

MEETING

BUDGET AND PERFORMANCE OVERVIEW & SCRUTINY COMMITTEE

DATE AND TIME

MONDAY 20TH DECEMBER 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

Media Relations contact: Chris Palmer 020 8359 7408

To view agenda papers on the website: <http://committeepapers.barnet.gov.uk/democracy>

CORPORATE GOVERNANCE DIRECTORATE

ORDER OF BUSINESS

Item No.	Title of Report	Pages
1.	MINUTES	-
2.	ABSENCE OF MEMBERS	
3.	DECLARATION OF MEMBERS' PERSONAL AND PREJUDICIAL INTERESTS	-
4.	PUBLIC QUESTION TIME (If any)	-
5.	MEMBERS' ITEMS	-
6.	FINANCIAL AND BUSINESS PLANNING 2011/12 – 2013/14	1 - 3
7.	MONITORING 2010/11	4 - 16
8.	CABINET FORWARD PLAN	17 - 19
9.	BUDGET AND PERFORMANCE OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMME 2010/11	20 - 30
10.	ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT	-

FACILITIES FOR PEOPLE WITH DISABILITIES

Hendon Town Hall has access for wheelchair users including lifts and toilets. If you wish to let us know in advance that you will be attending the meeting, please telephone Jeremy Williams on 020 8359 2042. People with hearing difficulties who have a text phone, may telephone our minicom number on 020 8203 8942. All of our Committee Rooms also have induction loops.

FIRE/EMERGENCY EVACUATION PROCEDURE

If the fire alarm sounds continuously, or if you are instructed to do so, you must leave the building by the nearest available exit. You will be directed to the nearest exit by Committee staff or by uniformed porters. It is vital you follow their instructions.

You should proceed calmly; do not run and do not use the lifts.

Do not stop to collect personal belongings.

Once you are outside, please do not wait immediately next to the building, but move some distance away and await further instructions.

Do not re-enter the building until told to do so.

AGENDA ITEM: 6

Pages 1 - 3

Meeting	Budget and Performance Overview & Scrutiny Committee
Date	20th December 2010
Subject	Financial and Business Planning 2011/12 – 2013/14
Report of	Leader of the Council Cabinet Member for Resources and Performance
Summary	This report sets out the impact of recent government announcements on the medium-term financial strategy and presents budget headlines for consideration by Cabinet ahead of formal budget-setting in February and March 2011.

Officer Contributors	Andrew Travers, Deputy Chief Executive Zina Etheridge, Assistant Chief Executive Assistant Directors of Finance
Status (public or exempt)	Public
Wards affected	All
Enclosures	Enclosure 1 – Financial and Business Planning 2011/12 – report to Cabinet, 13 th December 2010
For decision by	Budget and performance overview and scrutiny sub-committee

Contact for further information: Andrew Travers, Deputy Chief Executive, 020 8359 7850

1. RECOMMENDATIONS

- 1.1 That the report to Cabinet on budget headlines is noted as attached at Enclosure 1. The committee is asked to consider the contents of this report and comment on any matters arising; and**
- 1.2 That the committee consider any areas on which it would like to see further information.**

2 RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet on 21 June 2010 considered the strategic outlook and likely severe resource constraint, and agreed a financial and business planning process covering the period 2011/12 to 2013/14.
- 2.2 Cabinet on 20 October 2010 considered the implications of the government's plans to balance the national budget and noted a net budget gap of £38.1m over the next three years. Cabinet agreed to consult on possible budget savings of £46.2m over that period.
- 2.3 General Functions Committee on 25 October 2010 agreed revised severance terms and Managing Organisational Change policy.
- 2.4 Cabinet on 29 November 2010 agreed the One Barnet Framework.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The financial and business planning process is designed to enable Members to set the strategic direction of the Council, and for that direction to be reflected in the Corporate Plan, the budget, and business unit and individual staff plans. The process is designed to dovetail with the Corporate Plan, ensuring resources are most effectively focussed on the priorities set out in the plan. The nature of the process is particularly designed to support the priority of *Better Services with less Money*.

4. RISK MANAGEMENT ISSUES

- 4.1 Risk management issues are contained in the attached Cabinet report.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 Equalities and diversity issues are contained in the attached Cabinet report.

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

- 6.1 Resource implications are contained in the attached Cabinet report.

7. LEGAL ISSUES

7.1 Legal issues are contained in the attached Cabinet report.

8. CONSTITUTIONAL POWERS

8.1 The terms of reference of this committee are set out in the overview and scrutiny committee procedure rules to Article 6 of the Council Constitution.

9 BACKGROUND INFORMATION

9.1 None

10 BACKGROUND PAPERS

10.1 None

AGENDA ITEM: 5 Page Nos. 1 – 21 (& separate appendices)

Meeting	Cabinet
Date	13 December 2010
Subject	Financial and Business Planning 2011/12 – 2013/14
Report of	Leader of the Council Cabinet Member for Resources and Performance
Summary	This report sets out the impact of recent government announcements on the medium-term financial strategy and presents budget headlines for consideration by Cabinet ahead of formal budget-setting in February and March 2011.

Officer Contributors	Andrew Travers, Deputy Chief Executive Zina Etheridge, Assistant Chief Executive Assistant Directors of Finance
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix 1 – revenue budget options Appendix 2 – overall draft budget summary Appendix 3 – consultation key messages Appendix 4 – consultation responses from Adults Social Service users on budget strategy and Fairer Charging
For decision by	Cabinet
Function of	Executive
Reason for urgency/exemption from call-in	N/A

Contact for further information: Andrew Travers, Deputy Chief Executive, 020 8359 7850

1. RECOMMENDATIONS

- 1.1 That the position with regard to 2010/11 budget monitoring, as set out at paragraph 9.4.3, is noted;**
- 1.2 That the budget position following the spending review is noted (9.2);**
- 1.3 That the continuing uncertainty ahead of the local government finance settlement is noted;**
- 1.4 That the corporate budget adjustments as set out in paragraph 9.4.2 are agreed;**
- 1.5 That budget pressures and savings for 2011/12 to 2013/14 as set out in this report (Appendix 1) are agreed as budget headlines for consultation. Formal approval will be sought at Cabinet in February and full Council in March 2011;**
- 1.6 In agreeing recommendation 1.5, note the overall draft budget position (Appendix 2) to ensure that a balanced budget is set;**
- 1.7 In agreeing recommendation 1.5, note the analysis of the impact of budget proposals as included in Appendix 1 and summarised in section 9.6;**
- 1.8 Note the budget ideas following consultation that have been incorporated into the budget headlines, as set out in Appendix 3 and note the results of the detailed consultation carried out with service users and the public into the service's budget strategy and Fairer Charging as set out in Appendix 4; and**
- 1.9 That the budget for capitalised redundancy costs is increased as set out at paragraph 9.6.14.**

2 RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet on 21 June 2010 considered the strategic outlook and likely severe resource constraint, and agreed a financial and business planning process covering the period 2011/12 to 2013/14.**
- 2.2 Cabinet on 20 October 2010 considered the implications of the government's plans to balance the national budget and noted a net budget gap of £38.1m over the next three years. Cabinet agreed to consult on possible budget savings of £46.2m over that period.**
- 2.3 General Functions Committee on 25 October 2010 agreed revised severance terms and Managing Organisational Change policy.**

2.4 Cabinet on 29 November 2010 agreed the One Barnet Framework.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

3.1 The financial and business planning process is designed to enable Members to set the strategic direction of the Council, and for that direction to be reflected in the Corporate Plan, the budget, and business unit and individual staff plans. The process is designed to dovetail with the Corporate Plan, ensuring resources are most effectively focussed on the priorities set out in the plan. The nature of the process is particularly designed to support the priority of *Better Services with less Money*.

4. RISK MANAGEMENT ISSUES

4.1 Severe resource constraint represents the most significant risk to the Council fulfilling its strategic objectives. The One Barnet programme potentially mitigates this risk, but needs to be taken forward in a timely fashion and integrated into the financial and business planning process.

4.2 The Council has recently taken steps to improve its risk management processes, in particular integrating the management of financial and other risks. Risk management information is reported quarterly to Cabinet Resources Committee, along with other performance management information, and will be reflected as appropriate in financial and business planning.

4.3 The outcome of Icelandic Bank litigation remains the single most important financial risk facing the Council. Our current balance sheet assumes that the Council retains priority status as a creditor of the two banks through the wind-up process. This matter will be determined by the Icelandic Courts early in 2011, but any decision is likely to be appealed. The Council has an earmarked risk reserve and has also applied for a capitalisation direction to help manage any potential requirement for further write-downs of the balance sheet value in 2010/11.

4.4 The challenges set out in this report will require fundamental change in the way Council services are delivered which in turn will impact on the human resources of the organisation and related policies and practices. Managing this process in conjunction with Trade Unions and staff is a key risk which will be mitigated through the people and culture workstream within the One-Barnet programme.

5. EQUALITIES AND DIVERSITY ISSUES

5.1 The projected increase in the borough's population and changes in the demographic profile will be key factors that need to be considered when determining both the corporate strategy and service responses. Both of these need to also reflect the aspirations and contributions of current residents.

- 5.2 All proposals emerging from the financial and business planning process will need to be fully considered in terms of equalities and diversity issues as set out in the current Corporate Plan and as required by statute, including the requirements for consultation and equality impact assessments where necessary.
- 5.3 Similarly, all human resources implications will be managed in accordance with the Council's Managing Organisational Change policy that supports the Council's Human Resources Strategy and meets statutory equalities duties and current employment legislation.

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

- 6.1 This report is concerned with the Council's medium-term financial strategy and budget process. It recognises severe resource constraint and proposes measures designed to maximise the Council's ability to pursue its strategic agenda through an extremely challenging period.
- 6.2 The Government has decided to discontinue the national performance management mechanism overseen by the Audit Commission. As part of this business planning process, the Council will therefore need to determine even more clearly its own strategic objectives and the metrics which can be used to measure success. Similarly, the demise of the Use of Resources assessment means that the Council must ensure that the normal business planning cycle will deliver the strong governance and corporate capacity necessary to ensure that resources are utilised effectively.

7. LEGAL ISSUES

- 7.1 All proposals emerging from the financial and business planning process are being fully considered in terms of legal implications for the Council and, where appropriate, mechanisms put into place to mitigate legal risks as far as possible.
- 7.2 The Council is grappling with some difficult, complex and competing choices. It is conceivable that some members of the community may not be agreeable to the proposals. A challenge by way of judicial review could be mounted by any person, group of persons or body or group of bodies likely to be adversely affected by a particular proposal. This could be brought at any stage of the decision making process on the grounds of illegality, irrationality and or impropriety. In order to successfully defend a challenge it is critical that proper decision making processes are followed, that where appropriate and necessary there is proper consultation and at all times the Council has due regard to its public law equality duties.
- 7.3 An analysis of key risks has been undertaken for each budget saving. The main key legal risks for the process are as follows:

- Legal risks around not fully or properly considering the impact upon groups with ‘protected characteristics’ as evidenced by equality impact assessments and potential challenge if these considerations are not fully and properly taken into account by Cabinet;
- Statutory requirement to give 90 days notice, given that there are expected to be more than 99 redundancies; and
- Legal risks around statutory and legal duty to consult on individual budget options and with business rate payers.

Consultation

7.4 As a matter of public law the duty to consult with regards to proposals to vary, reduce or withdraw services will arise in 3 circumstances:

- Where there is a statutory requirement in the relevant legislative framework;
- Where the practice has been to consult or where a policy document states the Council will consult then the Council must comply with it's own practice or policy;
- Exceptionally, where the matter is so important that the Council ought to consult whether or not there is a statutory duty to consult.

7.5 Consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:

- Comments are genuinely invited at the formative stage.
- The consultation documents include sufficient reasons for the proposal to allow those being consulted to be properly informed and to give an informed response.
- There is adequate time given to the consultees to consider the proposals.
- There is a mechanism for feeding back the comments and those comments are conscientiously taken into account by the decision maker / decision making body when making a final decision.

7.6 Consultation proposals should demonstrate not only that the Council is approaching the proposals with an open mind, but also that it is mindful of the range of implications any proposal may have for those affected and that any decision is not pre-determined prior to the consultation and the response thereto being considered.

7.7 The Council must take account of all relevant considerations, including importantly the duty to give due regard to the public law equalities duties and in particular any potential differential and/or adverse impact. The Council must also have regard to and weigh up all countervailing factors, including financial resources, which in the context of the function being exercised, it is proper and reasonable for the Council to consider.

Equality duties

7.8 The single public sector equality duty pursuant to the Equality Act 2010 is likely to come into force in April 2011. Until then, the Council must have due regard to goals set out in existing discrimination legislation as follows:

Under s71 (1) of the Race Relations Act 1976

- (a) to eliminate unlawful racial discrimination; and
- (b) to promote equality of opportunity and good relations between persons of different racial groups.

Under s49A of the Disability Discrimination Act 1995 to:

- (a) the need to eliminate discrimination that is unlawful under this Act;
- (b) the need to eliminate harassment of disabled persons that is related to their disabilities;
- (c) the need to promote equality of opportunity between disabled persons and other persons;
- (d) the need to take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons;
- (e) the need to promote positive attitudes towards disabled persons; and
- (f) the need to encourage participation by disabled persons in public life.

Under s76A of the Sex Discrimination Act 1975:

- (a) to eliminate unlawful discrimination and harassment, and
- (b) to promote equality of opportunity between men and women.

7.9 Attention is drawn specially to the Council's duties under section 49A (d) of the Disability Discrimination Act as this imposes a more positive obligation to consider whether disabled people should be treated more favourably. The Council must identify the groups of people affected by any proposal and how they are affected by the proposals and in the case of disabled people the Council must give due regard to treating them more favourably.

7.10 'Due regard' as required by legislation is more than 'regard'; it requires more than simply giving consideration to the issue of disability, race or gender, the law requires a rigorous and open minded approach. Alongside the obvious reputational risks here, decisions made by the Council on the processes for setting and agreeing the budget can be challenged by way of a judicial review, as indicated by Paragraph 7.2 above. This could put the delivery of savings within the required timescales at risk.

8. CONSTITUTIONAL POWERS

8.1 Constitution, Part 3, Responsibility for Functions – Section 3, Responsibilities of the Executive.

9. BACKGROUND INFORMATION

9.1 Executive Summary

9.1.1 The Cabinet on 21 June 2010 considered the strategic policy context for the financial and business planning process paying particular attention to:

- The population increase in Barnet (making Barnet the most populous London Borough);
- The nature of the population change, young (under 5) and older people (over 85);
- Opportunities around technological change to deliver services in new ways; and
- Changing roles and expectations for public services and local government.

9.1.2 Although the Government's emergency budget had not been announced at that point, very significant reductions in government support to local authorities were anticipated.

9.1.3 Cabinet on 20 October considered the government's Emergency Budget and the likely consequence of a 33% real terms reduction in government support to local authorities over a four-year period. A budget gap of £38.1m over three years was reported, in addition to which cuts in specific grants would be passported to the relevant budgets. Cabinet agreed to consult on a three-year cuts package of £46.2m.

9.1.4 The spending review on 20th October 2010 provided high level details of the funding for local government as a whole. The total cut to local government funding was 26% over 4 years, but the spending cuts are significantly frontloaded, with around 13% of the cut in year 1. This means that for Barnet, while the three year assumptions were broadly accurate, the gap is approx. £4m greater in 2011/12, and the gap is lower in 2013/14. There are also approx. £5m of grants where there has been no announcement at all. There is a risk that these grants will be deleted, which would add to the budget gap for 2011/12. The impact of this is set out in paragraph 9.2.8.

9.1.5 The draft local government finance settlement has not been announced, nor the date of the announcement confirmed. There is therefore continued uncertainty regarding resources available from government.

9.1.6 However, as a result of the above, and developments to the Medium Term Financial Strategy as set out in section 9.4, the **revised estimate of the budget gap is £43.1m over 3 years**. In addition, a number of service pressures have been identified of which £6.8m are considered unavoidable as a result of changes in legislation, demography and other factors. This means the **overall savings requirement is £49.9m over the next 3 years**.

9.1.7 To address these issues, additional savings totalling £9.1m have been added to the £46.2m that have already been consulted on. Following feedback from consultation, £0.9m of reductions in funding to the voluntary sector have been

removed from budget proposals, so as a result, savings totalling £54.4m are set out in Appendix 1. After an allowance for unforeseen funding implications of future funding settlements, this gives a balanced budget position.

9.1.8 This budget position is underpinned by a Council tax freeze in 2011/12, and an assumption of an increase in Council tax of 2.5% in 2012/13 and 2013/14.

9.1.9 Barnet's response to the strategic agenda is the One Barnet transformation programme built around the principles of a new relationship with citizens, one public sector in Barnet, and a relentless drive for efficiency. The principle driver for the programme is to develop a customer centred organisation, but it will also help to reduce the cost of the provision of services to our residents. The One Barnet Framework has now been agreed by the Cabinet and the programme is fully aligned with the financial and business planning process. Included in the savings proposals in Appendix 1 are £12.1m of savings in respect of the One Barnet programme (plus £1.4m 2010/11 savings comes to £13.5m for the programme as a whole).

9.1.10 However, the One Barnet savings will only be part of the solution to balancing the budget in such challenging economic circumstances. A number of the proposals included in the savings options will result in reductions or deletions of services previously provided, or in some cases increases in fees and charges. In summary:

- One Barnet £12.1m
- Efficiency projects £22.9m
- Increased income £4.2m
- Service reductions £15.2m

9.1.11 Proposals have been developed by taking savings from every department across the organisation. This resulted in a series of strategic options being put forward, and it is members decision as to how these savings are realised across departments, taking into consideration the policy framework and the impact of specific savings in the process.

9.1.12 While the budget setting process will result in significant reductions in departmental budgets across the Council, there are important trade offs for Cabinet to consider against their key priorities. Proportionately more or less savings can be delivered across departments taking this into consideration.

Cabinet are asked to review the budget proposals in Appendix 1 in light of the policy agenda, and agree a package of savings and pressures to enable the Council to set a balanced budget. The appendices set out contextual information around equality impact and impact on corporate priorities to inform the decision making process.

9.2 Spending Review

9.2.1 The government's Spending Review was announced on 20 October 2010. The headlines for local government were:

- A 39% cut in current Formula Grant over four years, heavily front-loaded to years one and two;
- The ending of ringfencing for local authority grant, with the exception of funding for schools and public health;
- The inclusion of a number of current area-based and specific grants within Formula Grant or schools grant;
- 'Additional' funding for social care and to enable a council tax freeze in 2011/12; and
- The creation of a number of 'core revenue grants' to distribute non-ringfenced funding outside the Formula Grant distribution formula.

The overall effect of the above is a 26% cut in overall government support to local government over four years (that is, covering current Formula Grant, new Formula Grant and core revenue grants).

9.2.2 Whilst in overall terms the Spending Review outcome is broadly in line with expectations, there are some important caveats:

- The cuts are front-loaded, particularly in year one but also in year two;
- There is, at the time of drafting this report, still a high level of uncertainty regarding totals for individual grants and distribution issues and whether some grants will continue at all. The 26% overall cut will therefore vary widely for individual Councils depending on the grants included in the base position; and
- Headline announcements for increases or relatively low cuts in some funding streams are at the expense of core Formula Grant.

9.2.3 A key strategic issue is the removal of ringfencing for all support to local government with the exception of schools funding. This means that the Council is able to plan its own budgets within the total of support available. This is a welcome development and enables the Council to apply local priorities, but it does mean that expectations for specific programmes created by the government's detailed announcements will not necessarily be deliverable in practice.

9.2.4 This is particularly relevant around funding for Adults Social Care, where funding announcements suggested additional support in this area. However, formula grant has been reduced by nearly 40% to compensate for this, meaning the overall loss of funding is still 26%. It is up to local policy makers to decide how to allocate this funding, but if additional support is provided to Adults Social Care, it will mean much larger cuts to other budget areas than are currently being proposed.

9.2.5 The Spending Review includes within the overall reduced totals a core revenue grant to enable the council tax freeze in 2011/12. Under the scheme,

Councils which set a 0% increase in 2011/12 will receive grant to the equivalent of a 2.5% increase in 2011/12. It is therefore necessary to set a 0% increase in 2011/12 to protect the Councils underlying revenue support from government, and planning will progress on this basis.

9.2.6 Despite the overall reduction in funding as a result of the Spending Review, there are some opportunities for future funding. It is possible that Barnet could benefit from the New Homes Bonus, which will enable Councils to retain funding as a result of growth in new homes. However, it is important to note that this is not additional funding nationally; it will be top sliced from existing budgets. Social Care funding of £1bn has been allocated to the NHS to help better joint commissioning of services particularly in respect of re-ablement. Barnet Council is also working with central government departments on developing a community budget to use funding across the public sector more effectively. Some of these developments could mitigate the negative effects of overall budget reductions.

9.2.7 Notwithstanding the continued uncertainty referred to above, it is possible to estimate the impact of the Spending Review on our plans as follows:

	2011/12 £m	2012/13 £m	2013/14 £m	Total £m
Gap Cabinet 20 October	15.8	11.7	10.6	38.1
Estimated impact of Spending Review *	10.3	-0.2	-5.3	4.8
Revised Gap at 0%, 2.5%, 2.5% council tax increase	26.1	11.5	5.3	42.9

* - Note this position includes a loss of £5m of grant funding in 2011/12 where there has not yet been an announcement.

9.3 Local government finance settlement

9.3.1 The local government finance settlement was expected on 2 December 2010, but the date has yet to be confirmed. The settlement should confirm formula grant and core revenue grants for each authority, enabling budget planning to be finalised. Key to this will be the system of floors and ceilings which the government uses to smooth over a number of years changes in underlying grant distribution.

9.4 Medium-term financial strategy

9.4.1 The medium-term financial strategy requires updating for the following factors:

- Our current plans contain provision for the North London Waste Authority (NLWA) levy based on the position when the levy was set for the current year. The latest position is that increases over the next two years are likely to be spread more evenly, moving £0.9m from 2011/12 to 2012/13. Cabinet will be aware that the government has recently withdrawn PFI credits for the NLWA's procurement of new facilities. NLWA is considering

next steps, but it is prudent to allow for a further increase of £1m in the levy for 2013/14;

- The budget for 2010/11 contained base budget provision of £1.5m for One Barnet costs. Cabinet on 29 November agreed a revised funding strategy for these one-off costs allowing the base budget provision to be removed from our plans;
- The Spending Review included an announcement that the Carbon Reduction Commitment Scheme would be changed such that the recycling of credits would be removed. This requires an increase in the estimated cost of £0.2m;
- £0.2m reallocated from management costs to support big society initiatives in the voluntary sector;
- The full year effect of agreed changes in the commercial directorate; and
- Our current plans include 1% per annum for pay awards in 2011/12 and 2012/13. The government plans to freeze public sector pay in this period, but to make some provision for lower-paid staff. Whilst the local government employers will need to determine an approach to this, our plans can be reduced by £0.3m in both years to reflect the national approach.

