plan Asset management toolkits shared with functions
Our public buildings are secure, fit for purpose and located in the right places to satisfy our customers' needs	Regularly review and record our properties and ensure that they remain fit for purpose and meet compliance standards as cost effectively as possible	Increase in number of Condition and Suitability surveys achieved
		Property assets play full role in regeneration schemes
Our operational portfolio achieves the best standards of sustainability possible and a reduced carbon footprint;	Demand best sustainable practice and energy efficiency throughout our functions and share best practice in managing assets.	We meet Government carbon footprint targets for example in Energy usage, use of water and recycling and face minimum cost/fines
We continually strive to reduce the cost of property holding and management	Work to understand more about our properties so that we can plan effectively and ensure that properties are maintained as cost effectively as possible.	Reduced spend on maintenance costs due to more effective planning and early intervention/ detection of issues Whole life cost/fully mapped cyclical costs for properties in place.
	Ensure the highest standards of capital project management, procurement and supplier management	Reduced spend on facilities through better procurement /more control/shared services

	Take better control all of our buildings within the drivers of occupation costs, location and amenity and provide highest standards of facilities management for our customers	Increase in percentage of backlog repairs and projects completed Low customer complaints
	We should explore and action all means to mitigate occupation costs in or buildings and seek solutions to occupy space effectively and increase new ways of earning income.	Vacant space let incremental growth in varied and innovative sources of income
Community Portfolio		
Our land buildings provide benefit to our customers whether as amenity or realisation for allocation of resources elsewhere	Continue to work with our community partners and our constituents to provide support, advice and space where feasible	Increased customer satisfaction Total Place mapping of the Borough's public assets complete and new partnerships in place.
	To critically evaluate long-term needs for users and taking opportunities grow income, realise valuable assets and convert surplus assets to support council priorities for funding/regeneration.	Linked agricultural/community strategies in place and plan taken forward
Commercial Portfolio		
Our commercial portfolio is rigorously managed and realised to support the priorities of the Council	Ensure fully let property, low rates of void and maximum open market rental values	Nil voids, increased total rent roll, low debtors
		Better use of space leading to greater letting and innovative income streams

<p>We challenge the reasons for property holding and maximise revenue and capital income from the management of assets.</p>	<p>Review need for long term ownership of these assets through acquisitions and disposals planning process;</p>	<p>An acquisitions and disposals strategy and plan in place and regular flow of capital receipts</p>
	<p>Prepare and action a proactive disposals policy and linked strategies for distinct groups of properties such as Agricultural and Community assets</p>	
<p>Estates Function</p>		
<p>We will provide first class property services, capital and asset management and facilities management to our customers, both internal and external.</p>	<p>Develop processes that optimise the use of the estate and management resources in terms of service delivery, community benefit and financial benefit.</p>	<p>Better and more effective Data Asset Management system in place with access to all sections.</p>
	<p>Co-ordinate efficient and standardised Estate services which are adopted across the council</p>	<p>Internal and external customer satisfaction with property and assets services increased</p>
	<p>Undertake planned work to understand our internal customer needs relating to the estate and work with our partners to better understand the needs of our external customers</p>	<p>Total Place mapping of the Borough's public assets complete and new partnerships in place.</p> <p>Better training and development for staff and streamlining of delivery mechanisms</p>

Appendix Three

Commercial properties

Advertising Pitches/hoardings	4	
Let Agricultural land / Nature reserves,	14	
Car parks	22	
Industrial units	31	
Office investments	5	
Retail units	102	178

Community Properties

Allotments	48	
Community groups/centres	42	
Garages on estates	2587	
Council housing	11065	
Equity share	25	
Cemeteries	1	
Long leaseholds	3654	
Buy backs of regen properties	67	
Hostels	2	
Offices let to partners/third sector	5	
Parks and Open spaces	170	
Retail flats and enfranchisements	47	
Sports clubs leisure centres	48	17761

Operational Properties

Day care/health /sure start centres	10	
Public offices/other offices	11	
Libraries	14	
Mortuaries	1	
Museums	2	
Schools	68	106
		18045

Commentary on Assets

Commercial properties (see attached PI charts);

The council owns 4 advertising pitches along main routes in the borough which produce a return of 28%. The agricultural land extends to 290 hectares and is a mixture of let agricultural land for dairying, arable and livestock with the vast majority to horse grazing. There are several equestrian units, nature reserves, and land used for public access. This block forms a clear green wedge in the centre and east of the borough. There are 22 car parks let to third parties or for pay and display. The 31 industrial units are mainly located at Claremont way Industrial Estate within the regeneration area of Brent Cross. The office investments are located throughout the borough made up largely off surplus assets let to public, private and third sector tenants. The largest share of the portfolio in number and income are the shops (102). Most of these are located on the ground floor of purpose built council housing precinct throughout the Borough.

Community Properties:

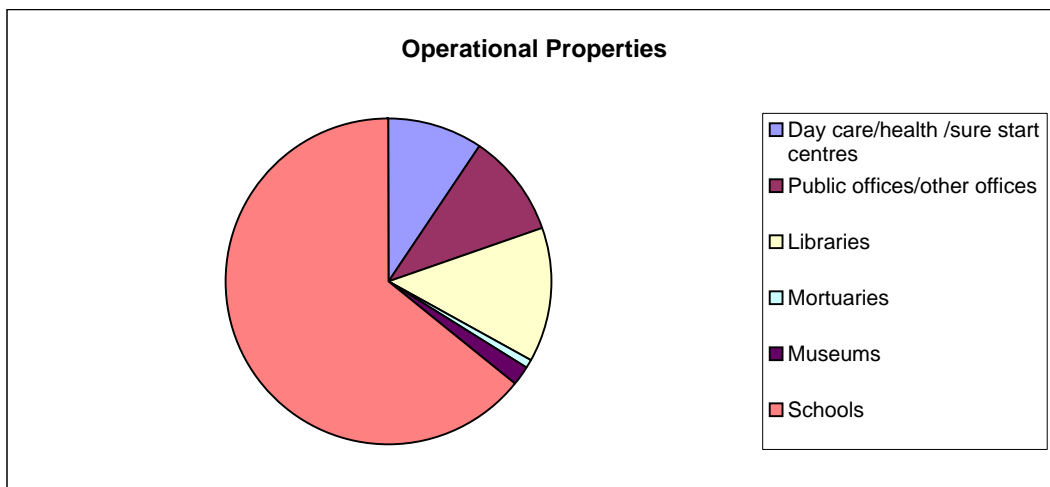
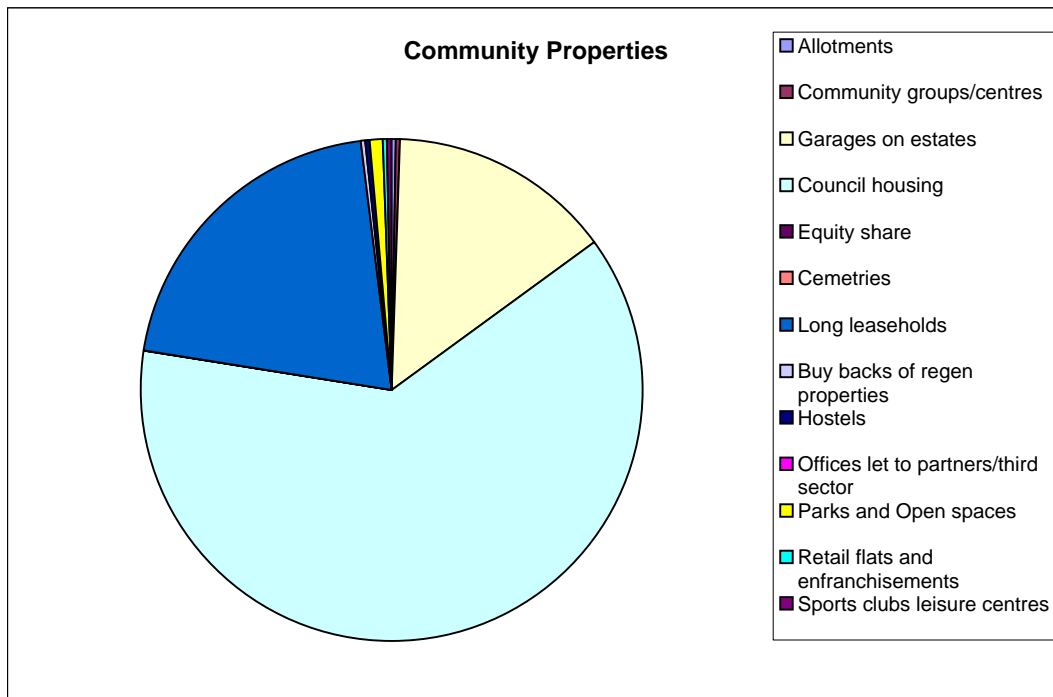
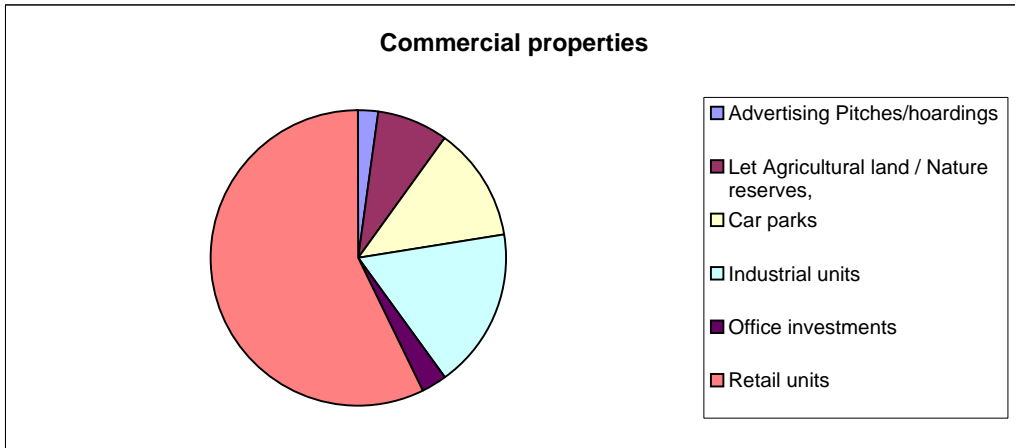
The vast majority of the community properties owned by the Council are made up of 11,065 council houses and 2587 garages and portions of open land. Like wise the council holds 3654 long leaseholds for houses, shopping centres, 25 equity shares in housing association development, 67 buy backs for regeneration schemes, and 2 residential Hostels. There are 5 offices let to community use 170 parks and open spaces forming the majority of our “green space”, and 47 combined retail/units and residential flats suitable for enfranchisement. There 48 assets let to sport clubs for instance leisure centres, golf courses, cricket pitches. Although treated as one asset this includes several churchyards and war memorials. There are 48 allotment holdings spread over 90 ha. Some 42 properties are let to community groups, as community centres, activities such as scouts/guides/and faith groups.

Operational properties

The operational properties held to discharge the core priorities of the Council are dominated by 68 school properties (all with different status) with the remainder divided between libraries (14), day care/health/sure start centres (10), administrative/public offices (Hendon Town Hall, other council functions,) but excluding NLBP, There is one mortuary and two museums.

Appendix Three Pi Charts

Share per type per category of the Portfolio



**Acquisitions and Disposals Strategy
The London Borough of Barnet
2010-2015**

Summary

1.0 The purpose of this draft paper is to set out broad principles of an Acquisitions /Disposal strategy for the London Borough of Barnet which is detailed as a critical need in the Estates Strategy for discussion. The need for disposals strategy is rooted in the drive to release capital so that funds can be allocated to meet the Councils core purposes. This need is also shaped largely by the lack of central government grant in the short to medium term for a wide range of capital needs to support the Councils Corporate priorities and indeed statutory obligations.

Background

2.0 The Council has not worked to a pro-active Disposals Strategy and Implementation plan previously. Disposals have taken place either to fund capital investment programmes in a piece meal fashion for instance to facilitate new schools been built or has been driven by national policy or grant led programmes. In other circumstances disposals have also occurred when an opportunity has arisen, for instance premises becoming vacant, or disposals through national Government schemes for example right to buy Likewise there may have been regeneration schemes where there have been both acquisitions and disposals to facilitate major improvements within the Borough. There may also have been disposals to take advantage of strong market conditions or when properties became surplus to requirements through new strategies.

Disposals have effectively been reactive as opposed to being pro-active. Currently the Council maintains a disposals tracking monitor which forecasts possible and probable sales of assets over a three year period (2010-2013). The current guesstimated value over the three year period is £37 million which is made up of either known and agreed prices, statutory formula valuations, and also estimated Open Market Value's the latter of course is subject to market conditions which could change upwards or downwards. Like wise in most cases there is a considerable amount of preparatory work and other inter-dependencies needed to ensure that sites are presented in their best light for instance planning consents, negotiations with third parties etc. This figure does not include any earmarked sales to contribute to the PSCIP programme these have effectively been ring fenced.

Historically there has not been a targeted acquisition programme crucially linked to corporate priorities which should be equally as valid as a disposal strategy.