9.4.2 The impact on our budget plans is as follows:

	2011/12 £m	2012/13 £m	2013/14 £m	Total £m
Spending Review Gap above	26.1	11.5	5.3	42.9
NLWA	-0.9	0.9	1.0	1.0
One Barnet costs: base budget	-1.5			-1.5
Carbon Reduction Commitment Scheme	0.2			0.2
Big society	0.2			0.2
Commercial directorate	0.9			0.9
Pay awards: low pay only	-0.3	-0.3		-0.6
Revised Gap	24.7	12.1	6.3	43.1

9.4.3 The latest position on budget monitoring for 2010/11 was reported to Cabinet Resources Committee on 30 November. At that time, projected general fund overspends totalled £3.4m which is in excess of unallocated contingency provision. It is essential that services take all possible action to eliminate potential overspends such that the minimum level of unallocated balances of £15m can be maintained. The position will be reviewed at quarter three to determine whether additional budget reductions are required in the final budget report to rebuild balances.

9.5 Financial and business planning process

9.5.1 The financial and business planning process has progressed as agreed by the Cabinet in June. Cabinet on 20 October began consultation on potential budget reductions totalling £46.2m over three years.

9.5.2 The process has also allowed for consideration of budget pressures and these are set out at Appendix 1. These fall into three categories:

- Demography and unavoidable service demand;
- Infrastructure requirements; and
- Invest-to-save opportunities.

Appendix 1 sets out those pressures recommended for member consideration, which total £6.8m over a 3 year period.

9.5.3 The front-loading of the Spending Review together with the potential complete removal of a number of grants mean that further budget reductions need to be considered. These are set out in Appendix 1 along with the reductions already the subject of consultation. Key additional areas are:

- The deletion of the remaining subsidy for leisure provision (£0.9m);
- Savings in respect of adult social care reform activity, previously funded by specific grant (£0.5m);
- The introduction of a revised waste and recycling strategy (£1m);
- Changes to reactive highways maintenance budget (£1.4m);
- A 30% reduction in Sure Start provision (£2.4m);
- An increase in income from advertising on Council assets (£0.4m);
- The introduction of a revised parking strategy (£1.9m); and
- A number of miscellaneous smaller savings and savings that have been brought forward to address the frontloading in 2011/12.

9.5.4 The overall position for Member decision can be summarised as follows:

	2011/12 £m	2012/13 £m	2013/14 £m	Total £m
Revised Gap per above	24.7	12.1	6.3	43.1
Recommended pressures and investment	5.2	0.8	0.8	6.8
Gap after pressures & investment	29.9	12.9	7.1	49.9
Budget reductions	-30.1	-14.0	-11.2	-55.3
Less: removal of voluntary sector cuts	0	0.9	0	0.9
Potential future settlement reductions	0.2	0.2	4.1	4.5
Final Gap	0	0	0	0

The overall draft budget is summarised at Appendix 2.

Cabinet are asked to agree the proposals in Appendix 1 as budget headlines to ensure that a balanced budget can be set.

9.6 Impact of budget proposals

Performance impact

9.6.1 Given the scale of the budget reductions that are needed as a result of the Spending Review, careful consideration needs to be given to the impact of budgetary decisions. Appendix 1 categorises savings proposals into service reductions, proposals to increase income and proposals to increase efficiency. From the perspective of the budget strategy, the Council is committed to ensuring as much savings as possible come from efficiency measures rather than cuts to services. One Barnet projects and efficiency measures account for a total of 64% of the total savings included in this report.

9.6.2 However, as not all savings will come from improved efficiency, savings will need to be approved that will have an impact on the performance of services provided to residents. Service reductions have been targeted to minimise the impact on service delivery. This section sets out the potential impact on performance and corporate priorities. The council agreed the following three corporate priorities for 2010-13:

Better services with less money - We have a responsibility to make the most of the taxpayers money we are given. So, we are committed to making sure residents know they are receiving better services with less money. Our One Barnet programme is about delivering better outcomes more effectively, efficiently, equitably and economically to leave our customers feeling more satisfied;

Sharing opportunities and sharing responsibilities - We know that many of our residents want to be part of both sharing opportunities and sharing responsibilities. We recognise that some residents need more support than others and we will work with these residents to put them on the pathway to success; and

A successful London suburb - We will continue to enable the borough to grow sustainably by supporting prosperity whilst preserving and enhancing the physical environment. We will continue to support excellence in our schools and centres of learning. Working with the police and NHS Barnet, we will make sure Barnet remains a safe and healthy place to live, work and study.

9.6.3 Beneath these priorities are a series of key performance indicators included in the Corporate Plan. In putting together budget proposals, an analysis of the impact on these indicators has been carried out. The key performance risks are as follows:

- Adults Social Services – a range of proposals have been developed across services in this area. The key risks are around the delivery to people receiving self directed support and people receiving intermediate care or rehabilitation. The reduction in third sector funding may impact on our ability to increase the number of volunteers engaged in care related work (however, this reduction in funding has been reduced following initial consultation). The corporate plan also states that expenditure will be moved to funding prevention models where we know there is a clear cost benefit , and there are proposals to reduce this investment;

- Children's Services – a key priority in the Corporate Plan is around maintaining the high quality of schools in Barnet, and ensuring that disadvantaged groups such as children in care are able to share in the educational success enjoyed by Barnet pupils. Reductions in the school improvement service and the children's social care service could impact adversely on these priorities. The proposed cuts to adoption allowances and specialist social work may reduce adoptions and increase the numbers of children in the council's care, which are also subject to Corporate Plan improvement targets. The proposed reductions in investment in youth services, which promote positive activities for young people including education, employment and training, may have an adverse impact on indicators such as school attendance, youth offending and youth unemployment, as well as the Corporate Plan educational attainment targets.
- Environment and Operations – there could be a positive impact on performance as a result of changes to waste collection in respect of recycling rates. Reductions in the budget for road maintenance will have an adverse impact on the priority of investing in this area.
- Planning, Housing and Regeneration – budget proposals have been drawn up to minimise the impact on key priorities which are around affordable family housing and homelessness.
- Chief Executive, Corporate Services, Finance, Commercial – most of the proposals in these areas are about the re-organisation and improved efficiency of back office functions which should not impact on the delivery of frontline services. However, there are risks to corporate priorities here, specifically around ensuring that the performance around customer contact and responsiveness improves whilst this service is re-modelled.

Equality impact

9.6.4 All potential budget reductions have been assessed for their equality impact using the approach set out in the Corporate Plan 2010-13. The key outcomes of these assessments have been included in Appendix 1 against each of the savings proposals.

9.6.5 Assessments were made with an understanding of the 'protected characteristics' as set out in the Equality Act 2010. The key outcomes of equality impact assessments on the budget proposals are as follows:

- There are a number of savings proposals in Adults Social Services that will impact on provision of services to vulnerable groups in the community including older adults. These include proposed reductions in funding to the voluntary and community sector which will affect the 'prevention' strand of our social care work;
- A number of proposals within the Children's Services budget options are around reductions in the level of funding provided to directly and indirectly provided youth services in the borough; and

- Savings proposals in Children’s services also include options around reductions in the school improvement service which will exacerbate the cessation of the National Strategies grant funding, which may have an adverse impact on the currently very high performance of Barnet schools in respect of educational attainment.

9.6.6 Consultation is taking place on budget options both at a Council wide level on strategic options, and at a service level on detailed options, to ensure that the impact of proposals is fully explored with service users. This is an important part of ensuring the assessment of the equality impact has been considered properly. For example, Adult Social Services has undertaken a series of budget consultation events which have been targeted at both specific care groups but also wider public consultations. Children’s Services are looking to undertake targeted consultations on a number of proposals and Planning, Highways and Regeneration have used a number of consultation techniques to ensure their users have been involved in shaping specific new policy developments such as housing allocations.

Public consultation

9.6.7 The consultation and engagement process with residents has proceeded as planned on the overall strategic budget options. Where fundamental changes to service provision are planned, detailed consultation is also taking place in those areas.

Budget ideas website

The Barnet Ideas website asked residents for specific suggestions about what the council:

- could be better at;
- could stop; or
- could charge a small fee for.

The budget ideas website has had over 5,000 visits, generated over 200 ideas, 350 comments, and 1,600 votes. The most popular budget ideas were as follows:

Budget idea	Votes
Stop paying councillors an allowance above, say, £1000 a year	69
Get rid of the Jaguars	68
Get rid of the Mace Bearers	60
Review the top 100 contracts	56
Cut down on the number of consultants used by Barnet Council	54
Smaller print	50
Stop buying expensive laptop computers	36
Withdrawing 54% allowance rise just awarded to councillor chairmen	34

Consulting with all staff over the coming Budget Cuts	31
Stop paying Councillors' pensions	26
"Free" Passover Collection	26
Reduce Free Skip Service	26

The outcome of voting on budget ideas is being considered at the moment with a view to incorporating relevant and feasible proposals into the final budget in February 2011.

Incorporating ideas into the budget

There has been some important and relevant feedback which is being incorporated into the Council's budget plans. Details of the key ideas and feedback being taken forward are as follows:

Budget idea	Link to Council proposals
Support carers - build better support networks for carers.	The Council has had to proposed cuts to expenditure in all services across the organisation. However, the percentage reduction in Adults social care is the lowest of all departments. Following initial consultation, proposals to reduce funding to the voluntary sector have been scaled back.
Merging services with neighbouring London boroughs - reduce the management overhead and cost of 'doing things differently' by merging the delivery of services with neighbouring boroughs.	The One Barnet programme includes projects to deliver back office and customer contact services in a new way, with the changes expected to be implemented by April 2012. These proposals will include identifying opportunities to merge these services with other London Boroughs, and also with other public sector partners. These "New Support Organisation" and "Customer Services Organisation" savings proposals are included in Appendix 1 in 2012/13.
Clearing snow - in the winter give residents a bag of grit to use in their street when we have heavy snow.	A pilot programme of community involvement is in place for 2010/11 which, if successful, will be rolled out in full for 2011/12.
Admin departments - use better trained staff, or adopt better processes for central admin functions, for example finances for Children Centre use and the music centre admin. If there were solutions available to deal with real customer issues, it would cut down on	This is a case of redesigning services around the customer which is happening through the One Barnet programme, specifically the Customer Services organisation project which will complete by April 2012. Admin functions efficiencies have also been included in budget

unnecessary paperwork generating/shuffling that inevitably gets churned out of these functions. It would also cut down on the time customers spend chasing and replying to burdensome paperwork.	proposals. The New Support Organisation savings for support services will reshape back office services across the Council. Back office and admin savings are also included in Adults Social Services proposals (lines 7, 9, 10, 27, 31, 32, 33 and 59) and Children's services proposals (line 27).
Stop paying huge rent on North London Business Park - I understand that in the last 6 months Barnet Council have paid out £1.7m in rent on NLBP - so that equates to £3.4 million a year. Why can't the council find cheaper offices closer to the Town Hall so that all staff don't have to spend a huge amount of time moving between Barnet House, NLBP and Hendon?	Budget proposals in Commercial Services (lines 10, 11 and 12) are in respect of consolidating office accommodation, sub-letting space and renegotiating current lease arrangements.
Pavements - Stop replacing the pavements in Whetstone.	Budget proposals for Environment and Operations include reductions in expenditure on highways maintenance across the borough, and these reductions will be applied in areas of least need to minimise the impact.
Taxis - We should stop taxi runs for children and adults if these are happening.	Budget proposals for Adults (line 2) and Children's (line 1) include a project to reduce the cost of passenger transport in the borough, which will include ensuring that taxis are used only where this is cost effective.
Museums - Surely museums could be run by volunteers and managed by the third sector?	All options in respect of the future of museums are being considered (ref: specific budget line). This will be picked up in the museum consultation as part of the broader budget consultation

Other specific suggestions about changes to services are still under consideration. (See appendix 3).

Citizen's Panel

A budget consultation event took place with Barnet Citizens Panel members on 10 November 2010 with 54 attendees. Panel members were divided into tables, and feedback was sought on the budget proposals published on 20th October. Feedback on service proposals was as follows:

Chief Executive's – all proposals received majority agreement except the following which received mixed opinions:

- Reducing small grants programme; and
- Reducing funding for large grant contracts.

Corporate governance – all proposals received majority agreement.

Environment and Operations – all received majority agreement except the following which received mixed opinions:

- Charging for car parks;
- Alternative service delivery in E&O;
- Greenspaces service reductions;
- Leisure contract reductions; and
- Street scene and refuse.

Children's – majority agreement for:

- Reductions to school improvement;
- Discontinuing the BSF team;
- Investment in early intervention; and
- Reductions in back office costs.

There was majority disagreement on reductions in support for Children in care – although budget proposals now include additional investment in this budget for 2011/12. There were mixed opinions on:

- Reductions in educational psychology team;
- Changes to provision for excluded children;
- Reductions in youth provision;
- Changes to children's centres, although support for targeting resource in deprived areas; and
- Changes to provision for children with complex needs.

Adults Social Services – majority agreement over:

- Fairer charging;
- Transport;
- Joint working with health; and
- Retendering expensive packages.

There were mixed opinions over:

- Training reductions;
- Setting up a Local Authority Trading Company; and
- Reductions in support for the voluntary sector.

Further information in respect of the overall Council wide budget consultation to date is included in Appendix 3. Full details of the output of consultation, and how this has been incorporated into the budget, will be set out in the final budget report in February 2011.

Qualitative On-line consultation

Details are included in Appendix 3. Key findings include:

- Overall, the vast majority of the priorities had high levels of agreement from the respondents to the survey.

- Most positive responses were associated with proposals to drive efficiency and cost saving.
- Only one priority had a higher number of respondents disagreeing with it than agreeing that it should be pursued. (Outsourcing the planning service, see section 8)

Staffing implications and associated costs

9.6.8 The budget reduction options set out in this report at Appendix 1 have a number of implications in terms of staffing:

Service	2011-12	2011-12	2011-12	2012-13	2013-14
	At risk	Employee	FTE	FTE	FTE
Adult Social Services	38	28	47	6	28
Chief Executive Service	8	2	7	0	0
Children's Service	141	103	88	21	69
Children's Service - Grants EIG	225	77	77	0	0
Children's Service Grants DSG inc Academies	116	15	6	0	0
Children's Service - Grants general grant withdrawal	67	50	35	0	0
Commercial	39	2	2	4	0
Corporate Governance inc Grants	74	11	12	3	3
Revenues and Benefits	2	2	4	0	0
Customer Services, Libraries, Registrars inc Bookstart Grant	19	8	11	22	0
HR	1	1	2	1	0
IS	0	0	4	8	0
Environment & Operations inc Grant Withdrawal	62	31	54	13	1
Special Parking Account	12	8	12	0	0
Finance inc Grants	8	1	3	1	12
Planning, Housing & Regeneration	6	6	16	0	0
SERVICE TOTAL	818	345	380	79	113

9.6.9 The above information is provided to enable the Cabinet to understand the full service delivery and financial implications of the budget proposals. All staffing related decisions are the sole responsibility of the General Functions Committee.

9.6.10 The reductions result from identified savings and/or efficiencies, or as a result of posts being either fully or partly grant funded. At this stage the reductions can only be indicative however it is unlikely that they will fall below these proposals. The actual number and where the redundancies will fall will change as the grant funding situation becomes clearer. In addition further redundancies may occur as a result of the restructures which are taking place to achieve the savings and efficiencies and staff may be displaced who are then unable to be redeployed.

9.6.11 General Functions Committee will consider the staffing implications and will be asked to agree that subject to the completion of statutory consultation with staff and Trade Unions that the Interim Acting Director for HR be instructed to

arrange with the respective Directors for protective redundancy letters to be issued to those employees who are at risk of being made redundant as result of this process.

Redundancy Consultation Process

9.6.12 Statutory 90 day consultation commences on 3rd December 2010 and will close in March 2011. The full consultation document can be found on the Council's intranet. The consultation process will consist of collective consultation with the Trade Unions and individual consultation with staff at risk of redundancy. The total number of staff at risk is estimated at approximately 1,000. Consultation is concerned with:

- Avoiding the dismissals
- Reducing the numbers to be dismissed
- Mitigating the consequences of the dismissal.

9.6.13 Where there are restructures required to deliver these savings then consultation will also take place on these changes during the 90 day period so that the restructures can be implemented by 31 March to ensure that full in year savings are achieved. It is intended that redundancy dismissals will be completed by 31 March 2011 except for those people on teaching terms who have extended notice periods.

Severance

9.6.14 Severance payments will be calculated in accordance with the Managing Organisational Change Policy agreed at the General Functions Committee on 25 October 2010.

Severance Costs

9.6.15 The cost of redundancies is estimated at £12m. The Council has applied for permission to capitalise these costs in 2010/11. There is currently a revenue provision of £7.0m in our budgets to meet redundancy costs. **It is now recommended that provision is increased by £4.5m, funded from planned capital receipts currently unallocated.** An internal redeployment panel will be established which will scrutinize all redundancy costs to ensure that the Council's limited resources are used to best effect. All potential redundancies will be scrutinized over the level of their cost and where the total cost of making an employee redundant is in excess of 18 months salary (excluding on-costs) then the Directorate will be asked to reconsider whether the saving could be achieved in another way. The redeployment panel will comprise the Deputy Chief Executive; Assistant Director HR and the relevant Service Director.

Equality Impact Assessment (EIA)

9.6.16 A Council wide staff EIA will be undertaken and this look at the Equality impacts at key milestones. The milestones will be identification of those at risk; mid consultation; end of consultation and after completion of the programme.

9.7 Housing Revenue Account

9.7.1 The Housing Revenue Account budget is under preparation based on the information contained within the draft Housing Revenue Account subsidy determination. This will be finalised in early January following receipt of the final determination and consultation on the budget with tenants. Rent levels for 2011/12 will be approved by Cabinet in February. The government has confirmed its intention to reform the housing subsidy system from April 2012 and details of the proposed system will be published in January.

9.8 Capital Programme

9.8.1 The capital programme is also under consideration. Details of any government support for capital expenditure are awaited, including for provision for primary school places. Work is in hand to consider arrangement to maximise capital receipts allowing a capital programme to be agreed in final budget setting.

9.9 Next Steps

9.9.1 The financial and business planning process will continue as planned. The next steps will be to consider the final budget, including the Housing Revenue Account and the capital programme, at Cabinet on 14 February 2011 and Council on 1 March 2011.

10. LIST OF BACKGROUND PAPERS

10.1 None.

Legal: MAM

Finance: JH

Revenue Budget Options
Cabinet – 13 December 2010

Pressures Summary	1
Gross Savings Summary	2
Adult Social Services	3 – 9
Chief Executive's Service	10 – 12
Children's Services	13 – 19
Commercial Services	20 – 21
Corporate Governance	22 – 23
Revenues and Benefits	24
Customer Services, Libraries, Registrars	25 – 26
Human Resources	27
Information Systems	28 – 29
Environment & Operations	30 – 31
Special Parking Account	32 – 33
Finance	34
Planning Housing & Regeneration	35 – 36

FINANCIAL AND BUSINESS PLANNING 2011-13 PRESSURES SUMMARY

Service	2011-12 Pressures	2012-13 Pressures	2013-14 Pressures	All Years
	£'000	£'000	£'000	£'000
Adult Social Services	800	800	800	2,400
Chief Executive's Service	0	0	0	0
Children's Service	2,500	0	0	2,500
Commercial Services	0	0	0	0
Corporate Governance	0	0	0	0
Corporate Service				
Benefits & Local Taxation includes Revenues	0	0	0	0
Customer Service & Libraries, Museum & Local Studies, Registration & Nationality	0	0	0	0
Human Resources	0	0	0	0
Information Systems	500	0	0	500
Corporate Service Total	500	0	0	500
Environment & Operations excluding Special Parking Account	0	0	0	0
Special Parking Account	1,000	0	0	1,000
Finance	0	0	0	0
Planning, Housing & Regeneration	400	0	0	400
SERVICE TOTAL	5,200	800	800	6,800

FINANCIAL AND BUSINESS PLANNING 2011-13 SAVINGS SUMMARY - GROSS SAVINGS

Service	2011-12 Gross Savings	2012-13 Gross Savings	2013-14 Gross Savings	All Years
	£'000	£'000	£'000	£'000
Adult Social Services	(8,660)	(4,857)	(3,944)	(17,461)
Chief Executive's Service	(1,176)	(80)	(75)	(1,331)
Children's Service	(6,444)	(1,044)	(4,553)	(12,041)
Commercial Services	(921)	(1,063)	(732)	(2,716)
Corporate Governance	(676)	(160)	(189)	(1,025)
Corporate Service				
Benefits & Local Taxation includes Revenues	(1,382)	(256)	0	(1,638)
Customer Service & Libraries, Museum & Local Studies, Registration & Nationality	(428)	(1,509)	(355)	(2,292)
Human Resources	(170)	(150)	(300)	(620)
Information Systems	(357)	(1,020)	0	(1,377)
Corporate Service Total	(2,337)	(2,935)	(655)	(5,927)
Environment & Operations excluding Special Parking Account	(5,732)	(2,052)	(483)	(8,267)
Special Parking Account	(2,613)	(239)	(381)	(3,233)
Finance	(596)	(404)	5	(995)
Planning, Housing & Regeneration	(950)	(250)	(230)	(1,430)
SERVICE TOTAL	(30,105)	(13,084)	(11,237)	(54,426)

Scenario budget planning - pressures

Service

Adult Social Services

Line Ref	Service area	Description of pressure	Expected revenue pressures			Risk	Mitigation	
			2011-12	2012-13	2013-14			
Pressures e.g. demography								
1	Demography	All Care Groups, especially Older Adults and Younger Adults with Learning Disabilities and Physical Disabilities	Demographics pressures due to increase in those with social care needs especially those with Learning Disabilities and Older Adults including dementia	800	800	800	H	
TOTAL				800	800	800		

Service		Adult Social Services										Risk not achieving Saving (RUM or L)	Notes/Comments	Annual Variation				Current Year				Savings Ratios (% of 2010-11 Budget)			
Line Ref.	Service area	Description of saving	Savings Type	Statutory Consultation Required Y/N	Expected revenue savings (pa) £000						2012-13 FTE			2013-14 FTE	Outturn 2009/10	Forecasted Outturn 2010/11	Variance £000	Variance %	Budget 2010-11	Forecasted Outturn 2010-11	Variance £000	Variance %	2011/12	2012/13	2013/14
					2011-12 £000	2012-13 £000	2013-14 £000	2011-12 Staff Nos	2011-12 FTE	2012-13 FTE															
11	Social Work - Mental Health Trust	Reducing mental health social work costs as a result of a restructure in the Mental Health Trust along service lines	Efficiency	N	(228)	0	0	4	6.00			Medium	<p>Risks to service delivery: Reduction of capacity as a result of re-structuring social work provision in Mental Health Trust. This involves a reduction of 5 posts. Although achievable there is a risk that service quality will reduce although this will be mitigated through close monitoring by the Mental Health Social Care Development Manager.</p> <p>Equality Impact Assessment: Proposal would impact differentially on mental health client group: the reduction in social work posts potentially increases waiting times for assessment and care packages for approximately 270 clients in receipt of services.</p> <p>Performance Impact: This proposal impacts on the achievability of Performance Indicators NI 130 & Performance Indicators NI 125. Any change needs to ensure capacity and means of strengthening achievability of better performance</p>	2,435	2,406	(29)	(1.18%)	2,533	2,406	(127)	(5.03%)	(9.00%)	0.00%	0.00%	
12	Social Work - Long Term Conditions	Closer working with the NHS on long term conditions	Efficiency	N	0	(40)	(40)			1	1	Low	<p>Risks to service delivery: Limited, should promote greater co-ordination and integrated assessments across health and social care for people with long term conditions.</p> <p>Equality Impact Assessment: Proposal would impact differentially on client with more complex needs.</p> <p>Performance Impact: This proposal impacts on the achievability of Performance Indicators NI 130 & Performance Indicators NI 125. Any change needs to ensure capacity and means of strengthening achievability of better performance</p>	63,052	76,453	13,401	21.25%	72,631	76,453	3,821	5.26%	0.00%	(0.06%)	(0.06%)	
13	Hospital Social Care Teams	Transfer of funding responsibility from social care to the NHS acute trusts for post discharge support for up to 30 days including the arranging of the care.	Efficiency	N	(140)	0	0	0	0.50			High	<p>Risks to service delivery: This will depend on effective working with the NHS in order to achieve the saving. Without agreement from the NHS, there will be a risk of increased levels of delayed transfers of care and reduced admission avoidance. This should be mitigated through the publication of the NHS Operating Framework in December 2010.</p> <p>Equality Impact Assessment: Any impact of client groups would be minimal and largely non differential.</p> <p>Performance Impact: This proposal relates to Performance Indicator NI 125. Achieving independence of older people through rehabilitation/intermediate care. The reduction in hospital social workers could negatively impact on the way independence is promoted for people who are discharged from hospital.</p>	546	774	228	41.77%	773	774	1	0.08%	(18.11%)	0.00%	0.00%	
14	Barnet Garden Project	Staffing reductions through the closure of Gardening Project run by Barnet Learning Disability Service.	Service Reduction	Y	(85)	0	0	2	2.00			Medium	<p>Risks to service delivery: This is a valued service by those small number of users who attend. All service users will be offered a re-assessment of their needs with the residual budget being used to meet individuals assessed needs.</p> <p>Equality Impact Assessment: Closure of the Garden Project would differentially affects approximately 12 Learning Disability clients who would need to be reassessed for their care needs.</p> <p>Performance Impact: Could impact positively on Performance Indicator NI 130 in terms of service users having more flexibility on the way their care is delivered.</p>	169	0	(169)	(100.00%)	0	0	0	0.00%				
15	Supporting People	5% savings per annum levied on all supporting people contracts.	Service Reduction	N	(210)	(210)	(210)					Medium	<p>Risks to service delivery: Although de-commissioning of services itself would be relatively straightforward, it could lead to cost shunting onto mainstream Adult Social Care budgets that would offset the impact of any saving generated.</p> <p>Equality Impact Assessment: Savings proposal achieved largely through commissioning efficiencies with minimal impact on level of service to clients. Requires robust EIA and careful management of decommissioning process to ensure equitable impact on client groups.</p> <p>Performance Impact: No impact on corporate performance indicators.</p>	6,876	6,745	(131)	(1.91%)	6,876	6,745	(131)	(1.91%)	(3.05%)	(3.05%)	(3.05%)	
16	Supporting People	Efficiencies through changing the way that the older people's supported housing service is delivered	Efficiency	Y	(150)	(150)	0					High	<p>Risks to service delivery: Older People Housing & Support Project has identified savings through remodelling of sheltered housing. The proposed model aims to provide greater support for those with the highest level of needs. However for those with lower needs there is likely to be some opposition to the proposals which will see the withdrawal of the residential warden service.</p> <p>Equality Impact Assessment: There is a differential impact on older people of whom approximately 35% (1,350) live in sheltered housing. Amongst this group, women make up a higher proportion and BME clients are under-represented. An EIA has been done covering 4 housing policy options and the exact impact differs depending on the particular option.</p> <p>Performance Impact: Will impact positively on Performance Indicator NI 130 in terms of service users having more flexibility on the way their care is delivered and access to a wider range of alternatives..</p>	6,876	6,745	(131)	(1.91%)	6,876	6,745	(131)	(1.91%)	(2.18%)	(2.18%)	0.00%	
17	Supporting People	Reduction of the contract value for Generic Floating Support	Service Reduction	N	(132)	(132)	(132)					High	<p>Risks to service delivery: This represents the maximum annual reduction allowable under the contract. At least half of the contract value is attributable to the strategic and budget interests of Housing, Children's and Safer Communities, since the service is jointly commissioned although administered by Adults Social Services. Floating Support has been evidenced as a cost effective preventive measure and the reduction of this service could result in increased costs in base budgets.</p> <p>Equality Impact Assessment: Savings proposal achieved largely through commissioning efficiencies with minimal impact on level of service to clients. Careful consultation and EIA required nevertheless.</p> <p>Performance Impact: The reduced access to floating support could have a negative impact on the delivery of Performance Indicator NI 130.</p>	6,876	6,745	(131)	(1.91%)	6,876	6,745	(131)	(1.91%)	(1.92%)	(1.92%)	(1.92%)	
18	Third Sector	Delivering efficiencies and reducing costs through the voluntary sector working together.	Service Reduction	N	(350)	(550)	0					Medium	<p>Risks to service delivery: The proposal will need to be consulted on with the voluntary sector and carers organisations and the proposed de-commissioning approach is to work with the voluntary sector directly to set up consortia and other partnership arrangements to reduce back office and supply chain costs and consolidate service provision. If this is not forthcoming, then this could result in service reductions with the consequent risk of cost-shunt to community care budget.</p> <p>Equality Impact Assessment: Careful management of commissioning process will be required to ensure equitable impact on client groups through consultation and development and consideration of a robust EIA prior to implementation.</p> <p>Performance Impact: Minimal, although the voluntary sector uses a high level of volunteers and this reduction could result in a loss of volunteer activity.</p>	2,428	1,959	(468)	(19.29%)	1,788	1,959	171	9.57%	(19.57%)	(30.76%)	0.00%	

Adult Social Services													Risk not achieving Saving (RUM or L)	Notes/Comments	Annual Variation				Current Year				Savings Ratios (% of 2010-11 Budget)						
Line Ref.	Service area	Description of saving	Savings Type	Statutory Consultation Required Y/N	Expected revenue savings (pa) £000						2012-13	2013-14			2010-11	2011-12	2012-13	2013-14	Outturn 2009/10	Forecasted Outturn 2010/11	Variance £000	Variance %	Budget 2010-11	Forecasted Outturn 2010-11	Variance £000	Variance %	2011/12	2012/13	2013/14
					2011-12	2012-13	2013-14	2011-12	2011-12	2012-13																			
30	Training	Training offer reduced to only support safeguarding and meet regulatory requirements.	Efficiency	N	(150)	0	0	2	2.00								541	364	(177)	(32.68%)	507	364	(143)	(28.20%)	(29.59%)	0.00%	0.00%		
31	Supply Management & Direct Payments Team	Reductions in back office transactional functions (Supply Management) through new ways of working.	Efficiency	N	0	(63)	(63)			2	2						1,181	989	(192)	(16.29%)	1,381	989	(392)	(28.40%)	0.00%	(4.56%)	(4.56%)		
32	Financial Assessments	Reductions in back office transactional functions (Financial Assessments) through new ways of working.	Efficiency	N	0	(16)	(16)			1	1						441	422	(19)	(4.27%)	451	422	(29)	(6.34%)	0.00%	(3.55%)	(3.55%)		
33	Performance & Supply Management	Reductions in back office transactional functions (Business Systems and Business Support) through new ways of working.	Efficiency	N	(41)	(91)	(110)	1	1.00	3	3						441	422	(19)	(4.27%)	451	422	(29)	(6.34%)	(9.09%)	(20.17%)	(24.39%)		
34	Across Services	Reduction of Strategic Commissioning capacity as service users directly commission services through direct payments.	Efficiency	N	0	0	(318)										616	700	84	13.57%	743	700	(43)	(5.76%)	0.00%	0.00%	(42.81%)		
35	All Services	Sharing services with other Local Authorities and therefore reducing management costs .	Efficiency	N	0	0	(250)										4,283	4,090	(193)	(4.51%)	4,060	4,090	30	0.74%	0.00%	0.00%	(6.16%)		
36	Care Services Delivery Management	Reduction of service management capacity within Care Services Delivery.	Efficiency	N	(30)	0	0		1.00								509	274	(234)	(46.10%)	481	274	(207)	(43.02%)	(6.24%)	0.00%	0.00%		
37	Enablement Services	Transfer of funding responsibility for home care enablement from social care to the NHS acute trusts for post discharge support for up to 30 days to enable hospital discharge and prevent re-admissions.	Income / charging	N	(500)	0	0										13,376	11,782	(1,594)	(11.92%)	12,268	11,782	(486)	(3.96%)	(4.08%)	0.00%	0.00%		
38	Across Services	Efficiencies through joint procurement with the NHS for Continuing Health Care	Efficiency	N	(400)	(200)	0										5,229	5,658	429	8.20%	4,845	5,658	813	16.78%	(8.26%)	(4.13%)	0.00%		
39	Learning Disabilities	Relocation of the Learning Disability Service from Ballards Lane to North London Business Park	Efficiency	N	(34)	0	0										35	45	10	27.12%	34	45	11	32.11%	(100.00%)	0.00%	0.00%		

Service		Adult Social Services											Risk not achieving Saving (RUM or L)	Notes/Comments	Annual Variation				Current Year				Savings Ratios (% of 2010-11 Budget)			
Line Ref.	Service area	Description of saving	Savings Type	Statutory Consultation Required Y/N	Expected revenue savings (pa) £000						2011-12 FTE	2012-13 FTE	2013-14 FTE	Risk	Notes/Comments	Outturn 2009/10	Forecasted Outturn 2010/11	Variance £000	Variance %	Budget 2010-11	Forecasted Outturn 2010-11	Variance £000	Variance %	2011/12	2012/13	2013/14
					2011-12 £000	2012-13 £000	2013-14 £000	2011-12 Staff Hqs	2011-12 FTE	2012-13 FTE						2013-14 FTE										
40	In-House Services - General	Reduction in running costs for learning disability inhouse services.	Efficiency	Y	(55)	0	0					Low	<p>Risks to service delivery: Reduction in running costs through more efficient working arrangements</p> <p>Equality Impact Assessment: This is an efficiency saving with minimal impact on client group.</p> <p>Performance Impact: No impact on corporate performance indicators.</p>	5,162	5,159	(2)	(0.04%)	5,403	5,159	(244)	(4.51%)	(1.02%)	0.00%	0.00%		
41	Rosa Morrison / Barnet Independent Living Service	Targeted staffing reductions & efficiencies to non front line support staff within in-house services.	Efficiency	N	(87)	0	0	1	2.70			Medium	<p>Risks to service delivery: Reduction to be achieved through: a) at Rosa Morrison through reduction in Domestic Assistant and Driver/Handyperson posts, and b) at BILS through not appointing to vacant role. For these to be sustainable the services will need to operate more efficiently</p> <p>Equality Impact Assessment: This is an efficiency saving with minimal impact on client group.</p> <p>Performance Impact: No impact on corporate performance indicators.</p>	1,092	1,103	10	0.94%	1,129	1,103	(27)	(2.36%)	(7.70%)	0.00%	0.00%		
42	Agatha House/ Supported Living Service	Reduction in management costs across the Barnet Supported Living Service and Agatha House through deregistration enabling integration into the supported living service.	Efficiency	Y	(74)	(25)	0	2	2.00			Medium	<p>Risks to service delivery: This involves the de-registration of a care home which will involve full consultation with users and families, staff and the Care Quality Commission. All clients living at Agatha House will have a full reassessment of their needs to identify that they can live in a supported living environment.</p> <p>Equality Impact Assessment: Proposal affects Learning Disability clients differentially albeit potentially positively as people would be encouraged to have greater choice and control over their lives.</p> <p>Performance Impact: Could impact positively on Performance Indicator NI 130 in terms of service users having more flexibility on the way their care is delivered.</p>	1,610	1,487	(124)	(7.67%)	1,124	1,487	363	32.32%	(6.59%)	(2.22%)	0.00%		
43	The Space	Remodelling of the Space day centre and integration with the Community Support Team.	Efficiency	N	(132)	0	0	1	5.00			Medium	<p>Risks to service delivery: This proposal aims to strengthen delivery of Valuing People and personalisation through integrating the work of Space with Community Support Team. Work will be progressed with a national organisation which helped remodel day services in mental health achieving a higher level of personalisation, choice & independence.</p> <p>Equality Impact Assessment: Proposal affects learning disabled clients differentially albeit potentially positively. Consultation will be undertaken with users, carers and through the Learning Disability Partnership Board.</p> <p>Performance Impact: Will impact positively on Performance Indicator NI 130 in terms of service users having more flexibility on the way their care is delivered.</p>	557	503	(54)	(9.74%)	521	503	(18)	(3.41%)	(25.35%)	0.00%	0.00%		
44	The Space	In House Services building remodelling	Efficiency	N	(50)	0	0					Medium	<p>Risks to service delivery: This is achievable if some of the services currently delivered from the Space are delivered within the community to enable the building to be utilised for other purposes. The figure identified is an estimate at this stage and further work will be commissioned on the potential uses of building and income generation opportunities.</p> <p>Equality Impact Assessment: Proposal affects learning disabled clients differentially albeit potentially positively and consultation would need to be handled carefully.</p> <p>Performance Impact: No impact on corporate performance indicators.</p>	742	708	(35)	(4.70%)	728	708	(21)	(2.82%)	(6.87%)	0.00%	0.00%		
45	Community Mental Health Network	Rationalising facilities costs through the disposal of the Network site on Station Road	Efficiency	N	(30)	(30)	0					Medium	<p>Risks to service delivery: Reduction in corporate borrowing through sale (estimated at £30k in 2012/13) and associated reduction in running costs (estimated at £30k in 2011/12). Dependent on Property not identifying an alternative use in the Council. Should not have an adverse impact on service provision. Saving also highly dependent on price achieved and interest rates.</p> <p>Equality Impact Assessment: Proposal affects mental health clients differentially though impact expected to be minimal. Consultation would need to be handled carefully.</p> <p>Performance Impact: No impact on corporate performance indicators.</p>	480	453	(27)	(5.66%)	493	453	(41)	(8.25%)	(6.08%)	(6.08%)	0.00%		
46	Equipment and Adaptations	Implementing a retail model for small pieces of equipment & adaptations service to reduce delivery and collection costs and five people more choice.	Efficiency	N	(200)	(100)	0					Medium	<p>Risks to service delivery: These savings have been identified through the adoption of a retail model for making equipment of daily living available to the public. Although this should not have an adverse impact on service provision, it involves new ways of working and is untried in Barnet. As a result, there is a degree of risk associated with the provision of this service.</p> <p>Equality Impact Assessment: Proposal affects clients differentially albeit potentially positively. Consultation would need to be handled carefully.</p> <p>Performance Impact: Will impact positively on Performance Indicator NI 130 in terms of service users having more flexibility on the way their care is delivered.</p>	1,335	1,414	79	5.92%	1,100	1,414	315	28.62%	(18.19%)	(9.09%)	0.00%		
47	Home & Community Support / Enablement	Savings related to better ways of procuring and contracting for Home & Community Support & Enablement services.	Efficiency	N	(1,200)	0	0					Medium	<p>Risks to service delivery: Efficiencies generated through the re-commissioning of Home and Community Support. Modelling indicates significant ongoing savings from new contracts.</p> <p>Equality Impact Assessment: Proposal affects clients differentially albeit potentially positively.</p> <p>Performance Impact: Will impact positively on Performance Indicator NI 130 in terms of service users having more flexibility on the way their care is delivered as agreed in the new contracts for home and community support.</p>	13,376	0	#####	(100.00%)	12,268	11,782	(486)	(3.96%)	(9.78%)	0.00%	0.00%		
48	Home & Community Support / Enablement	Retendering of electronic call monitoring service for vulnerable adults	Efficiency	N	(30)	(30)	0					Medium	<p>Risks to service delivery: Re-commissioning electronic call monitoring has delivered savings at other Councils, and there is believed to be scope to reduce current costs.</p> <p>Equality Impact Assessment: Savings proposal achieved through commissioning efficiencies with minimal impact on clients.</p> <p>Performance Impact: No impact on corporate performance indicators.</p>	0	0	0	0.00%	0	0	0	0.00%					
49	Younger Adults: Physical Disabilities	Reducing spend on 20 highest cost external Residential & Nursing Care placements through negotiation with these providers	Efficiency	N	(85)	0	0					High	<p>Risks to service delivery: Ambitious target from and under-developed marketplace requiring a whole systems approach and commercial negotiation capability and capacity. Close partnership working with housing is essential to help identify suitable wheelchair adapted properties as an alternative to residential care.</p> <p>Equality Impact Assessment: Proposal affects clients differentially albeit potentially positively as there are some clients who no longer wish to live in residential care settings.</p> <p>Performance Impact: Could impact positively on Performance Indicator NI 130 in terms of service users having more flexibility in the way their care is delivered which will be part of the negotiation underpinned by a support plan.</p>	3,136	3,286	150	4.80%	2,758	3,286	528	19.14%	(3.08%)	0.00%	0.00%		
50	Younger Adults - Learning Disabilities	Implementation of a national costing model for all Supported Living placements.	Efficiency	N	(200)	(100)	(200)					High	<p>Risks to service delivery: Ambitious target from challenging marketplace requiring a whole systems approach and commercial negotiation capability and capacity. Close partnership working with providers is essential to help ameliorate risks and reduce supply chain and management overheads. This work is also being co-ordinated across North London authorities to help ensure the development of a sustainable market.</p> <p>Equality Impact Assessment: The unit costs for learning disability in Barnet are considerably higher than other Local Authorities and higher than for other client groups. The proposal aims to bring unit costs into the second quartile of spend, rather than second highest. Proposal affects clients differentially albeit potentially positively.</p>	3,475	3,475	(0)	(0.00%)	4,443	3,475	(968)	(21.79%)	(4.50%)	(2.25%)	(4.50%)		

Service

Chief Executives

Line Ref.	Service area	Description of saving	Savings Type	Statutory Consultation Required Y/N	Expected revenue savings (pa) £'000						Risk not achieving Saving (H,M or L)	Notes/Comments	Annual Variation				Current Year				Savings Ratios (% of 2010-11 Budget)				
					2011-12	2012-13	2013-14	2011-12	2012-13	2013-14			Outturn 2009/10	Forecasted Outturn 2010-11	Variance £000	Variance %	Budget 2010-11	Forecasted Outturn 2010-11	Variance £000	Variance %	2011/12	2012/13	2013/14		
					£'000	£'000	£'000	Staff No's	FTE	FTE			FTE												
One Barnet Programme																									
1	E' Recruitment	Procurement - E Recruitment	N		(1)	(1)	0								5,068	5,662	594	11.72%	5,778	5,662	(116)	(2.01%)	(0.01%)	(0.01%)	0.00%
Other			Type																						
2	Executive Directors	Efficiency saving from restructure of Director's Group -	Efficiency		(596)	0	0		3				L	Risk to Service Delivery: New structure confirmed by General Functions Committee. Some posts still to be filled on a permanent basis, but is anticipated to produce sufficient savings to bridge the gap in the savings target. Equality Impact Assessment: Potential impact on ability to deliver regeneration and housing reform. Performance Impact: Potentially less oversight on delivery of specific services. AD posts strengthened.	2,744	2,041	(703)	(25.62%)	2,070	2,041	(29)	(1.40%)	(28.79%)	0.00%	0.00%
3	Grants	Efficiency savings from rationalising the processing of grants	Efficiency	N	(43)	0	0	1	2	0	0		L	Risk to Service Delivery: Make savings in the administration of grants by reducing the number of discrete programmes and streamlining processes. Saving 1.5 posts. Equality Impact Assessment: This proposal does not represent a significant equalities risk, although we will need to ensure that staffing reductions do not reduce the level of programme monitoring. Performance Impact: Greater pressure on existing staff. Potentially less oversight per funding agreement which cannot be fully offset by the reduction in suppliers and the streamlining of grant procedures.	90	174	84	93.33%	177	174	(3)	(1.69%)	(24.01%)	0.00%	0.00%
4	Grants	Withdraw funding for Community Barnet's Funding Advice Service	Service reduction	N	(35)	0	0						M	Risk to Service Delivery: £34.5k is currently spent by Community Barnet helping organisations access funding. Community Barnet are now exploring how the service can be continued without grant funding from the council, using alternative funding models (e.g. through a fee or levy based on monies secured). Equality Impact Assessment: There may be a negative equalities impact if the service is not continued. Impacts will need to be monitored and opportunities to mitigate negative impacts will be explored through the Big Society Innovation Fund and revised service level agreement with Community Barnet. Performance Impact: Service ends in current form, but will be partially recommissioned next year (or if Community Barnet decide to re-commission in another form).	1,204	1,007	(197)	(16.36%)	1,007	1,007	0	0.00%	(3.43%)	0.00%	0.00%
5	Grants	Withdraw funding for North London Community Accountancy project	Service reduction	N	(15)	0	0						M	Risk to Service Delivery: The North London Community Accountancy project provided sub-regionally by London Councils will end. Equality Impact Assessment: Minimal equalities impacts. Performance Impact: Service ends, but minimal impact expected on wider objectives.	1,204	1,007	(197)	(16.36%)	1,007	1,007	0	0.00%	(1.49%)	0.00%	0.00%
6	Grants	Consolidation of small grants programme into wider innovation fund	Service reduction	N	(26)	0	0						L	Risk to Service Delivery: Currently allocate £26.5k as part of small grants programme - propose to end these smaller programmes and roll into the Big Society Innovation Fund. Equality Impact Assessment: Positive impact on equalities through tighter management of funding through the Big Society Innovation Fund. Performance Impact: We expect provision to be enhanced by consolidating provision through the Big Society Innovation Fund.	1,204	1,007	(197)	(16.36%)	1,007	1,007	0	0.00%	(2.58%)	0.00%	0.00%
7	Grants	Withdrawal of core funding for Arts Depot	Service reduction	N	(194)								M	Risk to Service Delivery: Currently provide £194k of core funding to the Arts Depot each year. Propose to withdraw this funding at the end of the current financial year (i.e. cease funding from 31st March 2011). This presents a very significant risk to the viability of the Arts Depot given that this core funding from the council levers in wider resources from e.g. the Arts Council. Equality Impact Assessment: Risk of negative equalities impacts. Main impacts would be if programmes for younger, older and disadvantaged people could no longer be delivered; and loss of Arts Depot's inclusive programming. Performance Impact: Risk of Arts Depot being unable to continue to operate. Also risk that the premises may then remain unoccupied if alternative usage cannot be found.	1,204	1,007	(197)	(16.36%)	1,007	1,007	0	0.00%	(19.27%)	0.00%	0.00%