3.0 Portfolio

The Estates Strategy gives an overview of the council's estate in terms of number type and category in Appendix Three. This shows that the Council owns 18045 incredibly diverse assets. The entire portfolio has a gross book value of £1.834 Billion as at 31st March 2009 before depreciation. Of that sum there is approximately £1.45 billion worth of HRA land (for example council housing, garages and Hostels) and other assets held largely but not exclusively for the benefit of the community; £68.6 million of commercial premises (agricultural , industrial and retail) and approx £397 million of schools, libraries public offices and museums which is essentially the operational landholding.

3.0 Criteria for an Acquisition/Disposal strategy

In deciding how to assess which parts of the portfolio could be sold it is crucial to be critical and objective. This paper intends to be radical in evaluating options. Far reaching questions need to be raised as to why does the Council own land and for what purpose. This strategy intends to promote several criteria to measure the asset in relation to the council's core priorities.

Criteria include;

- *Need for ownership*

Does the Council really need to own existing operational assets? The Estates strategy is quite clear in that the Council should only hold those assets which are for operational purposes through which it needs to discharge its statutory duties. But should this preclude the disposal of entire schools if the duties could still be discharged? Could schools be rebuilt on other sites and the more valuable sites disposed to make net gains??? Do we have to own Hendon Town Hall could we sell the site and lease other premises. Could we sell the site on a sale and leaseback? The same could be said for libraries, mortuaries and museums and indeed for community assets.

- Status

There are significant restrictions on reallocating receipts raised from the sale of surplus HRA categorised assets. Unless there is a need to do so then General fund categorised properties should be prioritised. Are properties lying with Regeneration areas how will short term disposal affect the success of schemes? Would the council sell the long leasehold interest in Brent Cross shopping centre for instance? What are the real risks if we did?

- Yield/long term income potential

As detailed in the Estate Strategy the Council owns an extremely diverse borough with a wide variety of yields (income/capital value) of its assets. From 28% return on advertising hoardings /pitches to 2.2 % on sports ground, clubs, and leisure centres. There are real opportunities to increase income for instance more advertising pitches. But there will be some types where the yield will always remain low. Long term forecasting of yields should be critical factor in deciding to sell or indeed to acquire.

- Condition of Assets

A highly relevant element which should play a key role in the decision making process is in understanding the condition of assets. If it becomes economically unviable to continue to repair and maintain assets relative to freehold market value then this should influence the decision making.

- Long term capital growth potential

Is the asset the type of asset which has good long prospects to accrue value in prime locations with good demand and clear marriage value with wider schemes of development?

- Property Market

Is it the right time to sell or acquire will over supply of new assets onto the market depress prices locally? Residential property prices locally are 6% down compared to prior to the recession against falls of 25% elsewhere in the country. The commercial market still remains fragile with commercial development funding remaining patchy. Commercial property letting/sales remain weak and there are few new development schemes given the massive over supply of offices/retail built out in the last boom.

- Complexity to release capital

Anecdotally much of the best quality residential development sites owned by the Borough have been disposed of what is left are the more challenging sites with planning issue, legal issues, third party rights which require considerable resources to get ready for sale as evidenced on the current Disposals tracking monitor

- Public sentiment

There are a number of assets where disposal is likely to be very sensitive for instance disposal of key parts of the agricultural estate where borough ownership has clearly shaped the ambiance and sense of place. However could there be part disposal of less high profile holdings. How relevant is the provision of holdings to the promotion food production and ladders for young farmer like so many other council owned farm holdings? Likewise the provision of allotments is now a life style choice and much valued by people wanting to follow a healthy lifestyle. The same could be said for libraries and sports clubs etc. Navigating through these disposals would require significant resources and could face public opprobrium. How that could be done to ensure that economic gain was assured compared to long term cost to deliver?

5.0 Priorities and steers

This paper is draft and more work is needed to bottom out the above questions and to give a steer to overall strategy before submission to the CRC ideally in line with final adoption of the Estates Strategy. Some Priority disposals could be considered now, subject to a steer on the above factors and reviewed valuations showing up to date asset values for 31st March 2010 of preferred sites.

Priority One..... First tranche

There are some property types which have a clear market value now. They have few interdependencies, do not need huge amounts of work to get ready for sale and which can be sold as they stood with lower than normal risk of achieving full value or possibly where possibly the time has passed for the council to actually own and manage assets for instance museums. Other properties would include for example advertising hoardings, a prioritised programme for garages on estates//open land, or retail/ flats and enfranchisement where there is a traded market.

Priority Two

These could be types of property where strategies are being written already such as for our libraries or say our agricultural holdings which are complex in terms of public engagement and third party interests but there could be a genuine case with safeguards to make disposals

Priority Three

These could be community or regeneration sites earmarked for regeneration, partnership working with our public sector colleagues, complex statutory procedures, and major changes in delivery of operational services/functions and complex planning issues to resolve.

Priority Four

These are the core operational /community sites there could be part disposals there could be entire relocations but these would require considerable resource to deliver.

Recommendations at this stage

1. Secure a steer on fundamental questions
2. More detailed analysis of preferred sites in terms of complexity and risks ensure linkage to proposed agricultural and community strategy.
3. Up to-date market valuations and preferred means of disposal and evaluation of market conditions definitely for Priority One properties
4. A proper assessment of resources needed to embark upon a major programme of disposal.
5. Re-evaluate and reprioritise the Disposals tracking monitor to take account of the strategy.

Mark Armstrong
Head of Estates
London Borough of Barnet

AGENDA ITEM: 10Page nos. 44 - 53

Meeting	Budget and Performance Overview and Scrutiny Committee
Date	1 st September 2010
Subject	Parking Policy and Performance
Report of	Karen Jones
Summary	<p>The Parking Service in Environment & Operations is responsible for the provision and management of on and off-street parking facilities and the enforcement of on-street parking controls across the borough. This report provides a detailed overview of the parking service including staffing, revenue and performance.</p>

Officer Contributors	Karen Jones, Business Improvement Officer John McArdle, Parking Manager Jose Garcia, Parking Enforcement Manager
Status (public or exempt)	Public
Wards Affected	All
Enclosures	None
Contact for Further Information:	Karen Jones, Business Improvement Officer (Environment & Operations) 020 8359 2506

1. RECOMMENDATIONS

- 1.1 That Budget and Performance Overview and Scrutiny Committee note the contents of the report, and make comments and recommendations as appropriate.**

2. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 2.1** The Council's Corporate Plan identifies as one of its priorities 'Better Services with less money'. This is a strategic objective to 'make sure we get best value from resources across the public sector, including our people and assets'.

The activities contained in this report will contribute to this corporate priority.

3. RELEVANT PREVIOUS DECISIONS

- 3.1** The Budget and Performance Overview Scrutiny Committee Work Programme for 2010/11 was reported to Budget and Performance Overview Scrutiny Committee on 22nd July 2010.
- 3.2** The Work Programme requested that a report on Parking Policy and Performance be produced at Budget and Performance Overview Scrutiny Committee on 1st September 2010.
- 3.3** The report will include:
- Revenue breakdown of parking
 - Breakdown of cost, including admin, number of attendants
 - Number of machines broken and percentage
 - Cost of repairing machines
 - Cost of moving to credit card machines
 - Number of appeals
 - Recommendations for improvements.

4. RISK MANAGEMENT ISSUES

- 4.1** The Special Parking Account is a ring fenced account that makes a surplus each year which is then transferred into the General Fund. It has previously provided £5m per annum into the General Fund. However, in 2009/10 a reduction in income to the SPA meant that a reduced amount was transferred

into the General Fund and this is likely to be repeated again this if we fail to maximise income in parking.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 Recommendations for service improvements and maximising income will provide a greater awareness of the diverse customer base in Parking Services. This will enable the council to consider the needs of all of its customers in a wide range of interactions.
- 5.2 The proposed improvements will enhance the Borough's reputation as a good place to live and increase confidence and satisfaction towards the Council's functions.
- 5.3 The proposal within this report to increase the number of Civil Enforcement Officers will be implemented in accordance with Barnet's Human Resources policies and procedures with regards to Managing Change and Equality.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

- 6.1 The renewal of signs and lines and cashless parking within the Borough will require financial investment in order to maximise the income return.
- 6.2 It is estimated that by increasing the resources in Parking Services by 15 Civil Enforcement Officers will recover the additional staffing costs and increase income.
- 6.3 There is an established market available for the enforcement service within Parking, if the outsourcing option is considered.

7. LEGAL ISSUES

- 7.1 No specific legal issues are raised by the content of this report.

8 CONSTITUTIONAL POWERS

- 8.1 The scope of Scrutiny committees is contained within Part 2, Article 6 of the constitution; the Terms of Reference of the Scrutiny Committees are in the Overview and Scrutiny Procedure Rules (Part 4 of the constitution).

9. BACKGROUND INFORMATION

- 9.1 Introduction

The Parking Service is responsible for the provision and management of on and off-street parking facilities and the enforcement of on-street parking controls across the borough. The on-street service comprises the installation and maintenance of signs and lines, pay and display machines, cashless

parking, the patrolling of the streets and the enforcement of parking regulations through the issue of penalty charge notices (PCNs).

There is also a significant administrative function within the Parking Service which deals with the processing of over 100,000 PCNs and the issue of 14,000 parking permits per annum.

The headline income for the Parking Service in 2009/2010 was £9.5m, against an operating expenditure of £6.8m. Income came from the following sources:

Income	£
Penalty Charge Notices	(4,425,726)
Permits	(1,015,225)
Pay & Display	(2,531,827)
CCTV Bus lanes	(1,523,629)
Total Income	(9,496,406)

Barnet is ranked 12th in regard to PCN issue when compared with other London boroughs. In 2009/10 Barnet issued 112,850 PCNs of which 59,603 (52%), were paid at the discounted amount.

Of the PCNs issued, 1,139 went to Appeal (1.01%) which is below the London average of 1.21%. A total of 0.7% of PCNs issued, resulted in a successful appeal to the Parking and Traffic Appeals Service (PATAS) in favour of the motorist.

The Parking Service currently operates a mainly in-house model with only the bailiff service, IT enforcement system and cashless parking operated externally. The table below shows the breakdown of the services and the operating costs included in the 2010/11 plan.

Operations			
Function	Statutory/Non-Statutory	Current Delivery Model	Current Operating Cost (excluding income)
Street enforcement	Can be outsourced either on its own or with other functions.	In-house	£2,822,270 (excluding cash collection shown separately below)
CCTV enforcement	Can be outsourced, often combined with other CCTV work.	In-house	
Maintenance <ul style="list-style-type: none"> • Pay & Display Machines • Signs and lines 	Can be outsourced, often rolled into enforcement contracts.	In-house	£363,530 (excluding cash collection shown separately below)
Cash collection	Can be outsourced, often rolled into enforcement contracts	In-house (within cashiers, corporate services) Pay-by-Phone cashless system is also in use.	£369,980
Back office			
Customer contact – complaints and enquiries	Can be outsourced, often rolled into enforcement contracts.	In-house, being moved to Corporate services	£2,360,610 (excluding cash collection shown separately below)
Processing parking permits	Can be outsourced, often rolled into enforcement	In-house	

	contracts.		
Processing Penalty Charge Notices	Can be outsourced but there must still be client involvement in some specific activities around decision making.	In-house	
Managing suspensions	Can be outsourced, often rolled into enforcement contracts.	In-house	
Debt recovery	Can be outsourced either on its own or with other functions. Often combined with other debt recovery work.	Framework contract with 4 bailiff companies (Equita, CCS, Jacobs and JBW) until 2012	

9.2 Challenges

The service is currently facing a number of challenges. These include:

- Parking income across London is down by 22%
- Lack of available funding for signs and lines and the maintenance of pay and display machines, which means that a relatively significant proportion are out of order at any one time. .
- High sickness levels among Civil Enforcement Officers (CEOs); in the first quarter of 2010/11 parking lost a total of 379 days to sickness, equivalent to on average of 15.8 sick days each per annum.
- Reduced income to the Specialised Parking Account as a result of the economic conditions, the severe winter and the issues identified above. This has had an impact on the Council's General Fund

Specialist Parking Account (SPA)

The SPA is a ring fenced account that makes a surplus which is transferred into the General Fund each year. It has previously provided £5m per annum into the General Fund. However, in 2009/10 a reduction in income to the SPA meant that a reduced amount was transferred into the General Fund and this is likely to be repeated again this year. The reasons for this reduction are:

- The harsh winter with heavy snow
- General economic downturn
- Decisions over manpower which had knock on impact on revenue
- Out of order payment machines and poor signs and lines