Service

Chief Executives

Line Ref.	Service area	Description of saving	Savings Type	Statutory Consultation Required Y/N	Expected revenue savings (pa) £'000						Risk not achieving Saving (H,M or L)	Notes/Comments	Annual Variation				Current Year				Savings Ratios (% of 2010-11 Budget)			
					2011-12	2012-13	2013-14	2011-12	2012-13	2013-14			Outturn 2009/10	Forecasted Outturn 2010-11	Variance £000	Variance %	Budget 2010-11	Forecasted Outturn 2010-11	Variance £000	Variance %	2011/12	2012/13	2013/14	
					£'000	£'000	£'000	Staff No's	FTE	FTE			FTE											
8	Grants	Reduction in funding for the Arts preventative programme	Service reduction	N	(4)	(8)	(8)				M	Risk to Service Delivery: Currently allocate £87k to fund an arts preventative programme, delivering activities for older people, and those with physical/mental disabilities. Propose to recommission this service with a tighter focus on high needs groups, and to reduce funding by approximately 25%. Equality Impact Assessment: Potential for negative equalities impacts, particularly for older and disabled people, as well as other groups of disadvantaged people. However programme will be recommissioned with a tighter focus on high-needs groups to mitigate as far as possible any negative equalities impacts. Performance Impact: Programme available to fewer residents.	1,204	1,007	(197)	(16.36%)	1,007	1,007	0	0.00%	(0.40%)	(0.79%)	(0.79%)	
9	Grants	Reduce Community Barnet core funding	Service reduction	N	0	(7)	(10)				M	Risk to Service Delivery: Currently provide £95k of core funding to Community Barnet. Propose to reduce this by approximately 20% over next three years, on the basis of a tighter service level agreement to ensure delivery of the council's priorities for developing civic society in Barnet. Equality Impact Assessment: There may negative equalities impacts by virtue of the groups Community Barnet is supporting; namely organisations who serve some of the most disadvantaged people in Barnet. However, we will seek to mitigate negative equalities impacts through a refocused service level agreement, and the development of the Big Society Innovation Fund. Performance Impact: Overall provision will be reduced but also re-commissioned to better meet modern requirements.	1,204	1,007	(197)	(16.36%)	1,007	1,007	0	0.00%	0.00%	(0.70%)	(0.99%)	
10	Grants	Refocus community advice services to greater target need	Service reduction	N	(25)	(64)	(57)				M	Risk to Service Delivery: Currently provide approximately £500k in community advice services. Proposing to reduce this funding by about 30% over three years. This will reduce the overall volume of advice services, however the remaining service will be targeted to better meet areas of greatest need. Equality Impact Assessment: There is likely to be a negative equalities impact as the service is already accessed by some of our most disadvantaged residents. However, we are looking to mitigate these impacts by more explicitly re-targeting and re-configuring the service to focus most heavily on areas of highest need. Performance Impact: Programme available to significantly fewer residents, but re-targeted on areas of highest need.	1,204	1,007	(197)	(16.36%)	1,007	1,007	0	0.00%	(2.48%)	(6.36%)	(5.66%)	
11	Mayor's office	Change to overtime arrangements for mayoral drivers	Service reduction	N	(10)	0	0				L	Risk to Service Delivery: Potential reduction in the council's civic presence. Equality Impact Assessment: No specific impact. Performance Impact: Loss of flexibility in accepting invitations for the mayor to attend events	174	177	3	1.72%	203	177	(26)	(12.81%)	(4.93%)	0.00%	0.00%	
12	Mayor's office	Reduce council support for civic events/town twinning	Service reduction	N	(8)	0	0				L	Risk to Service Delivery: Reduction of civic presence Equality Impact: No specific impact. Performance Impact: Will cover fewer events	64	79	15	23.44%	73	79	6	8.22%	(10.96%)	0.00%	0.00%	
13	Mayor's office	Restructure Mayor's office	Efficiency	N	(15)	0	0	1	1		L	Risk to Service Delivery: Restructure Mayor's office to replace Civic Events officer with a more junior post. Equality Impact: No specific impact. Performance Impact: None. Post will support revised workload in restructured Mayor's Office	174	177	3	1.72%	203	177	(26)	(12.81%)	(7.39%)	0.00%	0.00%	
14	Communications	Delete vacant assistant comms officer post	Service reduction	N	(31)	0	0		1		L	Risk to Service Delivery: Assistant comms post currently vacant - don't fill and cover through more efficient working. Equality Impact: No specific impact. Performance Impact: less support for services and partners.	n/a as service restructured	194				97	194	97	100.00%	(32.33%)	0.00%	0.00%
15	Communications	Reduce funding for Assistant Director Communications post	Service reduction	N	(30)	0	0				L	Risk to Service Delivery: Created new one year Assistant Director Comms post to replace more junior head of service - either fund extra costs from partners or downgrade. If funding not available from partners, downgraded post risks the loss of strategic advice to services and partners Equality Impact: No specific impact. Performance Impact: Reduced strategic comms service for the council and its partners	n/a as service restructured	478				504	478	(26)	(5.16%)	(5.95%)	0.00%	0.00%

Scenario budget planning - savings

Service

Chief Executives

Line Ref.	Service area	Description of saving	Savings Type	Statutory Consultation Required Y/N	Expected revenue savings (pa) £'000						Risk not achieving Saving (H,M or L)	Notes/Comments	Annual Variation				Current Year				Savings Ratios (% of 2010-11 Budget)				
					2011-12	2012-13	2013-14	2011-12	2012-13	2013-14			Outturn 2009/10	Forecasted Outturn 2010-11	Variance £000	Variance %	Budget 2010-11	Forecasted Outturn 2010-11	Variance £000	Variance %	2011/12	2012/13	2013/14		
					£'000	£'000	£'000	Staff No's	FTE	FTE			FTE												
16	Policy	Preventing Violent Extremism Programme	Service reduction	N	(144)	0	0					L	<p>Risk to Service Delivery: All parties have been advised that the programme will end in-year as a result of Government spending reductions.</p> <p>Equality Impact Assessment: Risk that the positive impact on community cohesion is not sustained. Evaluation report will recommend on how to mainstream the work.</p> <p>Performance Impact: Programme ceases in its current form.</p>	n/a as service restructured	822	n/a as service restructured			836	822	(14)	(1.67%)	(17.22%)	0.00%	0.00%
TOTAL					(1,176)	(80)	(75)	2	7	0	0														

Scenario budget planning - pressures

Service		Children's Services		Expected revenue pressures			Risk	Mitigation
Line Ref	Service area	Description of pressure	2011-12	2012-13	2013-14			
Pressures e.g. demography								
1	Early intervention and prevention	Invest to save early intervention and prevention (linked to saving option number 5)	1,000			Absence of this initiative will lead to increased referrals of children in need and social care placements		
2	Social Care	Safeguarding - additional cost of chairs and minute takers for child protection conferences arising from increase in activity	50					
3	Social Care	Remove the vacancy factor in children's social work teams to meet the need for fully staffed front line social work teams complement of staff, account for agency costs to cover maternity, sickness and other absences in front line teams, contracting of interpreters, data input resource to release social work capacity and two additional posts to ensure fully funded complement within the Hospital Social Work Team and the Child in Need Social Work team)	850					
4	Social Care	Meeting the needs of increasing family assessments and contact arrangements as a result of the increase in care proceedings	250					
5	Social Care	Increase in legal costs (lawyer, counsel and court costs) as a result of the increase in care proceedings	150					
6	Social Care	Increasing cost of court ordered allowances for special guardianship, adoption and residence orders enabling discharge from care	200					
TOTAL PRESSURES			2,500	0	0			

Service		Children's Services										Risk not achieving Saving (H,M or L)	Notes/Comments	Annual Variation				Current Year				Savings Ratios (%2010-11 Budget)					
Line Ref.	Service area	Description of saving	Savings Type	Statutory Consultation Required Y/N	Expected revenue savings (pa) £'000				2011-12	2012-13	2013-14			FTE	FTE	FTE	Outturn 2009/10	Forecasted Outturn 2010/11	Variance £000	Variance %	Budget 2010-11	Forecasted Outturn 2010-11	Variance £000	Variance %	2011/12	2012/13	2013/14
					2011-12	2012-13	2013-14	Staff No's																			
One Barnet Programme																											
1	Transport	Transport for pupils with Special Educational Need	Efficiency	Corporate One Barnet Project	(258)	(27)	0								5,772	5,948	176	3.05%	5,948	5,948	0	0.00%	(4.34%)	(0.45%)	0.00%		
2	Revenue Income Optimisation	Introduce new income generation opportunities in children centres, contact centre and through charging for training e.g. to private, voluntary and independent sector	Income Generation	N	(21)	0	0								0	0	0	0.00%	0	0	0	0.00%	0.00%	0.00%	0.00%		
3	E-Recruitment	E-recruitment	Efficiency	N	(17)	(20)	0								114	53	(61)	(53.44%)	53	53	0	0.00%	(32.52%)	(37.60%)	0.00%		
4	New Relationship with Schools	Reduce school improvement support service for primary and secondary schools, leaving a residual service to monitor and challenge under performing schools.	Service reduction	Y	(633)	(37)	(13)	50	35						2,598	2,174	(424)	(16.31%)	2,217	2,174	(42)	(1.91%)	(28.56%)	(1.67%)	(0.59%)		
5	Early Intervention & Prevention	Invest in early intervention and prevention services to save on the use of high end, high cost acute services	Efficiency	N	0	0	(2,180)						11	high	393	595	202	1	953	595	(358)	(0)	0	0	(2)		
6	Youth Offer (1)	Reshape and reduce youth support services through increased commissioning of delivery, seeking efficiencies through integrating services and income generation, reducing local authority directly provided activities and reducing universal information advice and guidance located in schools.	Service reduction	Y	(1,407)	0	0	35	30					med	3,446	3,416	(30)	(0.88%)	3,617	3,416	(201)	(5.56%)	(38.90%)	0.00%	0.00%		

Service		Children's Services										Statutory Consultation Required Y/N	Expected revenue savings (pa) £'000				Risk not achieving Saving (H,M or L)	Notes/Comments	Annual Variation				Current Year				Savings Ratios (%2010-11 Budget)		
Line Ref.	Service area	Description of saving	Savings Type	2011-12	2012-13	2013-14	2011-12	2011-12	2012-13	2013-14	Staff No's		FTE	FTE	FTE	Outturn 2009/10			Forecasted Outturn 2010/11	Variance £000	Variance %	Budget 2010-11	Forecasted Outturn 2010-11	Variance £000	Variance %	2011/12	2012/13	2013/14	
Service Review / Reorganisation or Reduction			Type	£'000	£'000	£'000																							
7	Youth Offer (2)	Cease youth services at two premises (premises costs)	Service Reduction	Y	(50)	0	0																						
												high	<p>Risk to Service Delivery: This has a political risk from community sensitivity to closure of youth facilities. Savings achieved in relation to premises costs are relatively limited, however, the reduced youth service from 2011 onwards will not have sufficient capacity to operate at all of the current youth premises. Some reduction in opportunities for community engagement for vulnerable children and young people.</p> <p>Equality Impact : The proposal may have a negative equalities impact. Vulnerable young people already experiencing some form of disadvantage, such as those at risk of exclusion or young offenders, may be disproportionately affected by a reduced service as they are likely to have higher support needs. However, as services will be targeted at those most in need of support it is those young people at risk, rather than those already with more complex needs, who are likely to be most negatively impacted.</p> <p>Teenagers with lower support needs may be disproportionately impacted by the reduction in universal services. In particular, the needs of those that cannot afford alternative provision will need to be taken into account when designing the new youth offer. Consultation and clear communication will be used to minimise any negative equalities impact of the proposal. Mitigation will be further sought through encouraging other community and local providers to grow the range of activities available to young people.</p> <p>Performance Impact: Closure of youth facilities may reduce the opportunities for providing diversionary activities for vulnerable young people.</p>	See Line 6 above	See Line 6 above	0	0.00%	See Line 6 above	See Line 6 above	0	0.00%	0.00%	0.00%	0.00%	0.00%				
8	Youth Offer (3)	In addition to the reduction in budget above, further cut financial support for youth related services to further reduce activities and commissioning budgets.	Service Reduction	Y	0	(500)	0						10																
												med	<p>Risk to Service Delivery: This is a significant risk to performance - youth services will have been radically reshaped in Year 1 (2011/12) and removing a further £500k will further reduce the support and provision for vulnerable young people. This will reduce our capacity to enable voluntary sector and other groups to provide youth activities.</p> <p>Equality Impact : The proposal may have a negative equalities impact. Vulnerable young people already experiencing some form of disadvantage, such as those at risk of exclusion or young offenders, may be disproportionately affected by a reduced service as they are likely to have higher support needs. However, as services will be targeted at those most in need of support it is those young people at risk, rather than those already with more complex needs, who are likely to be most negatively impacted.</p> <p>Teenagers with lower support needs may be disproportionately impacted by the reduction in universal services. In particular, the needs of those that cannot afford alternative provision will need to be taken into account when designing the new youth offer. Consultation and clear communication will be used to minimise any negative equalities impact of the proposal. Mitigation will be further sought through encouraging other community and local providers to grow the range of activities available to young people.</p> <p>Performance Impact: The further reduction in services for young people will further risk performance in the following areas: young people not in employment, education and training (NEETs), first time entrants to the criminal justice system, young offenders not in employment, education and training (ETEs), attendance at secondary and primary school.</p>	See Line 6 above	See Line 6 above	0	0.00%	See Line 6 above	See Line 6 above	0	0.00%	0.00%	0.00%	0.00%	0.00%				
9	Youth Offer (4)	Cease all remaining activity to support young people through youth services	Service Reduction	Y	0	0	(958)							30															
												high	<p>Risk to Service Delivery: High risk to performance with significant political and community sensitivity. The cessation of residual local authority youth support for vulnerable young people and all activity focussed on the most vulnerable and disadvantaged young people will cease. It will lead to higher number of young people not in education, employment and training, young offenders, teenage pregnancy etc. It will mean the closure of all centres, the ending of local authority co-ordinated Duke of Edinburgh and outreach work.</p> <p>Equality Impact : The proposal may have a negative equalities impact. Vulnerable young people already experiencing some form of disadvantage, such as those at risk of exclusion or young offenders, may be disproportionately affected by a reduced service as they are likely to have higher support needs. However, as services will be targeted at those most in need of support it is those young people at risk, rather than those already with more complex needs, who are likely to be most negatively impacted.</p> <p>Teenagers with lower support needs may be disproportionately impacted by the reduction in universal services. In particular, the needs of those that cannot afford alternative provision will need to be taken into account when designing the new youth offer. Consultation and clear communication will be used to minimise any negative equalities impact of the proposal. Mitigation will be further sought through encouraging other community and local providers to grow the range of activities available to young people.</p> <p>Performance Impact: Such a significant reduction to services for vulnerable young people poses a very high risk to performance in relation to young people not in employment, training and education, youth offending, school exclusion and teenage pregnancy.</p>	See Line 6 above	See Line 6 above	0	0.00%	See Line 6 above	See Line 6 above	0	0.00%	0.00%	0.00%	0.00%					
10	Building Resilience, Supporting Independence (BRSI)	Re-focus expenditure for children centres and related intervention and prevention services	Service Reduction	Y	(285)	0	0	3	5																				
												low	<p>Risk to Service Delivery: The removal of funding for teaching posts in four children centres in the less deprived areas. Substitution with school funding (DSG) is required to realise this saving.</p> <p>Equality Impact : We will seek to minimise the risk of a negative equalities impact by targeting the reduction to services in the less deprived areas of Barnet. Children's centre services are primarily designed for young children at risk of disadvantage so any reductions in service will need to avoid impacting disproportionately on this group.</p> <p>Performance Impact: Reduction in achievement of children at foundation stage, lessening their readiness to enter primary education.</p>	2,604	2,655	51	1.96%	2,664	2,655	(9)	(0.34%)	(10.70%)	0.00%	0.00%					

Service		Children's Services										Risk not achieving Saving (M, £M or L)	Notes/Comments	Annual Variation				Current Year				Savings Ratios (%2010-11 Budget)													
Line Ref.	Service area	Description of saving	Savings Type	Statutory Consultation Required Y/N	Expected revenue savings (pa) £'000				2011-12 FTE	2012-13 FTE	2013-14 FTE			2011-12 Staff No's	2011-12 FTE	2012-13 FTE	2013-14 FTE	2009/10	2009/10	Forecasted Outturn 2010/11	Variance £000	Variance %	Budget 2010-11	Forecasted Outturn 2010-11	Variance £000	Variance %	2011/12	2012/13	2013/14						
					£'000	£'000	£'000	Staff No's																						2011-12	2012-13	2013-14			
16	Schools and Learning; 14-19 curriculum	Further reshape/reduce of 14-19 curriculum team	Service Reduction	Y	0	0	(90)							3	med	<p>Risk to Service Delivery: This is a significant risk - it is not yet clear the extent of local authority duties post April 2011. Achieving an appropriate balance of curriculum opportunities to meet the needs of all young people is critical to increasing opportunities for vulnerable young people to engage in post-16 learning, work or apprenticeships, particularly learners with learning difficulties which are now the local authority's responsibility.</p> <p>Equality Impact : The impact of the proposal to reduce the 14-19 curriculum and commissioning function is not fully known as it will be dependent on the future shape of 14-19 government policy and the organisations that will deliver on this. However, the best available information suggests that there may be a negative equalities impact on a number of equalities strands, especially those aged 14 to 19, if the local authority has no oversight of the diversity and quality of learning opportunities and there is no agency taking on this role. Young people in vulnerable groups are the most likely to be adversely affected if a sufficient breadth of courses are not provided in the borough.</p> <p>Performance Impact: Inability to adequately develop appropriate provision will impact on the number of young people 'not in education, employment and training' and on the number of young people in potentially high cost specialist placements</p>	See Line 4 above	See Line 4 above	0	0.00%	See Line 4 above	See Line 4 above	0	0.00%	0.00%	0.00%	0.00%								
17	Teenage pregnancy	Cease all support for services aimed at reducing teenage pregnancy	Service Reduction	Y	(90)	0	0	1	1						low	<p>Risk to Service Delivery: This service is jointly commissioned with NHS Barnet. Potential impact on teenage pregnancy rate.</p> <p>Equality Impact : The proposal may result in a negative equalities impact on young people in Barnet, especially those most likely to become teenage parents or have sexual health issues. Females (as potential teenage mothers) and young people in the most disadvantaged areas of the borough may be disproportionately affected. To mitigate impact, support around sexual health and reducing teenage pregnancy will be available as part of the new youth offer.</p> <p>Performance Impact: Although Barnet has a low rate of teenage pregnancy compared to London, the reduction in the rate has been small. This saving may impact on our ability for influence trends in conception and the prevalence of sexually transmitted diseases by reducing the amount of outreach and educational work we can do.</p>	99	111	12	0	111	111	0	0	(1)	0	0								
18	Substance misuse	Cease commissioning of services for supporting and preventing substance misuse	Service Reduction	Y	0	0	(150)							1	med	<p>Risk to Service Delivery: This service is jointly commissioned with NHS Barnet. Severely reduce the services available for young people and their families.</p> <p>Equality Impact : The proposal may result in a negative equalities impact on young people in Barnet, especially those in vulnerable groups, such as young offenders, who may be more likely to require support around substance misuse. Males are also more likely to use universal/targeted services and so may be impacted slightly more. The family support workers proposed as part of the early intervention 'Invest to Save strategy' will support families where young people have substance misuse issues, which should help to partially mitigate the impact of the proposal. It is possible that a small substance misuse service for young people in Barnet may remain, but this is dependent on NHS funding which is currently unknown.</p> <p>Performance Impact: Cease commissioning of services for supporting and preventing substance misuse</p>	215	210	(5)	(0)	255	210	(46)	(0)	0	0	(1)								
19	Children's Social Care (1)	Reduce support for Children in Care provided to support their educational achievement and to promote good health and healthy lifestyles	Service Reduction	Y	0	(100)	0							3	high	<p>Risk to Service Delivery: This is high risk. The proposal would impact on outcomes for children in care, severely risking the delivery of closing the gap and is a diminution of the council's corporate parenting duty.</p> <p>Equality Impact : This proposal may result in a negative equalities impact on children and young people in care, who are already a disadvantaged group and whose educational attainment remains significantly below that of other groups of children. Males and those from a black background are slightly overrepresented in children in care and so may be especially impacted. Remaining resources to support children in care will be targeted at those most in need, and we will seek to broaden the skills base of remaining staff to deliver as full a service as possible.</p> <p>Performance Impact: Closing the gap in the outcomes for vulnerable children and all children is a priority within the Council's Corporate Plan and Barnet Children Trust's Children and Young People Plan reducing educational and health support will significantly risk the delivery of closing the gap targets</p>	221	248	27	12.22%	243	248	5	2.06%	0.00%	(41.15%)	0.00%								
20	Children's Social Care (2)	Review and reduce adoption allowances for new children placed for adoption. Review and reduce clothing and holiday expenses for children coming into care	Service Reduction	Y	0	(110)	0								high	<p>Risk to Service Delivery: This is a high risk. Courts can direct allowances for children as part of the court process. Reducing adoption allowances also may be subject to a legal challenge.</p> <p>Equality Impact : The proposal may result in a negative equalities impact on children and young people in care, already a disadvantaged group, both due to the reduction in allowances received by them and as reduced payments might discourage foster carers and adopters. When deciding how best to reduce payments we will be especially sensitive to the consequences for hard to place children and young people, who receive the highest allowances.</p> <p>Performance Impact: This proposal may result in fewer adoptions as the level of adoption allowances can influence a family's decision to adopt or not. Reductions in allowances related to families who foster for children in care may result in a reduction in the number of families who foster. A reduction in holiday allowances may result in the council having to provide respite care for the child in care while the foster family is away.</p>	5,887	6,208	321	5.45%	6,067	6,208	141	2.32%	0.00%	(1.81%)	0.00%								
21	Children's Social Care (3)	Cease specialist social work services for children and young people with emotional and mental health needs	Service Reduction	Y	0	0	(249)							5	med	<p>Risk to Service Delivery: This is high risk. Children requiring social care services disproportionately experience poor mental health. Vulnerable young people with mental health needs may end up requiring acute, high cost services.</p> <p>Equality Impact : There may be a negative equalities impact on children and young people in Barnet as some of our most vulnerable young people, those known to social care and already likely to be experiencing multiple disadvantage, may be disproportionately affected by this proposal and unable to access specialist mental health services. It is also proposed to reduce the overall Child and Adolescent Mental Health commissioning budget. A small commissioning pot for specialist services will remain, and we will seek to ensure that the available resources are targeted towards those with the greatest need.</p> <p>Performance Impact: This proposal may impact on the ability of children and young people to remain at home. If children are not able to remain at home and alternative arrangements cannot be found, this may lead to an increase in the number of children in care.</p>	356	372	16	4.49%	287	372	85	29.62%	0.00%	0.00%	(86.76%)								
Efficiencies			Type																																

Service		Children's Services										Risk not achieving Saving (M, £M or L)	Notes/Comments	Annual Variation				Current Year				Savings Ratios (%2010-11 Budget)					
Line Ref.	Service area	Description of saving	Savings Type	Statutory Consultation Required Y/N	Expected revenue savings (pa) £'000				2011-12	2012-13	2013-14			2011-12	2012-13	2013-14	Outturn 2009/10	Forecasted Outturn 2010/11	Variance £000	Variance %	Budget 2010-11	Forecasted Outturn 2010-11	Variance £000	Variance %	2011/12	2012/13	2013/14
					2011-12	2012-13	2013-14	Staff No's																			
22	Disabled Children's Service	Reduce costs through effective early intervention and prevention services to save on the use of high end, high cost acute services	Service Reduction	Y	0	0	(280)						3	high	<p>Risk to Service Delivery: The saving is dependant on the successful outcome of the early intervention and investment programme, enabling a reduction in the extent of support packages required. A move towards further development of delegated budgets to families should also result in reduced costs.</p> <p>Equality Impact : The proposal is most likely to have a neutral equalities impact on children and young people in Barnet as the reduction in support packages for disabled children and young people should be balanced out by the increase in use of individual budgets and direct payments, which has already been proven to reduce expenditure. Targeted early intervention with families (part of the invest to save strategy) should also help to mitigate the proposal.</p> <p>Performance Impact: Reducing the level of need should not negatively impact on outcomes. Increasing personalised packages of care should promote better outcomes.</p>	1,524	1,554	30	1.97%	1,493	1,554	61	4.09%	0.00%	0.00%	(18.76%)	
23	Management restructure	Restructure Children's Service senior management	Efficiency	N	(200)	0	0	3	3					low	<p>Risk to Service Delivery: None.</p> <p>Equality Impact : None.</p> <p>Performance Impact: Mitigating the impact of the reduction in management capacity should reduce any potential impact on measured performance.</p>	712	708	(4)	(0.56%)	708	708	0	0.00%	(28.25%)	0.00%	0.00%	
24	Transport	Saving from greater efficiency for transport for pupils with Special Educational Need	Efficiency	Y	(42)	0	0								<p>Risk to Service Delivery: To be achieved through the revision to Adult daycares hours and the use of spot hire vehicles.</p> <p>Equality Impact : Equality implications addressed within One Barnet project.</p> <p>Performance Impact: No significant performance impact</p>	See Line 1 above	See Line 1 above	0	0.00%	See Line 1 above	See Line 1 above	0	0.00%	0.00%	0.00%	0.00%	
25	Revenue Income Optimisation	Introduce new income generation opportunities (children centres, Private Voluntary and Independent organisations and contact centre)	Income Generation	N	(6)	0	0								<p>Risk to Service Delivery: Reliant on increased use of children centres for external events, the charging of Private Voluntary and Independent organisations for training and the weekend letting of the contact centre.</p> <p>Equality Impact : Equality implications addressed within One Barnet project.</p> <p>Performance Impact: No significant performance impact</p>	0	0	0	0.00%	0	0	0	0.00%	0.00%	0.00%	0.00%	
26	Increase fees and charges	Increase existing fees and charges across children's service, for example early years, music, civic catering	Income Generation	N	(102)	(50)	(50)							med	<p>Risk to Service Delivery: In part, substitution with school funding (DSG) is required to realise this saving. It assumes no loss of take up of traded service as a result of price increases. Barnet College is moving off site in new year and may impact on catering income.</p> <p>Equality Impact : None.</p> <p>Performance Impact: No significant performance impact</p>	1,347	1,407	60	4.45%	1,520	1,407	(113)	(7.43%)	(6.71%)	(3.29%)	(3.29%)	
27	Workforce development, communications, performance and administration	Restructure and reduce workforce development, communications, performance and administration support functions	Efficiency	N	(212)	(100)	(100)	6	6	3	3			low	<p>Risk to Service Delivery: Seeking to achieve efficiencies across children's social care training budgets. Potential impact on recruitment and retention. Other reductions may inhibit service to responding local and national performance and statutory returns requirements.</p> <p>Equality Impact : None.</p> <p>Performance Impact: May impact</p>	1,364	949	(415)	(30.42%)	1,011	949	(62)	(6.12%)	(20.97%)	(9.89%)	(9.89%)	
28	Building Schools for the Future	Building Schools for the Future has been discontinued so the budget to support this programme can be deleted	Efficiency	N	(250)	0	0							low	<p>Risk to Service Delivery: None.</p> <p>Equality Impact : None.</p> <p>Performance Impact: No performance impact</p>	Code created in 2010/11	250	0	0.00%	250	250	0	0.00%	(100.00%)	0.00%	0.00%	
29	Specialist Advisory Team for children with hearing and/or visual impairment and other complex needs	Develop a different delivery model for specialist advisory services	Efficiency	N	(100)	0	0	1	3					med	<p>Risk to Service Delivery: Substitution with school funding (DSG) is required to realise this saving - it is dependent on identifying a school to take on the management of the service to achieve efficiencies in management costs.</p> <p>Equality Impact : The proposal should not significantly impact on the service delivered.</p> <p>Performance Impact: No significant performance impact</p>	969	896	(73)	(7.57%)	896	896	(0)	(0.04%)	(11.16%)	0.00%	0.00%	
30	Schools and Learning; 14-19 curriculum (efficiency)	Reshape 14-19 Curriculum delivery team (efficiency)	Efficiency	N	(50)	0	0		1					low	<p>Risk to Service Delivery: Reduces the effectiveness of delivery of diploma across schools .</p> <p>Equality Impact : The impact of the proposal to reduce the 14-19 curriculum and commissioning function is not fully known as it will be dependent on the future shape of 14-19 government policy and the organisations that will deliver on this. However, the best available information suggests that there may be a negative equalities impact on a number of equalities strands, especially those aged 14 to 19, if the local authority has no oversight of the diversity and quality of learning opportunities and there is no agency taking on this role. Young people in vulnerable groups are the most likely to be adversely affected if a sufficient breadth of courses are not provided in the borough.</p> <p>Performance Impact: Unlikely to have a significant performance impact.</p>	See Line 4 above	See Line 4 above	0	0.00%	See Line 4 above	See Line 4 above	0	0.00%	0.00%	0.00%	0.00%	
31	Pupil Referral Units	Reshape provision for children excluded from school	Efficiency	N	0	0	(250)						8	high	<p>Risk to Service Delivery: This is predicated on the outcome of preventative services accurately targeting those young people at risk of exclusions. n. There is a risk that this saving will not be achieved if the number of pupils permanently excluded from school rises significantly. Substitution with school funding (DSG) is required to realise this saving.</p> <p>Equality Impact : The equalities impact of the proposal is not yet known, as it is dependent on the effectiveness of the early intervention and prevention services put in place. If, as anticipated, the investment in early intervention and prevention results in fewer children excluded from school this will help to reduce demand, balancing out the proposal and resulting in a neutral equalities impact. If it does not, males from black backgrounds, young offenders and those in older age groups may be more impacted as they are more at risk of exclusion. Young people in mainstream schools may be impacted if there are fewer places at the Pupil Referral Unit but demand is not reduced.</p> <p>Performance Impact: No significant performance impact</p>	1,198	1,184	(13)	(0)	1,184	1,184	0	0	0.00%	0	(0)	
32	All	Impact of estimated reduction in centrally retained Dedicated Schools Grant and Academy conversion.			0	0	0	15	6																		

Line Ref.	Service area	Description of saving	Savings Type	Statutory Consultation Required Y/N	Expected revenue savings (pa) £'000							Risk not achieving Saving (H,M or L)	Notes/Comments	Annual Variation				Current Year				Savings Ratios (% of 2010-11 Budget)				
					2011-12	2012-13	2013-14	2011-12	2012-13	2013-14	2011-12			2012-13	2013-14	Outturn 2009/10	Forecasted Outturn 2010/11	Variance £000	Variance %	Budget 2010-11	Forecasted Outturn 2010-11	Variance £000	Variance %	2011/12	2012/13	2013/14
					£'000	£'000	£'000	Staff No's	FTE	FTE	FTE															
8	Property services	Re-evaluation of car allowances.	Efficiency	Y	(32)					0	0	0	L	Risks to service delivery: Work underway to achieve this in year. Equality Impact Assessment: None Performance Impact: Staff discussions will be necessary.	451	369	(82)	(18.18%)	469	369	(100)	(21.32%)	(6.82%)	0.00%	0.00%	
9	Property services	Barnet House sub lease - Estates strategy of consolidation has vacated parts of Barnet House and made them available for lease	Income / Charging	N	(141)	(96)				0	0	0	M	Risks to service delivery: Equality Impact Assessment: None Performance Impact: The drive for efficiency establishes the need to get maximum return from the estate and taking the opportunity to rationalise the office estate is critical in ensuring this.	1,263	1,298	35	2.77%	1,345	1,298	(47)	(3.49%)	(10.48%)	(7.14%)	0.00%	
10	Estates- public offices	Estimated savings from renegotiation of rents and service charges for office accommodation	Efficiency	N	(52)	(270)				0			H	Risks to service delivery: Negotiations with landlords required to achieve this in the context of the current property market Equality Impact Assessment: None Performance Impact: The drive for efficiency establishes the need to get maximum return from the estate and taking the opportunity to rationalise the office estate is critical in ensuring this.	6,494	5,917	(577)	(8.89%)	5,794	5,917	123	2.12%	(0.90%)	(4.66%)	0.00%	
11	Estates- public offices	Rentals from sub leasing of office accommodation	Efficiency	N		(250)							H	Risks to service delivery: Estates Strategy is driving to make the most efficient use of the office estate including working with other public sector partners. Equality Impact Assessment: None Performance Impact: The drive for efficiency establishes the need to get maximum return from the estate and taking the opportunity to rationalise the office estate is critical in ensuring this.	6,494	5,917	(577)	(8.89%)	5,794	5,917	123	2.12%	0.00%	0.00%	(4.31%)	
12	Estates - Public Offices	Barnet House- sub letting of space no longer required by LBB	Income / Charging	N		(380)	(212)			0	0	0	H	Risks to service delivery: This assumes that the consolidation of staff out of Barnet House is complete and that the Customer Services Organisation delivery model still requires the customer access floors. Equality Impact Assessment: None Performance Impact: The drive for efficiency establishes the need to get maximum return from the estate and taking the opportunity to rationalise the office estate is critical in ensuring this.	1,263	1,298	35	2.77%	1,345	1,298	(47)	(3.49%)	0.00%	(28.25%)	(15.76%)	
13	Mill Hill depot	Savings in Facilities Management from relocation of depot	Efficiency	N	0	0	(150)			0			M	Risks to service delivery: The relocation of the existing Mill Hill depot as part of the development arrangement gives the opportunity to improve the costs of operation Equality Impact Assessment: None Performance Impact: None	402	428	26	6.47%	470	428	(42)	(8.94%)	0.00%	0.00%	(31.91%)	
14	Property services	Increased commercial rents income	Income / Charging	N	(50)	(50)								Risks to service delivery: Improved efficiency on the management of the commercial portfolio maximises the returns to the council. Equality Impact Assessment: None Performance Impact: The drive for efficiency establishes the need to get maximum return from the estate and maximising the returns from the commercial portfolio supports this.	(708)	(1,437)	(729)	102.97%	(1,432)	(1,437)	(5)	0.35%	3.49%	3.49%	0.00%	
15	Commercial Directorate	Income from advertising opportunities across the borough - these income streams are to be consolidated within the Commercial Directorate in order to maximise the benefit.	Income / Charging	N	(400)									Risks to service delivery: Business cases for opportunities to generate income from advertising across the borough needs to be finalised. Equality Impact Assessment: The appropriateness of advertising possibilities across the borough needs to be considered in finalising the business case. Performance Impact: None			0				0					
TOTAL					(921)	(1,063)	(732)	2	2	4	0															

Service		Revenues and Benefits																							
Line Ref.	Service area	Description of saving	Savings Type	Statutory Consultation Required Y/N	Expected revenue savings (pa) £'000						Risk not achieving Saving (H,M or L)	Notes/Comments	Annual Variation				Current Year				Savings Ratios (% of 2010-11 Budget)				
					2011-12	2012-13	2013-14	2011-12	2011-12	2012-13			2013-14	Outturn 2009/10	Forecasted Outturn 2010/11	Variance £000	Variance %	Budget 2010-11	Forecasted Outturn 2010-11	Variance £000	Variance %	2011/12	2012/13	2013/14	
					£'000	£'000	£'000	Staff No's	FTE	FTE	FTE														
One Barnet Programme																									
1	New Support Organisation	Alternative service delivery model	Efficiencies		(256)										2,780	3,730	950	34.17%	3,470	3,730	260	7.49%	0.00%	(7.39%)	0.00%
Other			Type																						
2	Benefits	Channel shift to the customer and integrate with new benefits system for completing forms on line.	Efficiencies	N	(92)							M	Risk to service delivery: Clearly from day one there will be few channel shifting but this will build. The new system is scheduled to go live in 3rd quarter 2010/11 therefore there should be significant savings by 2011/12. Savings are front loaded to be fully achieved in 2011/12 but there is a small risk of this slipping. Equality Impact Assessment: None. Performance Impact: may in time marginally improve assessment times	902	1,773	871	96.56%	1,773	1,773	0	0.00%	(5.19%)	0.00%	0.00%	
3	Benefits	Efficiencies from reduced management salary costs	Efficiencies	Y	(70)			1	1			L	Risk to service delivery: Staff concerned already consulted , principles agreed just needs formalising. Equality Impact Assessment: N/A. Performance Impact: hand over already completed.	902	1,773	871	96.56%	1,773	1,773	0	0.00%	(3.95%)	0.00%	0.00%	
4	Local Tax and Control	Removal of 50% Long Term Empty Discount.	Efficiencies	N	(1,000)							11/12 low. 12/13 and 13/14 increased but to be confirmed.	Risk to service delivery: None. Equality Impact Assessment: None. Performance Impact: marginal increase in workload to be subsumed in existing service structure.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
5	Local Tax and Control in conjunction with the print unit	Payment booklets will cease to be issued to customers wef 2011/12.	Service Reduction	N	(50)							None but it is a joint saving Revenues and the print unit.	Risk to service delivery: Risk is more unallocated payments, slow down in cash flow with customer backlash. BUT risk worth taking. Equality Impact Assessment: None. Performance Impact: none	929	1,238	309	33.26%	978	1,238	260	26.58%	(5.11%)	0.00%	0.00%	
6	Local Tax, Benefits and Control in conjunction with the print unit	Refunds will be issued by BACS not cheque wef 11/12.	Service Reduction	N	(20)							None but it is a joint saving Revenues, Benefits and the print unit.	Risk to service delivery: Clearly there may be some customer dissatisfaction but the savings are considerable . Equality Impact Assessment: None. Performance Impact: None	929	1,238	309	33.26%	978	1,238	260	26.58%	(2.04%)	0.00%	0.00%	
7	Student Finance	National arrangements to transition to the Student Loan Company from Local Authority control largely complete during early 2011/12.Small balance to be carried forward for storage and unforeseen costs and retrieval of documents	Service Reduction	Y	(150)			1	3			virtually nil	Risk to service delivery: Risk only if there is a change of policy from the Govt but this is highly unlikely. Equality Impact Assessment: None. Performance Impact: N/A	139	118	(21)	(15.11%)	150	118	(32)	(21.33%)	(100.00%)	0.00%	0.00%	
TOTAL					(1,382)	(256)	0	2	4	0	0														

Service **Customer Services, Libraries & Registrars**

Line Ref.	Service area	Description of saving	Savings Type	Statutory Consultation Required Y/N	Expected revenue savings (pa) £'000						Risk not achieving Saving (H,M or L)	Notes/Comments	Annual Variation				Current Year				Savings Ratios (% of 2010-11 Budget)				
					2011-12	2012-13	2013-14	2011-12	2011-12	2012-13			2013-14	Outturn 2009/10	Forecasted Outturn 2010/11	Variance £000	Variance %	Budget 2010-11	Forecasted Outturn 2010/11	Variance £000	Variance %	2011/12	2012/13	2013/14	
					£'000	£'000	£'000	Staff No's	FTE	FTE			FTE												
One Barnet Programme																									
1	Channel Shift	Customer Service Organisation Programme - consolidation of telephone contact staff and technology into a single service and encouraging significant increase in use of the web for customer contact	Efficiencies	N	(60)	(80)		0	4	7		M	<p>Risks to service delivery: Dependent on the development of the website to deliver a 10% shift in traffic from the telephones to the web and subsequent deletion of posts.</p> <p>Equality Impact Assessment: The vast majority of Barnet customers are able to access the internet at home, at work, on their mobile device or at a Barnet Library. Developing the council's website to enable customers to find information or transact online will reduce demand on telephone and face-to-face staff, enabling more residents who need to use these contact channels - often the most vulnerable people - to do so. Management information will be examined for impact on access to services and satisfaction amongst all groups of customers. Consolidation of customer service staff will enable flexible management of staff to accommodate contact preferences for different groups in response to this information.</p> <p>Performance Impact: Potential for some drop in performance during transition from current structure to consolidated customer service</p>	893	1,015	122	13.64%	1,030	1,015	(15)	(1.47%)	(5.82%)	(7.76%)	0.00%	
2	Revenue Income Optimisation	Implementation of Revenue Income Optimisation project	Income Charging	Y	0	(30)	(30)					M	<p>Risks to service delivery: Size of potential income TBC</p> <p>Equality Impact Assessment: No differential impact on different communities or groups</p> <p>Performance Impact: No impact</p>	5,924	6,046	121	2.05%	6,038	6,046	7	0.12%	0.00%	(0.50%)	(0.50%)	
3	Revenue Income Optimisation	Development of Settlement Checking Service (i.e. indefinite leave to remain)	Income Charging	N	(8)	(10)						L	<p>Risks to service delivery: Government sponsored pilot activity will take place in 2011/12. We expect this to follow with full roll out in 2013/14. As well as servicing significant latent demand in Barnet, we expect to pick up surplus demand in Enfield, Haringey and Harrow.</p> <p>Equality Impact Assessment: No differential impact on different communities or groups</p> <p>Performance Impact: No impact</p>	41	(74)	(115)	(280.07%)	(75)	(74)	1	(1.00%)	10.67%	13.34%	0.00%	
4	Procurement	Saving from procurement of Customer Services Organisation	Efficiencies	N		(300)						M	<p>Risks to service delivery: Based on industry procurement figures and assuming 0% saving in first year of procurement, 10% in year 2.</p> <p>Equality Impact Assessment: To be developed as part of options appraisal and business case</p> <p>Performance Impact: Potential for some drop in performance during transition to new delivery model</p>	893	1,015	122	13.64%	1,030	1,015	(15)	(1.47%)	0.00%	(29.11%)	0.00%	
5	Customer Service Organisation	Consolidation of management roles at Burnt Oak Customer Service Centre	Efficiencies	N	0	(60)		0	0	2		M	<p>Risks to service delivery: Saving would be delayed by overrun of implementation of new revenues IT system, which needs to be in place prior to management consolidation.</p> <p>Equality Impact Assessment: See consolidation EIA above (row 1)</p> <p>Performance Impact: Potential for some drop in performance during transition to new management model</p>	385	402	17	4.43%	397	402	5	1.25%	0.00%	(15.12%)	0.00%	
6	Customer Service Organisation	Consolidation of management roles as a result of customer service consolidation and subsequent procurement	Efficiencies	N		(60)						L	<p>Risks to service delivery: Consolidation of manager roles when services consolidated.</p> <p>Equality Impact Assessment: See consolidation EIA above (row 1)</p> <p>Performance Impact: Potential for some drop in performance during transition to new management mode</p>	893	1,015	122	13.64%	1,030	1,015	(15)	(1.47%)	0.00%	(5.82%)	0.00%	
7	Customer Service Organisation	Reduction in team management roles as a result of contact centre consolidation	Efficiencies	N	(25)	(50)						L	<p>Risks to service delivery: Consolidation of team leader roles when services consolidate.</p> <p>Equality Impact Assessment: See consolidation EIA above (row 1)</p> <p>Performance Impact: Potential for some drop in performance during transition to new management model</p>	893	1,015	122	13.64%	1,030	1,015	(15)	(1.47%)	(2.43%)	(4.85%)	0.00%	
8	Libraries	Strategic review of libraries, to build a model for the service for the next 10 years. The project aims to provide better service for less money, focus service on needs within borough, extend partnerships with local partners, improve use of assets, and seek greater efficiency.	Efficiencies	Y		(500)					11		H	<p>Risks to service delivery: This will require clear consultation process. The strategic library review has developed a comprehensive consultation and engagement programme to understand local needs. Data and customer information will be used to inform plans for the future.</p> <p>Equality Impact Assessment: A full EIA will be developed to accompany the options presented by the review in when it reports in March 2011.</p> <p>Performance Impact: The review aims to maintain numbers of visits to libraries, issues, and the number and range of events/activities provided by and supported via libraries. Satisfaction could be adversely impacted, depending on options selected.</p>	5,924	6,046	121	2.05%	6,038	6,046	7	0.12%	0.00%	(8.28%)	0.00%
9	Libraries	Consider alternative governance model for library service, including closer partnerships with other local authorities and local partners.	Efficiencies	Y		(135)	(275)						H	<p>Risks to service delivery: To be considered through strategic review and business case for alternative governance and operating models</p> <p>Equality Impact Assessment: Equality impact assessment of this would be completed at high level within strategic library review (see row 20). Should this project develop, a detailed impact assessment would be carried out.</p> <p>Performance Impact: The review aims to maintain numbers of visits to libraries, issues, and the number and range of events/activities provided by and supported via libraries. Satisfaction could be adversely impacted in the short-term, depending on options selected</p>	5,924	6,046	121	2.05%	6,038	6,046	7	0.12%	0.00%	(2.24%)	(4.55%)
10	Libraries	Review operation of mobile library and home library service to focus on need.	Efficiencies	Y	(75)	(40)	(10)	3	3	1	0		M	<p>Risks to service delivery: This will require clear consultation process and small reinvestment in the home service. A two-phase approach is proposed: phase 1 will remove 3 stops from the current timetable (poorly used, or can better provide in another way) to release 3 FTE vacancies, improving timetabling and operation of the service.</p> <p>Equality Impact Assessment: C.22 regular users to be offered alternative model. The stops to be removed are: a school stop (viable as the library in the school has been developed, and can be supported via our traded service); a stop regularly attended by two older adults who would be provided services through the home service; a small number of children and adults using the Bell Lane stop (10 mins from Hendon library) who can be offered access to the library in the same time slot. Older or vulnerable adults to be provided the home library service as an alternative.</p> <p>Performance Impact: Issues, visits, and satisfaction with mobile library service are unlikely to be effected.</p>	222	245	23	10.29%	242	245	3	1.43%	(31.05%)	(16.56%)	(4.14%)