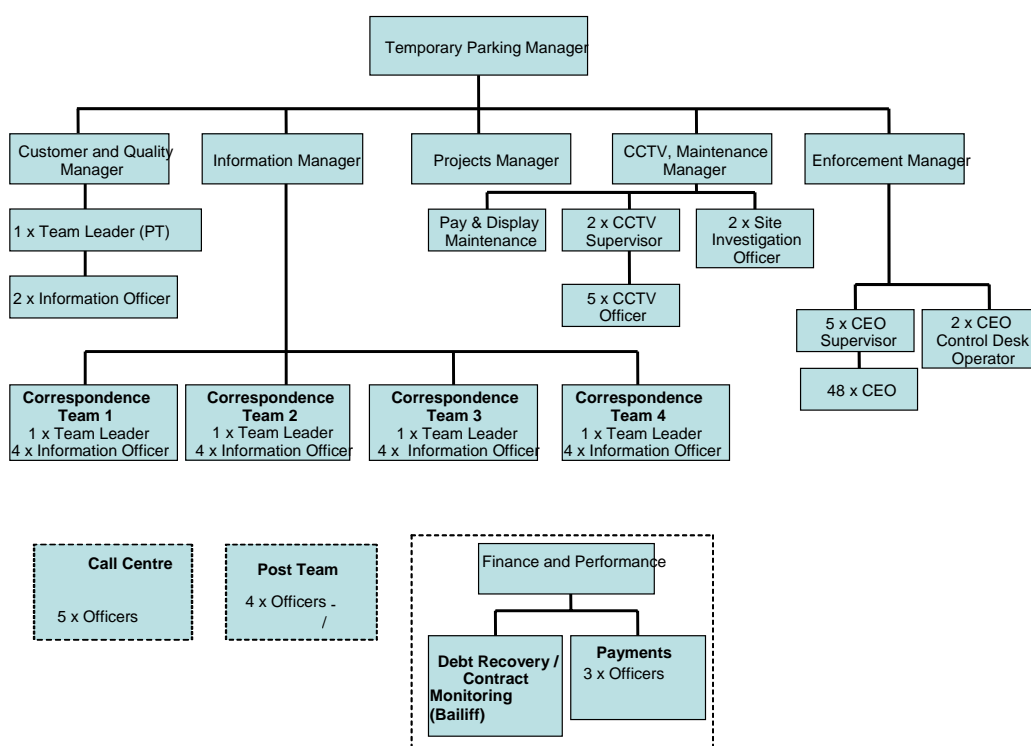
It is anticipated that regardless of whether the service is delivered in-house or externally this issue of a reduced transfer into the General Fund will remain and will need to be addressed.

9.3 Service Delivery

Barnet Parking Services is somewhat unusual in providing almost all of its services in-house. In an established market place it is one of a minority of London authorities still providing in-house enforcement, 23 of 34 (68%) already use an external service provider.

Currently Barnet employs 56 staff to carry out and manage street enforcement, which includes enforcing pay by phone contraventions and notification of abandoned vehicles for removal. This does not include CCTV enforcement operations which have a staff of 7 but are subject to a separate review of the multiple uses of CCTV. Barnet currently provides its back office processing service in-house with 21 staff involved in processing PCNs through to dealing with challenges and appeals.

Current Parking Structure and Staffing Budget



Team	Staffing Budget
Maintenance	155,260
Enforcement and CCTV	2,128,810
Back Office	1,100,840
Total	3,384,910

9.4 Recommendations for Improvement

PiP (Partnerships in Parking)

PiP is a group of 12 London boroughs and TfL that have joined together to realise immediate and long term financial savings through joint procurement and share models of best practice between members.

A report went to Cabinet Resources Committee (CRC) on 23 February 2010 setting out the business case (including joining costs) for joining PiP. CRC agreed at the meeting that the Council should join PiP and that the Cabinet Member for Environment and Transport and the Assistant Cabinet Member for Environment and Transport should represent the Council on PiP's Partnership Board.

Benefits of PiP (To Barnet)

- Deliver significant cost savings in parking procurement and back office processing.
- Draw together existing parking management expertise and combine that expertise to develop best practice policies
- Jointly specify technologies, equipment and processes for common improvement to our supply chain for goods and services.
- Joint procurement against agreed standards.
- Promote and extend successful procurements to other local authorities in and beyond London where this would provide further advantage to the Council and other partnership members.
- Further efficiency gains can be made by reducing the need to carry out individual procurement processes. The PiP central team, whose cost is shared between partners, are able to tender jointly on behalf of the partnership by prior agreement.
- Better deployment of Civil Enforcement Officers by using GPS, WiFi and CCTV technology.
- Cut specialist printing costs by developing common parking stationery where necessary and using fewer, more cost-effective print runs.
- Create a single specification for state of the art Pay and Display technology.
- Gain efficiencies through better deployment of clamp and removal resources where used. (currently only employed within Barnet in relation to the use of bailiffs)
- Reduce the need for and the cost of cash collection and the repair / maintenance of equipment.
- Identify opportunities to drive down back office processing costs through shared services.
- Consider enabling joint communications campaigns to raise awareness common parking rules.
- Reduce crime and improve public safety by removing/reducing cash from parking operations on and off street.

Benefits to members of the public:

- Controls and practices will steadily become more consistent and better understood by the public.
- There will be greater standardisation and modernisation of customer payment interfaces and delivery technologies, reducing confusion.

- Enforcement notices will become more consistent, making them easier to understand and pay.
- There will be greater standardisation of performance measures used to measure contractors. This should lead to improvements in contractor performance (e.g. bailiff debt recovery).

Once there has been greater standardisation in the above areas it should be possible to share back office services, making it easier for the public (e.g.) to make payments

Through becoming a member of PiP we would have the ability to utilise a number of contracts without having to incur the full procurement costs, benchmark ourselves against other boroughs and carrying mystery shopping exercises to look to improve the experience of our customers.

PCN processing

Currently Kensington & Chelsea is leading a project with Hammersmith & Fulham to look at what efficiencies can be made by joining the back office PCN processing functions. The underlying premise is that it is grossly inefficient for each borough to operate its own processing unit undertaking essentially the same activities.

The project began in June 2010 and Barnet were approached to see if there is any appetite to join this work. At that stage Barnet has said they are interested but not in a position to join the work. The aim is to create a single PCN processing centre of excellence which would, after 5 years, be delivering savings for the two boroughs in excess of £400k per annum. The service is expected to provide a co-ordinated approach to customer care and quality and a shared IT platform would reduce costs of individual upgrades and maintenance.

As the nature of PCN processing is mirrored across authorities it would be a service that other authorities would be able to join or alternatively deliver a sound business model that could be adopted. Barnet Parking Services have now requested further information on how this project is progressing and if the opportunity to join still exists should it be considered of benefit to the Council.

CCTV Enforcement

There has historically been a lack of appetite to enforce through CCTV and currently the Council only enforces bus lane contraventions through CCTV. There is a review being carried out looking at the future provision of Community Safety CCTV which could have an impact on how parking uses CCTV enforcement.

There is significant scope to increase the use of CCTV for both moving traffic and parking contraventions and all the main enforcement providers carry out CCTV enforcement alongside on street enforcement. In many cases the enforcement provider manages the CCTV enforcement and authorised community protection staff are able to call off the cameras in the event of an incident alongside having their own standalone cameras.