Service		Customer Services, Libraries & Registrars											Annual Variation				Current Year				Savings Ratios (% of 2010-11 Budget)		
Line Ref.	Service area	Description of saving	Savings Type	Statutory Consultation Required Y/N	Expected revenue savings (pa) £'000				Risk not achieving Saving (H,M or L)			Notes/Comments	Outturn 2009/10	Forecasted Outturn 2010/11	Variance £000	Variance %	Budget 2010-11	Forecasted Outturn 2010/11	Variance £000	Variance %	2011/12	2012/13	2013/14
					2011-12	2012-13	2013-14	2011-12	2011-12	2012-13	2013-14												
					£'000	£'000	£'000	Staff No's	FTE	FTE	FTE												
11	Libraries	Review provision of museum services. The Council proposes that funding to operate Church Farm House Museum and support Barnet Museum is withdrawn, taking effect from 1 April 2011 – 2012.	Service Reduction	Y	(40)	(60)	(40)	1	1		M		127	143	16	12.64%	142	143	2	1.22%	(28.23%)	(42.35%)	(28.23%)
Service Review / Reorganisation or Reduction			Type									0	0			0	0						
12	Customer Services	Reduction in opening times at customer Services centre	Service reduction	Y	(6)						L		385	402	17	4.43%	397	402	5	1.25%	(1.51%)	0.00%	0.00%
Efficiencies			Type									0	0			0	0						
13	Customer Services	Review and consolidation of telephone contact staff and technology into a single service and encouraging significant increase in use of the web for customer contact	Efficiencies	N	(45)	(90)					M		893	1,015	122	13.64%	1,030	1,015	(15)	(1.47%)	(4.37%)	(8.73%)	0.00%
14	Estate costs	Capital programme to: reduce (c.£1m - 2m) maintenance backlog; reduce energy costs; and building backlog. This could present savings from the building budgets	Efficiencies	N		(30)					H		5,924	6,046	121	2.05%	6,038	6,046	7	0.12%	0.00%	(0.50%)	0.00%
15	Library support costs	Reduction of spending on supplies and services	Efficiencies	N	(64)	0	0				L		163	202	39	23.93%	339	202	(137)	(40.41%)	(18.88%)	0.00%	0.00%
16	Library Bibliographical Services	Full effect of restructure of 2010	Efficiencies	N	(25)	0	0				M		208	155	(53)	(25.48%)	155	155	0	0.00%	(16.13%)	0.00%	0.00%
17	Media fund	Improve efficiency of book buying, reducing costs of replacement of books.	Efficiencies	N	(10)	(10)					L		676	681	5	0.74%	681	681	0	0.00%	(1.47%)	(1.47%)	0.00%
18	Archives	Archive moves to Hendon library, completed in 2010.	Efficiencies	N	(12)						L		69	74	5	7.25%	71	74	3	4.23%	(16.90%)	0.00%	0.00%
19	Customer services	Reduction in external advertising	Efficiencies	N	(2)						L		893	1,015	122	13.64%	1,030	1,015	(15)	(1.47%)	(0.19%)	0.00%	0.00%
21	Registration & Nationality Team	Relocate registry office to Hendon	Efficiencies	N		(50)			1		H		41	(74)	(115)	(280.07%)	(75)	(74)	1	(1.00%)	0.00%	66.69%	0.00%
Other			Type									0	0			0	0						
22	Registration & Nationality Team	Development of Settlement Checking Service (i.e. indefinite leave to remain)	Income Charging	N	(7)	0					L		41	(74)	(115)	(280.07%)	(75)	(74)	1	(1.00%)	9.34%	0.00%	0.00%
23	Libraries	Implementation of Revenue Income Optimisation project	Income Charging	Y	(10)						M		5,924	6,046	121	2.05%	6,038	6,046	7	0.12%	(0.17%)	0.00%	0.00%
24	Registration & Nationality Team	Development of Nationality Checking Service (NCS)	Income Charging	N	(25)				0	0	L		41	(74)	(115)	(280.07%)	(75)	(74)	1	(1.00%)	33.35%	0.00%	0.00%
25	Registration & Nationality Team	Provide professional photography at Citizenship Ceremonies	Income Charging	N	(5)				0	0	L		41	(74)	(115)	(280.07%)	(75)	(74)	1	(1.00%)	6.67%	0.00%	0.00%
26	Registration & Nationality Team	Charge for priority issue of certified copies of historic entries.	Income Charging	N	(3)						L		41	(74)	(115)	(280.07%)	(75)	(74)	1	(1.00%)	4.00%	0.00%	0.00%
27	Registration & Nationality Team	Increase wedding fees	Income Charging	N	(6)	(4)					L		41	(74)	(115)	(280.07%)	(75)	(74)	1	(1.00%)	8.00%	5.34%	0.00%
28	Libraries	Pending decision on reduced Bookstart grant. Reduction of all grant would cease service	Service Reduction					4	2.75		N/A		57	96	39	68.42%	96	96	0	0.00%	0.00%	0.00%	0.00%
TOTAL					(428)	(1,509)	(355)	8	11	22	0												

Service **Human Resources**

Line Ref.	Service area	Description of saving	Savings Type	Statutory Consultation Required Y/N	Expected revenue savings (pa) £'000						Risk not achieving Saving (H,M or L)	Notes/Comments	Annual Variation				Current Year				Savings Ratios (% of 2010-11 Budget)			
					2011-12	2012-13	2013-14	2011-12	2011-12	2012-13			2013-14	Outturn 2009/10	Forecasted Outturn 2010-11	Variance £000	Variance %	Budget 2010-11	Forecasted Outturn 2010-11	Variance £000	Variance %	2011/12	2012/13	2013/14
					£'000	£'000	£'000	Staff No's	FTE	FTE			FTE											
One Barnet Programme																								
1	New Support Organisation	New Support Organisation				(150)						M	<p>Risks to service delivery: 10% outsourcing savings on base budget. If project does not realise these savings in 2012-13 the shortfall will need to be met by the HR budget.</p> <p>Equality Impact Assessment: Will be undertaken as part of the options appraisal and business case work on the project</p> <p>Performance Impact: Project will improve the administrative tasks in HR and will be better for the customer, simpler for the HR Team and cheaper for the organisation</p>	2,624	2,176	(448)	(17.07%)	2,055	2,176	121	5.89%	0.00%	(7.30%)	0.00%
2	E Recruitment	E Recruitment will provide the organisation with an online system which will deliver process improvements for HR and reduction in advertising costs for directorates.		N		(81)	1	1	1	0		M	<p>Risks to service delivery: eRecruitment HR savings. Directorate savings will be removed from individual budgets</p> <p>Equality Impact Assessment: Internal: Covered by the Council Employee EIA External: The Technical specification for the tender insured the web platform complied with industry standards -DDA, and the WCAG minimum AA standard.</p> <p>Performance Impact: Project will lead to improvements in performance. Better candidate experience and improved service to hiring managers; quicker turnaround times, automated on line process</p>	2,624	2,176	(448)	(17.07%)	2,055	2,176	121	5.89%	(3.94%)	0.00%	0.00%
Service Review / Reorganisation or Reduction			Type																					
3	Human Resources	HR efficiency savings post implementation of One Barnet	Service Reduction	N			(300)						<p>Risks to service delivery: No risk to service delivery as this saving is in direct relation to supporting the people implications of the One Barnet Programme. Risk will only occur if the first tranche of projects slip into 2013-2014.</p> <p>Equality Impact Assessment: N/A</p> <p>Performance Impact: No performance impact if One Barnet is on target</p>	0	300	300		300	300	0	0.00%	0.00%	0.00%	(100.00%)
4	Human Resources	Workforce saving as part of e recruitment	Service Reduction	N	(45)			1					<p>Risks to service delivery: This headcount reduction is the 100% removal of the Resourcing Consultant. This work will cease, to allow HR to concentrate on delivering / supporting other priorities and meet savings targets.</p> <p>Equality Impact Assessment: Post is currently held as vacant so no EIA required.</p> <p>Performance Impact: As the organisation downsizes and e-recruitment is implemented there will be no impact on service performance.</p>	2,624	2,176	(448)	(17.07%)	2,055	2,176	121	5.89%	(2.19%)	0.00%	0.00%
Efficiencies			Type																					
5	Human Resources	Changes to the Trade Union Facilities Agreement	Efficiencies	N	(44)								<p>Risks to service delivery:</p> <p>Equality Impact Assessment: N/A.</p> <p>Performance Impact: Minimal impact. Services may need to release local stewards more often to support case management.</p>	322	220	(102)	(31.68%)	220	220	0	0.00%	(20.00%)	0.00%	0.00%
TOTAL					(170)	(150)	(300)	1	2	1	0													

Scenario budget planning - pressures

Service

Information Systems

Line Ref	Service area	Description of pressure	Expected revenue pressures			Risk	Mitigation
			2011-12	2012-13	2013-14		
Pressures e.g. demography							
1	Informations System (IS)	As the Council's use of technology to provide services continues to increase, the cost of providing and maintaining the underlying infrastructure, software licensing, and security periodically increases	500	0	0	In order to meet these costs other aspects of the IS service would need to be scaled back which would severely impact delivery of core IS services to the council	Partially mitigated by implementing Infrastructure as a Service contract
TOTAL			500	0	0		

Scenario budget planning - savings

Service

Information Systems

Line Ref.	Service area	Description of saving	Savings Type	Statutory Consultation Required Y/N	Expected revenue savings (pa) £'000						Risk not achieving Saving (H,M or L)	Notes/Comments	Annual Variation				Current Year				Savings Ratios (% of 2010-11 Budget)				
					2011-12	2012-13	2013-14	2011-12	2011-12	2012-13			2013-14	Outturn 2009/10	Forecasted Outturn 2010/11	Variance £000	Variance %	Budget 2010-11	Forecasted Outturn 2010-11	Variance £000	Variance %	2011/12	2012/13	2013/14	
					£'000	£'000	£'000	Staff No's	FTE	FTE			FTE												
One Barnet Programme																									
1	New Support Organisation	Alternative Service delivery model :estimate of savings available	Efficiencies	Y	0	(600)	0					M	Risks to service delivery: Risk that this saving may not be achievable depending on outsourcing arrangements Equality Impact Assessment: No impact Performance Impact: No impact	6,988	7,125	137	1.96%	7,050	7,125	75	1.06%	0.00%	(8.51%)	0.00%	
2	New Support Organisation	Consolidation of IS from service areas	Efficiencies	Y	(96)	(224)	0		3	7	0	H	Risks to service delivery: Risk that savings will be taken by directorates before consolidating into IS. Mitigation via re-charging for services not consolidated along with budget. Equality Impact Assessment: No impact Performance Impact: No impact	6,988	7,125	137	1.96%	7,050	7,125	75	1.06%	(1.36%)	(3.18%)	0.00%	
Other			Type																						
3	Information Systems (IS)	7.5% target saving from all IS contracts	Efficiencies	N	(3)	0	0		0	0	0	M	Risks to service delivery: No Risk to Service Delivery Equality Impact Assessment: No impact Performance Impact: No impact	6,988	7,125	137	1.96%	7,050	7,125	75	1.06%	(0.04%)	0.00%	0.00%	
4	IS Infrastructure	"Infrastructure as a service" contract implemented by Sept 2011. Consolidate infrastructure managed service, all infrastructure assets and all circuit costs into single contract.	Efficiencies	N	(150)	(150)	0		0	0	0	M	Risks to service delivery: Reduces effect of circuit costs budget pressure Equality Impact Assessment: No impact Performance Impact: No impact	2,295	2,145	(150)	(6.54%)	1,815	2,145	330	18.18%	(8.26%)	(8.26%)	0.00%	
5	IS	Renegotiated extended contract for the Managed Services from July 2011. Target 10% additional saving.	Efficiencies	N	(73)	(24)	0		0	0	0	n/a	Risks to service delivery: Reduces effect of pressures Equality Impact Assessment: No impact Performance Impact: No impact	1,498	1,547	49	3.27%	1,402	1,547	145	10.34%	(5.21%)	(1.71%)	0.00%	
6	IS Support	Consolidate libraries IS support staff	Efficiencies	N	(35)	(22)	0	0	1	0.5	0	L	Risks to service delivery: No Risk to Service Delivery Equality Impact Assessment: No impact Performance Impact: No impact	327	418	91	27.83%	442	418	(24)	(5.43%)	(7.92%)	(4.98%)	0.00%	
TOTAL					(357)	(1,020)	0	0	4	8	0														

Service		Environment and Operations											Risk not achieving Saving (H,M or L)	Annual Variation				Current Year				Savings Ratios of 2010-11 Budget (%)		
Line Ref.	Service area	Description of saving	Savings Type	Statutory Consultation Required Y/N	Expected revenue savings (pa) £'000				Staff No's			Notes/Comments	Outturn 2009/10	Forecasted Outturn 2010/11	Variance £000	Variance %	Budget 2010-11	Forecasted Outturn 2010-11	Variance £000	Variance %	2011/12	2012/13	2013/14	
					2011-12	2012-13	2013-14	2011-12	2011-12	2012-13	2013-14													FTE
					£'000	£'000	£'000	Staff No's	FTE	FTE	FTE													
17	Highways	Ceasing the new column installation programme for street lighting and investing the saving in new technology to include energy measures which will reduce energy consumption	Service reduction	N		(200)	(400)					H	Risk to Service Delivery: Expectation of lighting columns now not delivered. Equality Impact: None Performance Impact: This could impact residents feeling safe but appropriate lighting will be in place.	2,585	2,920	335	12.96%	3,075	2,920	(155)	(5.04%)	0.00%	(6.50%)	(13.01%)
18	Highways	Reduction in Highway Maintenance and re-alignment of Local Implementation Plan (LIP) funding	Service reduction	N	(1,500)			0	0			H	Risk to Service Delivery: Could damage highway infrastructure if money is not reintroduced into the base budget. Equality Impact: None Performance Impact: May affect those residents who struggle with mobility. May lead to a perception of deteriorating service	2,560	2,438	(122)	(4.77%)	2,438	2,438	0	0.00%	(61.53%)	0.00%	0.00%
19	Community Protection Group	CCTV mobile unit to cease	Service reduction	N	(67)			2	2			L	Risk to Service Delivery: Not currently in use. Equality Impact: None Performance Impact: Some impact on public confidence	886	888	2	0.23%	886	888	2	0.23%	(7.56%)	0.00%	0.00%
20	Community Protection Group	Cease operation of Community Safety Trailer	Service reduction	N	(6)							L	Risk to Service Delivery: Not currently in use. Equality Impact: None Performance Impact: None	251	59	(192)	(76.49%)	104	59	(45)	(43.27%)	(5.77%)	0.00%	0.00%
21	Environment & Operations	Rationalisation of management structure and savings on supplies and services	Service reduction	N	(170)	(175)	(225)	0	2	5		M	Risk to Service Delivery: None Equality Impact: None Performance Impact: None	1,403	1,134	(269)	(19.17%)	1,220	1,134	(86)	(7.05%)	(13.93%)	(14.34%)	(18.44%)
22	Transport	Savings from GoPlant contract moving from fixed planned maintenance to pay as you go for seasonal vehicles	Service reduction	N	(98)							M	Risk to Service Delivery: Possible risk of vehicle failure. Equality Impact: None Performance Impact: None	166	0	(166)	(100.00%)	139	0	(139)	(100.00%)	(70.50%)	0.00%	0.00%
Efficiencies			Type																					
23	Transport	Transport - Model 2 renegotiating service to rationalise provision	Efficiency	N	(35)							L	Risk to Service Delivery: None Equality Impact: Impacts on Children's and Adults - see separate EIA's Performance Impact: None	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
24	Greenspaces	Efficiencies from changed working practices which includes reducing park-keeping services	Efficiency	N	(170)	(194)		0	5	7		M	Risk to Service Delivery: Less personalised park service. Equality Impact: None Performance Impact: None	3,894	4,144	250	6.42%	4,140	4,144	4	0.10%	(4.11%)	(4.69%)	0.00%
25	Street Scene	Reduction in the number of refuse rounds	Efficiency	N	(123)			0	3			M	Risk to Service Delivery: There could be some service risk outside the regular weekly collections e.g. Christmas. Equality Impact: None Performance Impact: None	5,890	5,849	(41)	(0.70%)	5,808	5,849	41	0.71%	(2.12%)	0.00%	0.00%
26	Waste & Sustainability	Efficiencies within Waste and Sustainability service	Efficiency	N	(55)	(11)		0	0.60			L	Risk to Service Delivery: Move of communications resource to corporate team Equality Impact: None Performance Impact: Could impact on waste performance / behaviour change	3,130	3,009	(121)	(3.87%)	3,208	3,009	(199)	(6.20%)	(1.71%)	(0.34%)	0.00%
27	Highways	Efficiencies within Highways team due to change in priorities and re-alignment of customer support in line with corporate initiatives	Efficiency	N	(864)	(24)		10	23	1		H	Risk to Service Delivery: Fewer traffic schemes will be delivered as focus will be on maintenance of existing highway infrastructure. Equality Impact: None Performance Impact: Some current element of service will no longer be delivered	2,172	2,668	496	22.84%	2,981	2,668	(313)	(10.50%)	(28.98%)	(0.81%)	0.00%
28	Highways	Remove School Crossing / and Road Safety Officers	Efficiency	N	(117)			11	4			M	Risk to Service Delivery: Reputation risk around children's safety. Equality Impact: Equality issues for those children who are more likely to walk to school. Performance Impact: Could affect safety Pls	190	202	12	6.32%	221	202	(19)	(8.60%)	(52.94%)	0.00%	0.00%
29	Community Protection Group	De-layering of management responsibilities	Efficiency	N	(51)	(37)		1	1	1		M	Risk to Service Delivery: None Equality Impact: None Performance Impact: None	1,303	1,298	(5)	(0.38%)	1,308	1,298	(10)	(0.76%)	(3.90%)	0.00%	(2.83%)
30	Environment & Operations	Change to working practices to make more efficient use of resources	Efficiency	N	(600)							H	Risk to Service Delivery: Some work that was paid for by overtime will now be done in core hours or not done. Equality Impact: None Performance Impact: Possible reduction in satisfaction of residents	29,884	28,260	(1,624)	(5.43%)	28,260	28,260	0	0.00%	(2.12%)	0.00%	0.00%
Other			Type																					
31	Greenspaces	Charging for events in parks	Income / charging	N	(20)	(30)						M	Risk to Service Delivery: Some events may not continue due to increased cost. Equality Impact: Some poorer communities may be adversely affected. Performance Impact: May result in increased usage and higher satisfaction levels for those using them.	3,984	4,144	160	4.02%	4,140	4,144	4	0.10%	(0.48%)	(0.72%)	0.00%
32		Grant funded posts		N				4	4															
TOTAL					(5,732)	(2,052)	(483)	31	54	13	1													

Scenario budget planning - pressures

Service

Special Parking Account

Line Ref	Service area	Description of pressure	Expected revenue pressures			Risk	Mitigation
			2011-12	2012-13	2013-14		
Reductions in specific grant / statutory pressures							
1	Parking	Parking income came under pressure from severe weather conditions, the general economic climate and the installation of a new back-office system. Some income was also foregone as a result of the FA3 campaign. Work is being undertaken to understand the impact of such initiatives in order to mitigate these risks during future years and a detailed enforcement plan being prepared to target activity on the most significant areas and times.	1,000			The parking service has consistently failed to meet income targets and there is a risk that the current targets are unrealistic and unachievable..	A Parking Recovery Plan is in place aimed at improving the financial position by increasing enforcement activity and changing the management of the permitted parking service. This will increase income for the remainder of 2010/11 and in subsequent years
TOTAL			1,000	0	0		