Maximising Income

There are options available that could be implemented to minimise the reduction in income:

Increase the number of FTE CEOs – In order to improve the service new rotas for CEOs have been introduced to provide improved deployment and a rigorous performance management process to improve service delivery. Enforcement is currently under resourced for the service that needs to be provided and to achieve the expected income targets (130,000 PCNs). It is anticipated a further 15 staff across enforcement would enable an issue of 150,000 PCNs which would recover the cost of the additional staff and generate further income, however, recruiting quality candidates to the post of CEO is traditionally difficult and slowed down by the CRB process.

Signs and Lines – There are currently issues in a number of key areas within the borough with CEO enforcement due to poor signs and lines, for income to increase and the number of cancelled tickets to decrease financial investment for the renewal of the signs and lines will be required and the total amount required is currently being evaluated. A pilot of around 20 streets has commenced at a cost of £10k, the cost of this should be re-met by parking fines making this cost effective and will be completed by 27 August 2010, a 3 month monitoring programme will then commence and the effectiveness should be reflected by a trend of a lower cancellation rate and therefore an increase in income. Following the results of this pilot, sites can be identified according to priority and further programmes put in place and monitored for effectiveness.

Pay and Display machines - Repair and updating of existing equipment is currently taking place Work on improving the methods for collecting parking fees continues with noticeable improvements:

The number of machines in service has increased from 256 (58%) in April to 317 (72%) in August. Income from parking fees for the past four weeks was 6% higher than for four weeks in April despite the lull caused by the school holidays

This has been achieved by calling in an engineer from the suppliers to bring machines back into use whilst maintenance work continues on the other machines. He is bringing four machines per day into service, the targets are to bring service to 80% by mid-September and 95% by the end of the year.

A complete database of the 442 locations for machines is being compiled which will identify:

- The current condition of the machine
- Any work needed to bring it into service
- The expected income from that machine
- Whether an alternative exists

- The importance of that machine in providing service

This information is being used to identify the priority for repairs and will be used to decide whether some machines can be permanently removed. The database will be completed by mid-September when firm proposal can be brought forward on the removal of machines.

Take up of the Pay-by-Phone system remains positive with 8% of street income and 20% of car park income coming by this method. Reasons for the difference include the fact that the car park channel is longer established and the fee paid tends to be higher.

Moving to Cashless Parking – We would need to purchase 300 machines to upgrade our fleet at a cost of approximately £1m, this would create a saving on cash collection and maintenance costs but would increase fees relating to card transactions, at our vend rate the fee may be a high proportion of the income but we are investigating further to establish the rates.

Review current fees and charges – A review of existing fees and charges is being completed as part of a full review of the special parking account and all related income and expenditure.

Alternative delivery model

Options are available to change the services current delivery model and consider outsourcing parking services. It is possible to outsource everything that is considered parking services – this is everything Barnet currently performs in house such as processing permits, suspensions and dispensations. Companies like NSL already have both the capability and experience in this service provision model however it is not a common model and for London boroughs the end to end service is provided in only Enfield and Southwark. Although from a contract management perspective it may be easier to work with a single entity covering all aspects of parking it may not actually be of most benefit to Barnet. A single provider would not necessarily afford Barnet Council the opportunity to shape future service improvements and take advantage of any new innovation that other providers may implement. Further more there are other opportunities that already exist to join with other London boroughs on contracts and service improvement initiatives that may deliver greater savings

10. LIST OF BACKGROUND PAPERS

10.1 None.

AGENDA ITEM: 11

Page nos. 54 - 56

Meeting	Budget and Performance Overview & Scrutiny Committee
Date	1 st September 2010
Subject	Cabinet Forward Plan
Report of	Scrutiny Office
Summary	This report provides Members with the current published Cabinet Forward Plan. The Committee is asked to comment on and consider the Cabinet Forward Plan when identifying future areas of scrutiny work.

Officer Contributors	None
Status (public or exempt)	Public
Wards Affected	All
Enclosures	Appendix A – Cabinet Forward Plan of Key Decisions
Contact for Further Information:	Jeremy Williams Scrutiny Office ☎ 020-8359-2042 jeremy.williams@barnet.gov.uk

1. RECOMMENDATIONS

- 1.1 That the Committee comment on and consider the Cabinet Forward Plan when identifying areas of future Scrutiny work.**

2 CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 2.1 The Overview and Scrutiny Committees/Sub-Committees must ensure that the work of Scrutiny is reflective of the Council's priorities.**

- 2.2 The three priority outcomes set out in the 2010/13 Corporate Plan are: –**

- **Better services with less money**
- **Sharing opportunities, sharing responsibilities**
- **A successful London suburb**

- 2.3 The Corporate Plan 2010/13 contains the following strategic objectives and performance targets that fall within the remit of the Corporate Governance Directorate and relate to Overview and Scrutiny:**

- **Improve council policy and decision making through greater involvement by non-executive members**
- **To improve the effectiveness and transparency of decision-making within the council by ensuring that Overview and Scrutiny in the year 2010/11:**
 - **Considers three decisions prior to being taken by Cabinet; and**
 - **Initiates three items of policy development.**

3. RELEVANT PREVIOUS DECISIONS

- 3.1 None.**

4. RISK MANAGEMENT ISSUES

- 4.1 None in the context of this report.**

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the role of the Committee is to perform the Overview and Scrutiny role in relation to:**

- **The Council's leadership role in relation to diversity and inclusiveness; and**
- **The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.**

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

6.1 None.

7. LEGAL ISSUES

7.1 None.

8 CONSTITUTIONAL POWERS

8.1 The scope of the Overview and Scrutiny Committees/Sub-Committees is contained within Part 2, Article 6 of the Council's Constitution; the Terms of Reference of the Scrutiny Committees/Sub-Committees are included in the Overview and Scrutiny Procedure Rules (Part 4 of the Council's Constitution).

9. BACKGROUND INFORMATION

9.1 Under the current overview and scrutiny arrangements, the Budget and Performance Overview & Scrutiny Committee will ensure that the work of Scrutiny is reflective of Council priorities, as evidenced by the Corporate Plan and the programme being followed by the Executive.

9.2 The Cabinet Forward Plan will be included on the agenda at each meeting of the Budget and Performance Overview & Scrutiny Committee as a standing item.

9.3 The Committee is encouraged to comment on the Forward Plan.

9.4 The Committee is asked to consider items contained within the Forward Plan to assist in identifying areas of future scrutiny work, particularly focussing on areas where scrutiny can add value in the decision making process (pre-decision scrutiny).