Service		Finance			Expected revenue savings (pa) £'000							Risk not achieving Saving (R,M or L)	Notes/Comments - Risks to service delivery	Annual Variation				Current Year				Savings Ratios				
Line Ref.	Service area	Description of saving	Savings Type	Statutory Consultation Required Y/N	2011-12	2012-13	2013-14	2011-12	2011-12	2012-13	2013-14			Outturn 2009/10	Forecasted Outturn 2010-11	Variance £000	Variance %	Budget 2010-11	Forecasted Outturn 2010-11	Variance £000	Variance %	2011/12	2012/13	2013/14		
					£'000	£'000	£'000	Staff No's	FTE	FTE	FTE															
One Barnet Programme																										
1	Revenue Income Optimisation	Introduction of Pre Paid Cards	Efficiencies	N		(40)							Medium													
2	New Support Organisation	Savings resulting from alternative service provision	Efficiencies	N		(345)	(120)						Medium		3,125	2,936	(189)	(6.05%)	2,936	2,936	0	0.00%	0.00%	(11.75%)	(4.09%)	
3	Procurement	Procurement savings - Office Supplies	Efficiencies	N	(30)								Medium													
4	Procurement	Rationalisation of individual vendor payments/individual charge to BT/SAP Optimisation improvements	Efficiencies	N	(30)								Low													
5	E Recruitment	Procurement	Efficiencies	N	(1)	(1)							Low													
Service Review / Reorganisation or Reduction																										
Type																										
6	Finance Support	Reduction of 1 vacant Finance Assistant post	Efficiencies	N	(30)				1				Low		3,125	2,938	(187)	(5.98%)	2,936	2,938	2	0.07%	(1.02%)	0.00%	0.00%	
7	Accounts Payable	Reduction of 1 vacant General Assistant post	Efficiencies	N	(24)				1				Low		167	223	56	33.53%	223	223	0	0.00%	(10.76%)	0.00%	0.00%	
8	Exchequer Savings	Restructure - merge of management roles	Efficiencies	N		(55)				1			Low		303	243	(60)	(19.80%)	243	243	0	0.00%	0.00%	(22.63%)	0.00%	
9	Internal Audit	Savings resulting from alternative service provision of the Internal Audit Service	Efficiencies		(40)								Medium		473	463	(10)	(2.11%)	463	463	0	0.00%	(8.64%)	0.00%	0.00%	
10	Internal Audit	Cessation of the Internal Audit of schools	Service Reduction		(34)								Low		473	463	(10)	(2.11%)	463	463	0	0.00%	(7.34%)	0.00%	0.00%	
11	Risk Management	Reduction of Internal Audit coverage	Service Reduction		(70)								High		473	463	(10)	(2.11%)	463	463	0	0.00%	(15.12%)	0.00%	0.00%	
Other																										
Type																										
12	Security Collections	Partnership working with Enfield re CPZ's	Income Charging	?											635	575	(60)	(9.45%)	575	575	0	0.00%	0.00%	0.00%	0.00%	
13	Strategic Finance	Income recovery - VAT Fleming	Income Charging	N	(337)	337							Low													
14	Strategic Finance	Income recovery - VAT Fleming	Income Charging	N		(300)	300						Low													
15	Cashiers	Move to cashless Council	Efficiencies	N		(175)					12		High		635	575	(60)	(9.45%)	575	575	0	0.00%				
16	Finance	Staff at risk of: grant withdrawal, and/or restructure to create efficiency savings	Efficiencies	N				1	1				Low													
TOTAL					(596)	(404)	5	1	3	1	12															

Scenario budget planning - pressures

Service

Planning Housing and Regeneration

Line Ref	Service area	Description of pressure	Expected revenue pressures			Risk	Mitigation
			2011-12	2012-13	2013-14		
			£000	£000	£000		
Reductions in specific grant / statutory pressures							
1	Planning	The end of the Housing & Planning Delivery Grant (HPDG) . HPDG - and formerly Planning Delivery Grant - has been integral to the Planning Service baseline budget for 7 years (2003-10) and therefore constitutes a significant lost specific income stream	400			Serious impact on service delivery	Maximise new income through One Barnet approach
TOTAL PRESSURES			400	0	0		

Medium Term Financial Plan	2010/11 £000 (restated)	2011/12 £000	2012/13 £000	2013/14 £000	Total
Budget brought forward		302,082	309,464	294,454	
Resource gap brought forward from below			(24,684)	(12,100)	
Statutory/cost drivers					
Inflation (pay and non-pay)		4,133	3,855	5,418	
Employer's pension contributions		0	0	0	
NLWA levy		1,463	1,678	1,000	
Capital financing costs		1,500	2,250	2,250	
Statutory/cost drivers sub-total		7,096	7,783	8,668	
Central Expenses					
LABGI grant cease		400			
Reversal of provision for personal care		(850)			
Concessionary fares/freedom passes		3,200	400	400	
Housing benefit changes		1,200	300	(300)	
Restructuring & Redundancy costs		(2,000)			
Carbon reduction commitment		500			
Contingency		0	1,250	1,300	
Full year effect of changes in commercial department		900			
Big society fund		200			
Full year effect of 2010/11 savings		(868)	(59)	(17)	
Central Expenses sub-total		2,682	1,891	1,383	
One Barnet/Future Shape					
Savings not realised in 2010/11		1,565			
Budget not required (now funded from reserves)		(1,500)			
One Barnet/Future Shape sub-total		65	0	0	
Balances to/(from) reserves					
Specific reserves 2010/11	2,461				
Reserves sub-total		(2,461)	0	0	
Total Budget requirement (net expenditure)	302,082	309,464	294,454	292,405	
New Formula grant funding					
RSG	11,989	9,947	8,851	8,740	
Redistributed NNDR	82,567	68,506	60,956	60,191	
Area Based Grant now in formula	15,297	15,297	15,274	15,381	
Specific Grant now in formula	1,762	1,762	1,762	1,774	
New Grant PSS	0	3,082	5,408	5,815	
New Formula grant sub-total	111,615	98,594	92,252	91,901	
Other funding					
Area-based grant potentially discontinued	5,329	0	0	0	
Council tax	153,005	153,005	156,802	160,722	
Council Tax grant		3,825	3,825	3,825	
Early intervention grant	11,706	11,706	11,706	11,706	
Homelessness grant	160	160	160	160	
PFI credit	4,358	4,358	4,358	4,358	
HB and CT Admin	3,085	3,085	3,085	3,085	
New Homes Bonus	0	0	0	0	
Learning disabilities	9,000	9,000	9,000	9,000	
Public Health Grant	0	0	0	0	
Other specific grants to be confirmed	1,826	1,047	1,167	1,301	
Collection Fund transfers	1,998				
Other funding sub-total	190,467	186,186	190,103	194,157	
Total Income from grant and Council Tax	302,082	284,780	282,354	286,058	
Budget Gap before savings	0	24,684	12,100	6,347	43,131
Savings (as set out in Appendix 1)		(30,105)	(13,084)	(11,237)	(54,426)
Recommended pressures (as set out in Appendix 1)		5,200	800	800	6,800
Other potential reductions in settlement		221	184	4,090	4,495
Budget Gap after savings		(0)	(0)	0	(0)

Appendix 3

Report on Public Consultation 2011/12 Council Budget

Introduction

This report covers the public consultation on the 2011/12 council budget. It does not report on separate service specific consultations, such as those undertaken by Adult Social Services on fairer charging (available as Appendix 4).

The consultation took two forms. The first part was web based. The Barnet Ideas website asked residents for specific suggestions about what the council:

- could be better at
- could stop
- could charge a small fee for

The website included a three-minute film presented by Councillor Thomas, Cabinet Member for Resources and Performance, describing the state of national and local public finances and the challenge facing the council. This film was linked to an interactive graphic that set out further financial detail and other information about services. The website was promoted through local press, Barnet First and the council poster sites.

Ideas gathered at a Civic Network event on 7 October 2010 were also added to the site.

Following approval of the budget proposals on 20 October 2010, the specific proposals were published to allow residents to comment in detail.

A budget consultation event took place with Barnet Citizens' Panel members on 10 November 2010. Councillor Thomas, opened and facilitated this event, which had 54 attendees. Attendees were invited in proportion to the adult population of the borough. Council staff from across the organisation provided facilitation for table discussions which enabled panel members to discuss the budget savings options, as presented to Cabinet on 20 October 2010.

Members of the panel also completed a second exercise where they were asked for their response to particular trade-offs between investment in a service compared to a reduction in another and/or greater resident involvement in service delivery.

A planned open event along similar lines was cancelled after only four people registered to attend. Councillor Thomas has attempted to speak personally to most of these residents.

Overall

With the proviso that all delegates at the Citizens' Panel sat through a presentation on the state of public finances and the financial pressures on the council, there

seems to be a public acceptance of the need for budget cuts. Each table on the Citizens' Panel, for instance accepted a level of reduction in service that would have been considered remarkable in previous years.

Each table, and residents who used the website, became most animated when focussing on a service they used. This was far more personal to them than an overall discussion about a budget of several hundred million pounds covering the multiplicity of local government services. Users of the website in particular were as enthusiastic about participating in a debate around service improvement as they were about reducing costs.

In general, there is an acceptance that a reduction in council spending could be offset with greater citizen activity (with issues such as green spaces) but there is concern about whether this Big Society option would be undermined by reductions in financial support for the voluntary sector.

Several people in the public meeting felt they were hampered in the discussions by not having more detail of the scale of the cut (information was presented about current budgets and proposed reduction – the two were not presented together). This concern was also raised by the Budget Performance Overview and Scrutiny Committee.

Barnet Ideas website

Residents were asked to make suggestions and rate those of others. The most highly rated are listed below. A high-level group of senior staff reviewed the most popular ideas and where appropriate these ideas were sent to services for a response.

As of the 24/11/2010, the ideas website has seen 213 separate ideas posted and 351 comments added to these ideas. There have been a total of 1,638 votes on the wisdom or otherwise of the ideas.

The Barnet budget video featuring Councillor Thomas has had 781 views. This compares with 71 views for the Redbridge Council video.

Since the 6 September there have been 5,001 visits to the site. Those visits have generated, on average, 6.40 page views per visit with the total number of pages viewed 31,991. The total number of unique visits to the site was 3,041.

Average time spent on the site is 4.34 minutes and the site has a bounce rate of 39%. (The bounce rate defines how many visitors come to the site and leave immediately. The lower the score the better the performance. Any score under 45% is considered as very good).

The most highly rated ideas currently being pursued are attached.

Overall impact

The Ideas website costs less than the model of consultation used last year, produced more usable results, a greater volume of responses, and succeeded in developing an element of discussion among residents. However many residents posted suggestions that were about service improvement, rather than specific budget savings. This suggests that the website could continue to be used as a mechanism allowing residents to comment on their experience of services and to make and rate suggestions about improvements.

Citizens' Panel

This report outlines those savings options which received majority agreement from delegates, those which did not, and those which attracted a mixed response. 'Majority' is being defined here by at least six out of the nine tables holding this collective view. Particular comments or concerns which were raised regularly by delegates will also be captured within this report.

Chief Executive's Service

Savings options receiving majority agreement

The following Chief Executive's Service savings options received majority agreement from delegates:

Efficiency saving from restructure of Director's Group

Comments included cutting the Chief Executive's salary, streamlining Assistant Directors and Directors and cutting 'to the core'. Concern was frequently expressed about the level of senior level pay in the public sector.

Reduction in civic events supported by the council

Reduction of communications team

Savings options receiving majority disagreement

There were no Chief Executive's Service savings options which received majority disagreement.

Mixed opinions

End small grants programmes

Concern that this could lead to specific reductions in service.

Reduce funding for large grant contracts – may lead to closure of some facilities and will lead to reductions in service

Some table discussions did not want to make decisions regarding the reduction in grants to the voluntary sector as they felt they did not have sufficient information. Some suggestions were received regarding cutting a smaller proportion from voluntary grants. Others highlighted that voluntary grants should continue but on the basis of prioritised need. There was widespread concern that such cuts did not represent good value for money.

Corporate Governance

Savings options receiving majority agreement

All eight Corporate Governance savings options received majority agreement from delegates:

E-recruitment

Comments were raised about whether more savings could be made via e-recruitment.

Corporate Anti Fraud Team/Electoral registration/Performance & Organisational Development – Re-organisation of the staffing within these teams as an efficiency resulting in no significant service reduction

Although there was majority agreement with this option, concerns were raised about the council not collecting all of the possible revenue it could, regarding council tax in particular. Additionally, the importance of 'policing' benefits was raised.

Corporate Governance Directors – re-organisation of staffing arrangements as an efficiency resulting in no significant service reduction

Democratic Services/Legal Services/Elections Team – re-organisation of these teams resulting in some service reductions

There were suggestions that committees could be merged but that Area Forums should be kept as these help to maintain communication with officers.

Revision of members' allowances

Comments included that members should be allowed 'reasonable' expenses, for example travel and communications costs. There were concerns raised about the lack of savings from this option in 2012/13 and 2013/14.

Civil protection/Legal Services/Democratic Services – general reductions in expenditure

Insurance – efficiency saving from reorganisation of service arrangements

Expenditure reduction and rationalisation

Environment and Operations

Savings options receiving majority agreement

The following Environment and Operations savings options received majority agreement from delegates:

Efficiencies and service reductions in publicity and rationalisation of corporate functions to reduce duplication

Efficiencies and service reductions in highways contracts and changes in highways priorities

CCTV mobile unit to be operated and deployed by Metropolitan Police

Efficiencies within Community Safety

However, one table separately highlighted concerns about the double impact of police reductions and community safety 'efficiencies'.

Change to working practices and move to area based working to make more efficient use of resources

Savings options receiving majority disagreement

There were no Environment and Operations savings options which received majority disagreement.

Mixed opinion

Charging for parking in all borough car parks

There was widespread discussion about parking. While this option received majority agreement, concerns were raised about 'unreasonable' (example £1 for 30 minutes) costs, or indeed any costs, which may impact on businesses. Other suggestions highlighted that this option should be area specific. Some suggested that car parks could be contracted out. There was concern about savings only being outlined for 2011/12.

Alternative service delivery model (estimate of savings available)

Concerns were raised about this meaning private sector involvement, delegates on one table highlighted that there is an 'agenda' behind the private sector. There was a suggestion that savings should also be evident to a greater extent in 2012/13 and 2013/14. Other delegates did not feel that they had enough information to make an informed decision.

Efficiencies from changed working practices in greenspaces and service reductions including changes required as part of the Big Society agenda

There was extensive discussion about the relationship between the public and council on this issue. Much of this focused on the need to protect greenspaces in the borough. There was also discussion on where the line should be drawn between professional activity (such as tree maintenance) and amateur activity. There was a great deal of agreement that there was a role for volunteers, such as gardening groups and making a contribution to greenspaces.

Suggestions were made about reducing the need for replanting flower beds by planting evergreen plants around the borough. Much discussion was focussed on engaging unemployed members of the community or offenders in this type of maintenance activity.

Leisure contract savings following contract review

There were concerns raised that a contract review would mean a reduction in service provision.

Refuse and street scene – efficiencies and service reductions in refuse fleet and refining service provision

There were questions raised about why this option would not save more in the 2011/12. There was a divide between those who agreed with fortnightly bin collections and those who were worried about such a prospect. Several tables suggested that there was no need for a one size fits all model for recycling collection. One suggested that the garden waste bins could be collected every two weeks, but other waste/recycling should be collected every week. Another suggested that other recycling could be collected fortnightly or that collections could be fortnightly in winter, but weekly in summer.

Children's Services

Savings options receiving majority agreement

The following options received majority agreement from delegates:

Reduce school improvement support service for primary and secondary schools (including support for developing the 14-19 curriculum), leaving a residual service to monitor and challenge under performing schools.

Building Schools for the Future programme discontinued

Concerns were raised that there are not enough school places and that the discontinuation of this programme, or an equivalent, may make this worse.

Invest in early intervention and prevention services to improve the timely support for children and families experiencing difficulties in order to reduce the number of children coming into care or requiring expensive high-cost interventions. This saving is based on current levels of known demand.

This approach was welcomed but there was a concern that the saving from this option had been overestimated.

Reduction in back office and management overheads across the Directorate, improving efficiency and increasing income through raising fees and charges across a range of activity

There was general agreement with this option, but suggestions were made that the saving should be higher. Means testing for charging polices was seen to be reasonable.

Savings options receiving majority disagreement

The following Children's Services savings option received majority disagreement:

Reduce support for children in care, provided to support their educational achievement and to promote good health and healthy lifestyles, review adoption and other allowances and cease specialist social work around emotional and mental health needs.

There was much concern about this option. It was widely discussed that this group is one of the most vulnerable and needs support. Other delegates suggested that savings could be made but the saving outlined is currently too high. There were further concerns that voluntary services may be required to replace these services but that voluntary sector funding may also be cut. Many felt that a reduction of this support now, particularly mental health support services, may be counter-productive and may cost more in the future.

Mixed Opinion

Reduce the educational psychology and behavioural support service, reducing the training and support for schools and teachers and in year 3, reducing individual work with children

There were concerns that there is already a long waiting list for educational psychologists and it was again felt that a reduction may lead to more problems longer term.

Reshape provision for children excluded from school to reflect reduced need, as a consequence of investment in early intervention and prevention

Some delegates raised concerns that there is only one unit for children excluded from school which does not provide enough scope to make savings. However, other delegates agreed with the focus on early intervention and

prevention and thought that the outline of savings for 2013/14 showed that this was not being hurried.

Reshape and reduce youth support services through increased commissioning of delivery, seeking efficiencies through integrating services and income generation, reducing local authority directly provided activities

In addition to the reduction in budget above, further cut financial support for youth related services to further reduce activities and commissioning budgets

In addition to the reductions above, further cut financial support for youth related services leaving a residual minimal service in place

Again it was seen as reasonable that residents who could afford to pay, should do so.

There was an understanding that help on issues such as CRB checks would enable the community to assist in providing youth services. There were concerns that the estimated saving may be too large and were disproportionate. Some delegates highlighted particular concerns about a lack of youth services in East Barnet.

Reduce the level of teaching resource funding in children's centres located in the less deprived areas of Barnet and reduce staffing costs within the early years delivery programme

There was support for resources to be focussed on the more deprived areas. Others suggested that a charging model should be considered for this service. There were also suggestions that children's centres could be merged.

Children with complex needs - reduce costs by re-commissioning, reconfiguring and developing new models of services.

Some delegates had concerns that reductions may result in other expenses. Other delegates suggested that this should be made more efficient.

Adult's Services

Savings options receiving majority agreement

The following Adult's Services savings options received majority agreement from delegates:

Amend Fairer Charging Policy to ensure compatibility with Personal Budgets. The proposed changes will generally bring Barnet in line with comparable London authorities

There were mixed opinions regarding this option and it was felt that the 'middle classes' will be the most affected, not the rich or poor. Agreement was given by some on the condition that people would not lose the services they currently receive. There were further comments that this should be considered 'within reason'. Other delegates noted that Barnet is a wealthy borough and

that some will be able to pay more for the services they receive.

Reduce cost of Transport for Adults arising out of better route planning, amending attendance times and more efficient use of vehicles as part of the One Barnet programme

There were comments that if this works then this is a good option. However, there were concerns that this may negatively affect older people. There were suggestions that service users should contribute to the cost of their transport, where possible.

Efficiencies through more joined up working with Health. This covers sharing more costs with health on commissioning, social work staffing and enablement in addressing a more joined up approach to meeting health and social care needs

Some delegates agreed that this was a good idea if it removed duplication. Other delegates raised concerns that a relationship with health would be problematic and would not improve services.

Savings gained through re-tendering core services providing homecare, equipment and meals

There was a suggested need for new contracts to be shorter term so that they can be reviewed easily. There were many comments that this should be part of the process anyway. There were other suggestions which included asking residents with the right professional procurement/legal skills to volunteer their time, collaborate with other councils to procure cheaper contracts.

Reducing the costs of the most expensive care packages to achieve best value for money through improved market management, and detailed negotiations with providers.

A need to focus on the service user was highlighted. There were concerns that this may mean a reduced standard of service.

Savings options receiving majority disagreement

No Adult's Services savings options received majority disagreement from delegates.

Mixed Opinion

However, there were mixed opinions on the following options:

Reduction in back office and management overheads and training budgets across the Directorate gained from efficiencies in staffing and running costs

There were suggestions that training should be more specific to the needs within the borough. Training relating to safeguarding was seen as essential.

There were concerns that a reduction in training may impact on staff and the service they provide.

Savings accrued through remodelling in-house services to promote independence and inclusion for disabled people and enabling the services to trade and increase income through moving to an alternative service delivery model via a Local Authority Trading Company as part of the One Barnet programme

There was some confusion about this option and it was highlighted that sometimes externalisation costs more. There was some agreement with a remodel but some concern about a 'Local Authority Trading Company' and what this means. There were concerns that standards of service need to be maintained or improved and that private providers may not deliver this. There was some agreement with the agenda behind this and some delegates saw it as empowering for service users.

Reductions in care package costs through recognising the council priority of sharing opportunities and sharing responsibilities. This takes into account the contributions families and communities make to supporting service users

There was contention about this option, some delegates highlighted that older people have paid their taxes and are entitled to services. Other delegates outlined their support if a voluntary organisation was able to support family and community contributions to care.

Improved targeting of spend on preventative services to focus on the highest priorities and to deliver voluntary sector services in the most efficient way. Lower priority services will cease. Reduction in block contract of floating support preventive services

There were concerns that if small services were removed, it may require more support in the future. There were suggestions that shelter, heating in winter and food are high priority areas but that the community could support in other areas.

Reviews of current packages to ensure that the most appropriate support is given at the right price. Working with health to ensure health funding is secured for health needs

The importance of health 'paying their share' was highlighted. There were concerns that there may be hidden impacts for families. However, other delegates highlighted that this is 'worth looking at'.

Trade-offs

All participants were advised that these trade-offs were not real cases and were not current budget proposals. The intention was to gauge the scope for prioritisation of budgets at a later stage and the potential for community involvement to back fill any reduction in service.

Trade-off 1 - To recruit another children's social work team, the council could sweep your residential roads every eight weeks, rather than every four weeks. Communities could be provided with rubbish bags to assist in collecting litter in between

Seven out of nine tables agreed with this trade off, one table disagreed and one table had mixed opinions. There were some concerns that some communities may not look after their areas and that this may encourage vermin. Comments were made regarding the need for more regular road sweeping in autumn, the need for more or replacement public bins. There were suggestions that young offenders could assist with this type of maintenance.

Trade-off 2 - Every year landfill tax rises for every tonne of household landfill waste. To pay for this, the council could put up on-street parking charges

Three tables agreed with this trade-off, five tables disagreed and one neither agreed nor disagreed. There were comments that the key to reducing waste is to collect it less frequently. There was a suggestion that savings could be made from the waste contractor. There were comments that if you dispose of more waste, you should pay more. Suggestions also included that community initiatives could encourage people to recycle more and partnerships with traders to reduce packaging play an important role.

Trade-off 3 - To fund park maintenance we could reduce recycling collections to every two weeks

Four tables agreed with this trade-off, two tables disagreed and three neither agreed nor disagreed. There were suggestions that green bins in particular could be collected every two weeks, rather than weekly but that it was more important for other forms of recycling to be collected weekly. There were other suggestions that this was not a good idea and that recycling bins were already full for many people. Instead fines were suggested for those who don't recycle.

Trade-off 4 - To fund more street cleaning, we could sell advertising on lampposts, billboards and buildings around the borough, which could generate £500,000

Five tables agreed with this trade off, one table disagreed and three tables had mixed opinions. There were questions about what type of advertising this would involve and that advertising for local businesses would be more acceptable. There were also comments that advertising in town centres is more acceptable than in residential areas. Sponsored roundabout advertising was suggested by some delegates to be a good opportunity. Some delegates commented that there is already too much advertising. The suggestion was made that more bins would negate the need for more street cleaning.

Trade-off 5 - To fund three youth centres, we could reduce graffiti cleaning to the bare minimum and could provide cleaning equipment to community groups to assist

Six tables agreed with this trade off, two tables disagreed and one table had mixed opinions. Many suggestions were made that young people, offenders or unemployed members of the community or the parents of those responsible for the graffiti could assist with cleaning.