10. LIST OF BACKGROUND PAPERS

10.1 None.

London Borough of Barnet
Forward Plan of Key Decisions
15 August 2010

Contact: Nick Musgrove, Democratic Services, 020 8359 2024

nick.musgrove@barnet.gov.uk

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
Cabinet Resources Committee –2 September 2010					
Debts when acquiring properties on Regeneration sites	Seeking authority to collect any debts owed to the Council when acquiring properties.	Resources and Performance Housing, Planning and Regeneration Noreen Twomey			
Growth Area Funding (Round 3) Update and Funding Re-allocation	Approve the proposed re-allocation of £1million from the Granville Road project to priority town centre projects.	Resources and Performance Lucy Shomali			
Barnet Infrastructure Delivery Plan and the Community Infrastructure Levy	Approve the Barnet Infrastructure Delivery Plan as part of the Core Strategy evidence base.	Resources and Performance Housing, Planning and Regeneration Lucy Shomali			

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
The Building (Local Authority Charges) Regulations 2010 – Proposed Charging Scheme	Approve Charging Scheme for 2010	Housing, Planning and Regeneration Richard Morcom			Full report
Treasury Management Strategy	Approve new Strategy.	Resources and Performance Karen Bannister			Full report
Monitoring 2010/11	Monitor the current position on revenue and capital finance.	Resources and Performance Maria Christofi			Full report
Treasury Management Activity	Review current Treasury Management activity.	Resources and Performance Karen Bannister			Full report
Stonegrove Spur Road Housing Regeneration – Advance disposal of land in Phase 5	To approve: (i) the disposal of land as a variation to the PDA, excluding the necessary land from Phase 5 (iii) the appropriation of land to planning purposes	Resources and Performance Siobhan O'Donoghue / Susan Botcherby / Tony Westbrook			Full report

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
Cabinet 6 September 2010					
Meeting Demand for Primary School Places	Review provision of primary school places to meet the growing demand.	Children's Services Inv in Learning Robert McCulloch Graham	Consultation will be required in respect of proposals for specific schools	TBA	Full report
Local Development Framework (Core Strategy): Publication Stage	Consider outcome of consultation and approve submission draft	Planning & Environmental Protection Nick Lynch	Consultation ended 9 January 2010		Full report
Local Development Scheme	<ol style="list-style-type: none"> 1. Approve revised scheme 2. Consider comments made by Business Management Overview and Scrutiny Sub-Committee 	Planning & Environmental Protection Nick Lynch	Report initiates final stage in public consultation	TBA	Full report
Local Development Framework – Development Management Policies	Consider Preferred Option	Planning & Environmental Protection Mike Carless	Report initiates 6 week period of public consultation	TBA	Full report

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
Libraries	Initiate Strategic Review of the Library Service	Customer Access and Partnerships Richard Grice, Tom Pike			Full report
Corporate Parenting Strategy	Approve Strategy	Education, Children & Families Elaine Tuck			Full report
Reference from Scrutiny: Recycling & Waste Minimisation	Consider recommendations of Scrutiny	Acting Dem Serv Manager			Report of Scrutiny Panel
Underhill – External Auditor’s costs	To receive a report in respect of the external auditor’s costs in this matter	Leader Brian Reynolds			Full report
Cabinet Resources Committee 19 October 2010					
Frith Manor School – Grant a ground lease of land within the school grounds for a Swimming Pool	Granting of a ground lease at a concessionary rent and consent to build a pool in accordance with outline planning consent.	Resources and Performance Richard Malinowski			Full report

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
Mill Hill East Land Owners Agreement and Depot Site	Consider the current position on commercial negotiations, depot relocation issues and progress to date.	Resources and Performance Housing, Planning and Regeneration Stewart Murray			Full report
Building Schools for the Future	Consider any winding-up arrangements necessary following government's cessation of this programme.	Resources and Performance Children, Families & Education Michael Mill			Full report
Brent Cross / Cricklewood Regeneration Area Development Framework Agreement and the two PDAs.	To report slight changes to the approved outline financial terms	Housing, Planning and Regeneration Tony Westbrook			Full report
Intensive Supportive Living Contract	Award Contract	Adults Kate Kennally			Full report

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
Cabinet 20 October 2010					
Financial & Business Planning	Review financial and business planning issues/processes	Resources & Performance Andrew Travers			Full report
Local Development Framework – site allocations document	Consider preferred options	Housing, Planning & Regeneration Nick Lynch	Consultation ended March 2010		Full report
Housing with Support Options for Older People	Approve the outcomes of the options appraisal on housing with support for older people and agree option(s) to be worked up into a full business for change in consultation with stakeholders.	Adults Kate Kennally	Report initiates consultation	TBA	Full report
Fairer Contributions Policy	Authorise consultation	Adults Kate Kennally	Report initiates consultation on policy	TBA	Full report
Regeneration & Enterprise Strategy	Approve Strategy	Hsg, Planning & Regeneration Colin Ross, Jodie Yandall			Full report

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
References from Scrutiny <ul style="list-style-type: none"> • Remodeling Older People's Housing with Support • Council's response to Cold Weather • Domestic Violence 	Consider report and recommendations following work of Task & Finish Groups	Scrutiny recs accompanied by any comments of Cabinet Members concerned			Full report
North London Waste Authority	Consider Inter-Authority Agreement	Environment Michael Lai			Full report
Cabinet 29 November 2010					
Sustainable Community Strategy	Recommend Council to approve new 2010 – 2020 Strategy.	Leader, Customer Access & Partnerships Andrew Nathan			Full report
Housing Allocations Policy	Consider outcome of consultation on proposed new policy – subject to Cabinet approval on 21/6	Housing, Planning & Regeneration Paul Shipway	Report gives details of outcome of consultation http://www.barnet.gov.uk/index/housing/housing-strategy/housing-allocations-policy-consultation.htm	15 Oct 2010	Full report

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
Edgware Jewish Primary School	Consider proposal for VA status	Edn., Children & Families Elaine Tuck			Full report
New Barnet Town Centre Framework	Approve framework	Housing, Planning & Regeneration Lucy Shomali	Consultation ended March 2010		Full report
Broadfields and Akiva Schools	Approve arrangements for permanent expansion of the schools	Education, Children & Families Elaine Tuck			Full report
Cabinet 10 January 2010					
Financial & Business Planning	Review financial and business planning issues/processes	Resources & Performance Andrew Travers			Full report

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
Finchley Church End Town Centre Strategy	Approve Strategy	Housing, Planning & Regeneration Lucy Shomali	Consultation carried out February/March 2010		Full report
Edgware Town Centre Strategy	Approve Strategy	Housing, Planning & Regeneration Lucy Shomali			Full report
Local Development Framework – North London Waste Plan	Publication Pre-Submission Stage	Hsg, Plg & Regen Nick Lynch			Full report

AGENDA ITEM: 12

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Meeting	Budget and Performance Overview & Scrutiny Committee
Date	1 st September 2010
Subject	Budget and Performance Overview & Scrutiny Committee Forward Work Programme 2010/11
Report of	Scrutiny Office
Summary	This report outlines the Committee's work programme during 2010/11.

Officer Contributors	None
Status (public or exempt)	Public
Wards Affected	All
Enclosures	Appendix A – Budget and Performance Overview & Scrutiny Committee Work Programme 2010/11
Contact for Further Information:	Jeremy Williams Scrutiny Office ☎ 020-8359-2042 jeremy.williams@barnet.gov.uk

1. RECOMMENDATIONS

- 1.1 That the Committee consider and comment on the items included in the 2010/11 work programme of the Budget and Performance Overview & Scrutiny Committee (Appendix A).**

2 CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 2.1 The Overview and Scrutiny Committees/Sub-Committees must ensure that the work of Scrutiny is reflective of the Council's priorities.**

- 2.2 The three priority outcomes set out in the 2010/13 Corporate Plan are: –**

- **Better services with less money**
- **Sharing opportunities, sharing responsibilities**
- **A successful London suburb**

- 2.3 The Corporate Plan 2010/13 contains the following strategic objectives and performance targets that fall within the remit of the Corporate Governance Directorate and relate to Overview and Scrutiny:**

- **Improve council policy and decision making through greater involvement by non-executive members**
- **To improve the effectiveness and transparency of decision-making within the council by ensuring that Overview and Scrutiny in the year 2010/11:**
 - **Considers three decisions prior to being taken by Cabinet; and**
 - **Initiates three items of policy development.**

3. RELEVANT PREVIOUS DECISIONS

- 3.1 None.**

4. RISK MANAGEMENT ISSUES

- 4.1 None in the context of this report.**

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the role of the Committee is to perform the Overview and Scrutiny role in relation to:**

- **The Council's leadership role in relation to diversity and inclusiveness; and**
- **The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.**

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

6.1 None in the context of this report.

7. LEGAL ISSUES

7.1 None in the context of this report.

8 CONSTITUTIONAL POWERS

8.1 The scope of the Overview and Scrutiny Committees/Sub-Committees is contained within Part 2, Article 6 of the Council's Constitution; the Terms of Reference of the Scrutiny Committees / Sub-Committees are included in the Overview and Scrutiny Procedure Rules (Part 4 of the Council's Constitution).

9. BACKGROUND INFORMATION

9.1 The Budget and Performance Overview & Scrutiny Committee's Work Programme 2010/11 indicates items of business previously considered by the Committee and forthcoming items.

9.2 The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.

9.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

10. LIST OF BACKGROUND PAPERS

10.1 None.

BUDGET AND PERFORMANCE OVERVIEW & SCRUTINY COMMITTEE
WORK PROGRAMME 2010/11

3 JUNE 2010			
ITEMS CONSIDERED	INFORMATION	REPORT ORIGIN	LINK TO CABINET / CORPORATE PLAN
Quarter Four Performance Information	The Committee received a report presenting progress against the Corporate Plan performance indicators to be considered with a different area of particular focus at each meeting. The Committee agreed to focus on Children's Social Care and Reducing Waste and Recycling when considering the Quarter 1 performance information on 1 st September 2010.	Internal - Performance	All priorities
22 JULY 2010			
ITEMS CONSIDERED	INFORMATION	REPORT ORIGIN	LINK TO CABINET / CORPORATE PLAN
Treasury Management Strategy	The Committee scrutinised the Treasury Management Strategy	Internal – Finance	Better services with less money
Budget and Financial	The Committee received a report outlining the key medium-	Internal - Performance	Better services with

Forward Plan Update	term strategic and financial issues for the Council, information on the financial and business planning context and an explanation of the affect of the national context upon the finances of the Authority.		less money
1 SEPTEMBER 2010			
ITEMS TO BE CONSIDERED	INFORMATION	REPORT ORIGIN	LINK TO CABINET / CORPORATE PLAN
Estates Management Strategy	To scrutinise the draft Estates Management Strategy	Internal – Commercial Services	Better services with less money
Parking Policy and Performance	Report to include: <ul style="list-style-type: none"> - revenue breakdown of parking - breakdown of cost, including admin, number of attendents - number of machines broken and percentage - cost of repairing machines - cost of moving to credit card machines - number of appeals - recommendations for improvements 	Internal – Parking	Better services with less money
Quarter One Performance Information	To include specific reports on: <ul style="list-style-type: none"> - Managing rising levels of activity in Children’s Social Care - Reducing Waste and Increasing Recycling Rates in 	Internal – Performance	Better services with less money

	Barnet		
FUTURE MEETINGS			
	INFORMATION	REPORT ORIGIN	LINK TO CABINET / CORPORATE PLAN
Budget and Financial Forward Plan	To receive regular reports on the Budget, Financial Forward Plan and Risk Register.	Internal - Finance	Better Services with Less Money
Budget Scrutiny	<ul style="list-style-type: none"> - Receiving a report outlining initial work towards the budget - Receiving a report on the draft budget headlines and discussing any issues arising - Reviewing the budget consultation proposals, including the involvement of Scrutiny - Reviewing the results of the consultation and the impact on budget decisions of Cabinet. 	Internal – Finance	All priorities
Quarterly Performance Information	To receive performance information reported on a quarterly basis.	Internal – Performance	Better services with less money

Scrutiny of Partnerships	To receive the Annual Report of Partnerships, and to examine Council partnerships with other organisations.	Internal – Partnerships	A successful London suburb
Draft Corporate Plan 2011/12	To consider and comment on the Draft Corporate Plan.	Assistant Chief Executive	All priorities
Barnet Homes Performance Information and Business Plan	To consider annual Barnet Homes Performance Information and Business Plan.	External – Barnet Homes	‘One Barnet’
Restructure of Human Resources	To be consider the restructure of Human Resources	Internal - Finance	Better services with less money
IS Strategy	Requested at committee, 3/3/10.	Internal – Information Systems	Better services with less money
Major Projects in Progress	To be updated on the progress of Major Projects currently operating.	Internal - Finance	Better services with less money
Cashless Operations	Report on Council moves towards cashless operations, including methods of payment	Internal – Finance	Better services with less money

Medium Term Financial Strategy	To receive the Medium Term Financial Strategy	Internal – Finance	Better services with less money
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The Chairman issue regular invitations to external stakeholders to participate in discussions on relevant items where useful.

Future meeting dates:

- **27 October 2010**
- **25 November 2010**
- **20 December 2010**
- **27 January 2011**
- **22 February 2011**
- **5 April 2011**