Appendices

Barnet Budget Ideas website.

Ideas that attracted the most comments:

Review the top 100 contracts	14
Mending parking meters	14
Stop paying councillors an allowance above, say, £1,000 a year	12
Internal council catering	9
Close the libraries	9
Paying my council tax by direct debit	9
Open Source software	9
Can I pay to have library books posted to my house?	9
Refresh and rebuild Barnet Council staff	8
Reduce Free Skip Service	6
Bin collections	6
Help me understand what I can recycle	6
Cut down on the number of consultants used by Barnet Council	6
Cut the number of magazines and publications stocked by each library	6
Planning Applications	5
Monitoring lighting	5
Withdrawing 54% allowance rise just awarded to councillor chairmen	5
Why is the Chief Exec spend for this year £2.8m	5
Paper shredding	5
No translation of literature	4

Stop buying expensive laptop computers	4
Volunteer gritting	4
"Free" Passover Collection	4
Barnet First	4
Area Forums	4
Exploiting existing assets	4
Freedom Pass	4
Use of volunteers	4
Salaries over 50k for council employees cut by 10%	3
Use of Agency Staff	3

Ideas that attracted the greatest number of votes:

Stop paying councillors an allowance above, say, £1,000 a year	69
Get rid of the Jaguars	68
Get rid of the Mace Bearers	60
Review the top 100 contracts	56
Cut down on the number of consultants used by Barnet Council	54
Smaller print	50
Stop buying expensive laptop computers	36
Withdrawing 54% allowance rise just awarded to councillor chairmen	34
Consulting with all staff over the coming Budget Cuts	31
Stop paying Councillors' pensions	26
"Free" Passover Collection	26
Reduce Free Skip Service	26
Stop replacing perfectly good lampposts	23
Open Source software	22

Rebuild Barnet Workhouse	22
Start a dialogue on pensions	20
Reflect 25% budget cuts in councillor allowance rates	20
Paying my council tax by direct debit	19
Internal council catering	19
Scrap non essential publications	18
Area Forums	17
Being more joined up	17
Perennial flower bed displays	16
Stop Wasting Money on Recruitment Consultants	15
Salaries over 50k for council employees cut by 10%	15
Asking for book donations for libraries	14
Cut the number of magazines and publications stocked by each library	14
Town Hall Fat Cats	14
Why free cycle training?	14
Leader listens	14

The list of ideas currently being pursued by services

Better at

- **Review the top 100 contracts - Review the top 100 contracts by value. Review the decision making process behind the award of the contracts. Understand whether the contracts still represent value for money today compared to when they were let. Identify if any of the contracts can be renegotiated, amended, re-tendered or brought in-house if that is the most cost effective (but not necessarily cheapest) option.**

This is an important aspect of the work conducted by Commercial Services. A review of spend activity has taken place and a programme of work is underway with all service areas, to review the contracts that are in place, confirm that activities remain appropriate and that discussion with contractors has started to ensure we continue to deliver value for money. It should be noted that for all significant spends we are bound by law to apply the European Commission regulations and all such contracts are subject to a fair and transparent evaluation process.

- **Use fewer plants outside the town hall - You currently appear to spend a lot maintaining the planting outside the town hall, it would surely be cheaper to plant longer lasting shrubs instead.**

We will be looking at how to plant the various beds across the borough more cheaply.

- **Exploiting existing assets - Schools, libraries and a range of public/community assets are empty and under-used for much of the time. Universities are much more effective at getting the fullest possible usage out of their estate and property. The Council should make sure that its assets are being equally well exploited.**

We are currently developing an Estates Strategy for London Borough of Barnet. A key part of this work is exploring and determining how we can use our property and assets, including our community buildings, to best effect for our residents now and in the future.

- **Volunteer gritting - Save on cost, accidents and potholes. We can grit our own side roads. Many councils do this already. Last winter our rat-run of Sunny Gardens Road was lethal for weeks. I'd provide my own shovel!**

We will be working with a school and the roads around it to find the best way to help residents grit their own streets. We are also installing grit bins at residents' request.

- **Recycling in blocks of flats - My block of flats currently has no recycling facilities and recycling isn't collected. If you put recycling bins on corners or roads or in communal areas I would take my recycling and sort it by**

hand (I do this already but there are not very many collection points like this).

We will look at this alongside our plans to improve recycling.

- **Send out less information in post - Give residents the right to opt out of snail mail – and receive things like the council tax bill electronically.**

The council is working to move more and more transactions online and billing electronically. We cannot move to electronic council tax billing for 2011/12, but we are actively considering it for 2012/13.

- **Merging services with neighbouring London boroughs - Reduce the management overheads and cost of 'doing things differently' by merging the delivery of services with neighbouring boroughs.**

The One Barnet programme includes projects to deliver back office and customer contact services in a new way, with the changes expected to be implemented by April 2012. These proposals will include identifying opportunities to merge these services with other London Boroughs, and also with other public sector partners. These “New Support Organisation” and “Customer Services Organisation” savings proposals are included in Appendix 1 in 2012/13.

- **Sharing and merging back office functions, reducing waste - Merge back office functions with other councils, eg, HR, IT, Finance, Corporate Services etc, set clear targets for eradicating process waste and streamlining systems to deliver better outcomes more quickly at lower costs. Involve operational staff in consultation as they will know where waste is, get staff buy in or they will perceive as threat to jobs. Combine key strategic roles across councils (Camden & Islington are sharing a CEO, why not go further?). Focus on saving time by stripping out waste as much as money - this will enable you to maintain quality of service delivery by freeing up resources to achieve other objectives.**

The New Support Organisation is a major project within the One Barnet Programme which will be testing the market in order to deliver significant operational savings. The council is not waiting for the market to extract the savings that the council could deliver itself however, and each service is undertaking a consolidation of devolved activity in these professional service areas with an aim to extract efficiency savings before testing the market. The council has also invested in a programme of system improvements known as SAP Optimisation which aims to make more effective use of the Council's core resource system. Shared services remains an option for the future delivery of some services but the council is mindful of the length of time needed and the often limited scale of potential savings achieved through this option. The council is discussing with potential partners the opportunity of partner organisations joining this procurement process in order to make the package of services even more attractive to the market, thereby driving a more competitive price for all.

- **Pay my council tax by direct debit - I'd really like to be able to set up a direct debit to pay for my council tax online – other councils have let me do**

this in the past and it seems a bit backward to have to print off a form and post it to you.

The council is currently in the process of redesigning and relaunching its website to allow customers to carry out many more transactions online rather than on paper or over the telephone. This work is part of the One Barnet programme to establish a new Customer Service Organisation for the Council. A new website will be available to customers for testing in the New Year and we aim to have a new service fully live in the spring. This new service will make e-forms much easier to find and to use than they are currently. A further stage of development increase the number of transactions customers can carry out online, including completion of direct debit forms.

- **Clearing snow - In the winter give residents a bag of grit to use in their street when we have heavy snow.**

A pilot programme of community involvement is in place for 2010/11 which, if successful, will be rolled out in full for 2011/12.

- **Admin departments - Please use better trained staff, or adopt better processes for central admin functions i.e. finances for Children Centre use and music centre admin. If there were solutions available to deal with real customer issues in the real world, it would cut down on unnecessary paperwork generating/shuffling that inevitably gets churned out of these functions. It would also cut down on the time I spend (as a customer) in chasing/replying to etc burdensome paperwork. Give out the correct paperwork in the 1st place, and you would save 3 fold complaints by return that you simply can't deal with.**

This is a case of redesigning services around the customer which is happening through the One Barnet programme, specifically the Customer Services organisation project which will complete by April 2012.

Admin functions efficiencies have also been included in budget proposals. The New Support Organisation savings for support services will reshape back office services across the Council. Back office and admin savings are also included in Adults Social Services proposals (lines 33 and 59) and Children's services proposals (line 27).

Just stop

- **Grass cutting in parks - Cut grass in the parks about half or a third as often as you do now. Apart from a few areas where ball games are played, the grass does not need to be flayed to within an inch of its life, as it often is. In spring, you kill all the daisies and dandelions just to cut grass a few millimetres tall.**

We are approaching this from a slightly different direction. We are testing a new type of grass that is meant to grow more slowly and which is more resistant to

adverse weather conditions. This could then lead to a reduced need to cut the grass.

- **Cut the cost of postage, paper and recycling waste. PCT - Today we received x6 letters in x6 envelopes, costing x6 postage with x6 reply paid envelopes (1 for each member of the family) to tick a box and return it (in the said reply paid envelope) to confirm we are still at our GP!!! What a waste of money. Why doesn't the GP simply export the file to the PCT to use. It would save time and money. Bearing in mind my husband is on regular medication and I have had 4 children in the last 8 years, you can conclude that we have been regular visitors, so it wouldn't be hard to extract this information.**

So I have put the x5 unused reply paid envelopes, x6 postage paid envelopes in the recycling (more to collect!) and posted them back in the one envelope. What a pile of waste!

Idea passed to PCT.

- **Web version of the council tax leaflet - Look into creating a web version of the council tax leaflet, which people can be directed to look at on their bills, and stop sending out a paper version.**

We are currently legally obliged to send all this information with council tax bills (the exception being the précised information we provide to make it more usable for residents). The council has requested that DLCCG revise what needs to be sent with bills and what can be made available on the web and/or through public libraries.

- **Pavements - Stop replacing the pavements in Whetstone.**

Budget proposals for Environment and Operations include reductions in expenditure on highways maintenance across the borough, and these reductions will be applied in areas of least need to minimise the impact.

- **Taxis - We should stop taxi runs for children and adults if these are happening.**

Budget proposals for Adults (line 2) and Children's (line 1) include a project to reduce the cost of passenger transport in the borough, which will include ensuring that taxis are used only where this is cost effective.

- **Close Osidge library - One of the more underused libraries in the borough and relatively close to East Barnet and Friern Barnet libraries. With the loss of the redevelopment, it is not an efficient use of scarce library cash in the current climate. Expensive to adapt with modern equipment e.g. RFID machines, lifts to be DDA compliant, wi-fi and expensive to run, with major remedial works needed both generally and in order to bring it up to modern energy efficiency standards. Lease the land for housing and invest to maintain the rest of the library service.**

The council is undertaking a libraries review and consultation, part of which will identify how to deliver a cheaper service while still meeting the needs of residents. No decisions have been taken on specific libraries at this stage, but the budget proposals include a cost saving of £500k in 2012/13 in respect of the review.

Pay for

- **Can I pay to have my library books posted to my house?**

As part of the strategic library review, we will consider a range of alternative models to provide services to residents. A business case for Library Loans Online (posted to the home) was developed by the national body for libraries, and suggested a transaction cost of £3.49 per transaction/delivery. Their research also suggested that potential user groups would only be willing to pay around £2 to £2.70. In the first instance, the model could be considered or adapted to test out a model of distribution through other community assets (centres, cafes, etc) on a smaller scale.

- **Library Services - Keeping the number of library sites to continue providing IT, book and newspaper facilities for jobseekers as well as the activities and books etc for mums on low incomes.**

The council is running a strategic review of libraries, aiming to provide better services for less money. This aims to better understand local need, make best use of assets, partnership opportunities with other boroughs, and make sure that we can give high-quality services. We need to consider the operation of the whole model, and recognise that we have opportunities to give better services to those who are disconnected from libraries, information, literacy or other public services. Proposals for the service will be made in early 2011.

- **Start charging to use computers in libraries - The computers in Barnet libraries are currently free and people tend to hog them all day. I think you should charge people who want to use them, perhaps beyond the first hour.**

Barnet libraries currently offer free PC use for the first 60 minutes. After this, the cost is £2.60 per hour of use.

- **I'd pay to use the skip service - I appreciate the council may no longer be able to provide a free skip service. I really value this service and would be willing to pay for it.**

We will see if there is a business case to run this service.

All ideas posted on the website will have a response posted.

Findings from the online qualitative survey on the council's savings options

1. Methodology

The first section of the survey focused on the reasons for the budget consultation.

The second section of the survey was devoted to each of the council's service areas. A description of the service area's range of activities was given and the priorities being pursued were set out. The questionnaire then asked how much the individual agreed or disagreed with the priorities that had been identified by the service using a Likert scale to measure the response.

Individuals were then asked if they disagreed with the priorities that had been set, had any comments on the savings options that had been identified, and if they had any other suggestions on where the council could save money within the service. Each of these responses was collected as a free text field.

2. Summary of key findings

- Overall, the vast majority of the priorities had high levels of agreement from the respondents to the survey.
- Most positive responses were associated with proposals to drive efficiency and cost saving.
- Most negative responses were associated with reduction in services or suggestions to outsource services or use voluntary organisations.
- Only one priority had a higher number of respondents disagreeing with it than agreeing that it should be pursued. (Outsourcing the planning service, see section 8)
- Proposals made by corporate services and corporate governance were highly accepted, with the largest numbers of individuals agreeing with these priority areas.
- A large number of individuals complained that the survey used jargon and keywords they were not familiar with and were surprised at the level of detail they were expected to know about the Council's business.

It is clear that Barnet residents understand that cuts need to be made and their services will be affected. However, they would prefer to have the council cost save and drive efficiency rather than have services reduced.

Appendix 4 – Key feedback from Budget Conversations November 2011

The table below shows the meetings which were held as part of the Adult Social Services Budget Conversation.

Meeting	Date and time	Location	Presented by	Attendance
Special Partnership Board meeting	15 November 2010, 10.00am – 12.00pm	Hendon Town Hall	Glynnis Joffe, Deputy Director of AdSS (Acting)	30
Mental Health Users meeting	16 November 2010, 10.30am – 12.30pm	Avenue House	Glynnis Joffe, Deputy Director of AdSS (Acting)	15
Learning Disabilities Parliament	18 November 2010, 4.00 – 5.30pm	Rosa Morison Day Centre	Kate Kennally, Director of AdSS (Acting)	14 (including 7 MPs from the LD Parliament, 3 LD clients from Barnet People's Choice and their carers)
Open meeting 1	18 November 2010, 6.30 – 8.30pm	Hendon Town Hall	Cllr Sachin Rajput & Kate Kennally, Director of AdSS (Acting)	80
Carers Forum	22 November 2010, 9.30 – 11.30am	Barnet House	Mathew Kendall, Assistant Director, AdSS	27
Open meeting 2	23 November 2010, 9.30 –	North London Business	Cllr Sachin Rajput & Kate Kennally, Director of	88

	11.30am	Park	AdSS (Acting)	
--	---------	------	---------------	--

Over 250 people attended the budget conversations. These included members of the public, service users, carers and providers. Key feedback centred on issues of reducing investment in prevention, reductions in the voluntary sector, too much burden being placed on family carers, people's independence being undermined by the scale of the budget reductions, needing enough social care capacity to protect people with very complex needs especially.

There was support for the focus on fairness and need, safeguarding, focusing on people with the highest needs, reducing spend through efficiencies and from the expensive provider care costs.

Main feedback

1. Exploring with families and communities where they are able to take on more responsibility.

Although a large number of participants acknowledged that there were several pros around this proposal, there were also various cons. The most commonly expressed concern was that it might lead to an increased strain on carers, who would be expected to do more than they currently do. Extra pressure on carers could lead to breakdown which would result in more expensive services being needed. Some people felt that they would need to impose on friends and neighbours, which they would feel uncomfortable having to do. The point was also made that not everyone has family to rely on or family close by. Also, younger people are often trying to live more independently and be less reliant on family carers. Where more is expected from the community it was felt that the council has some role in facilitating this for example through the use of premises.

2. Prevention

Funding preventive services was a key issue discussed in the various meetings and in the returned consultation forms. Many attendees said that if there are significant reductions in the amount spent on prevention then the costs would manifest and increase further down the line. People will develop more critical need and by the time they are referred to Adult Social Services, their care needs may be greater than they would have been if they had received lower level preventative services. If the focus is on individuals at a high risk then there is concern about low and moderate needs - there needs to be an effective balance. Prevention should be viewed as important in keeping people from emerging with needs that can only be met with more expensive residential services at a later point in time.

The use of **volunteers** was stressed as a key component of the services provided through preventive budgets and resulted in good value for money.

3. Voluntary sector

A lot of people involved in the conversation made a distinction between voluntary providers and those which are for profit. It was generally viewed that the voluntary sector can provide services more cheaply and that they are more responsive. Concerns which accompanied this were that reductions in the voluntary sector would lead to an increase in demand for Social Services.

4. Providers

It was generally recognised that there is a need to attempt to renegotiate contracts with providers with a view to reducing costs where possible. However, several potential risks were raised, including how it would be possible to guarantee quality and culturally appropriate services if costs were reduced. It was expressed that it would be better to reduce funding to more expensive providers than to cut preventive services. People expressed that for some of service users with critical needs there is a limit to developing independence and reducing services as often the services were essential to ensure that people are safe.

5. Efficiency

There was general agreement on reductions due to efficiencies. However, there was concern that there needed to be a balance on protecting front line services so that key roles such as social work could continue to deliver the support required for example support to people with mental health problems in trying to keep them independent.

There was support for a more integrated approach to working with health and housing supporting according to One Barnet Principles.

6. Further points

- Fears that Day Centres would be closed and the massive impact it would have on service users with learning disabilities and their families if this were to happen.
- Concern that Supporting People funding will be reduced and ongoing care needs will not covered.
- Concern that short term support will be too rigorous and some savings in short terms will result in bigger savings to be made. Some people will always need low level support.
- Concern that the reductions would result in more limited choice
- Risk among older people that they might not complain and effectively challenge where the changes are made and their independence and quality of life would be undermined.
- Preventative services are hugely important for older people to keep fit and active, otherwise they deteriorate.

- Preventative care needs are very important and should be viewed as an investment to save.
- Prevention should be viewed as important in keeping people from emerging with needs that can only be met with residential services at a later point in time.
- Risk of carers becoming resentful.
- Young carers may be affected by having an increased burden placed on them.
- Continuity of care for people with disability/special needs is crucial for their wellbeing and security. There was concern that the reductions would have such great impact that the people with learning disability's lives would be greatly affected

There was some discussion indicating that more thought should be given to reductions in other council services, such as 'vans collecting garden rubbish and this isn't necessary', and that council wide services should be considered in the balance of what should be taken from social services, given the Coalition Government announcements in the Comprehensive Spending Review that they had done all they could to protect social care and that services should be maintained.

AGENDA ITEM: 7

Page nos. 4 - 16

Meeting	Budget and Performance Overview & Scrutiny Committee
Date	20 December 2010
Subject	Monitoring 2010/11
Report of	Deputy Chief Executive
Summary	To note the Monitoring 2010/11 report.

Officer Contributors	Maria G. Christofi – Assistant Director, Financial Services Anisa Darr – Finance Manager, Closing & Monitoring
----------------------	---

Status (public or exempt)	Public
---------------------------	--------

Wards Affected

Enclosures	Appendix i - Monitoring 2010/11, report to Cabinet Resources Committee, 30 th November 2010
------------	--

Contact for Further Information:	Contact for further information: Anisa Darr, Finance Manager, Closing & Monitoring, 020 8359 7106
----------------------------------	---

1. RECOMMENDATIONS

- 1.1 The Committee is invited to note the Monitoring position forecast as at Quarter 2 2010/11, all the service information is detailed in Appendix i**
- 1.2 That the Committee consider any areas on which it would like to receive further information.**

2. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 2.1** Robust budget and performance monitoring are essential to ensuring that there are adequate and appropriately directed resources to support delivery and achievement of council priorities and targets as set out in the Corporate Plan. In addition, adherence to the Prudential Framework ensures capital expenditure plans remain affordable in the longer term and that capital resources are maximised.
- 2.2** 'Maximise improvements and savings in 'back office' functions' and 'Make sure we get best value from resources across the public sector, including our people and assets' represent two of the eight key objectives underlying the corporate priority 'Better services with less money' and the strategic objectives.
- 2.3** Relevant Council strategies and policies include the following:
- Medium Term Financial Strategy;
 - Treasury Management Strategy;
 - Debt Management Strategy;
 - Insurance Strategy;
 - Risk Management Strategy; and
 - Capital, Assets and Property Strategy.

3. RELEVANT PREVIOUS DECISIONS

- 3.1** Council, 2 March 2010 (Decision item 145) – approved the Council Budget and Council Tax 2010/11.
- 3.2** Cabinet Resources Committee, 17 June 2010 (Decision item 18) – approved the Outturn 2009/10.
- 3.3** Cabinet Resources Committee, 19 July 2010 (Decision item 11) – approved the Monitoring 2010/11.
- 3.4** Cabinet Resources Committee, 2 September 2010 (Decision item 10) – approved the Monitoring 2010/11.
- 3.5** Cabinet, 6 September 2010 (Decision item 12) – approved the Investment Strategy to meet Primary School Places

3.6 Budget and Performance Overview & Scrutiny Committee, 25 November 2010 (Decision item 7) – approved the recommendations for two in-depth performance reports on value for money and educational attainment gaps to go to the 22 February 2011 meeting.

3.7 Cabinet Resources Committee, 30 November 2010 (Decision item 8) – approved the Outturn 2010/11.

4. RISK MANAGEMENT ISSUES

4.1 The revised forecast level of balances needs to be considered in light of the risks identified in 4.2 below.

4.2 Various projects within the Council's revenue budget and capital programme are supported by time-limited grants. Where there are delays to the implementation of these projects there is the risk the associated grants will be lost. If this occurs either the projects will be aborted or a decision to divert resources from other council priorities will be required.

4.3 The integrated corporate risk register is attached at Appendix i.

5. EQUALITIES AND DIVERSITY ISSUES

5.1 Financial monitoring is important in ensuring resources are used to deliver equitable services to all members of the community.

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

6.1 Robust budget and performance monitoring plays an essential part in enabling an organisation to deliver its objectives efficiently and effectively.

6.2 Use of Resources implications are covered within Section 9 of the body of the report and in the attached appendices.

7. LEGAL ISSUES

7.1 None arise over and above those referred to within the body of the 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).

8.2 The Council's Constitution, in Part 3, Responsibility for Functions, states in paragraph 3.6 the functions of the Cabinet Resources Committee.

8.3 Financial Regulations section 4.17 states the Chief Finance Officer will report in detail to Cabinet Resources Committee at least four times a year on the revenue and capital budgets and wider financial standing in addition to two summary reports at the beginning and end of the financial year.

9. BACKGROUND INFORMATION

9.1 The report in Appendix i is a new format for the council, bringing together a range of different aspects of organisational performance to allow a full overview at both the Corporate and individual Directorate level. Whilst the Corporate Plan performance indicators were seen by this Committee on 25 November 2010, the remaining content has not previously been reported.

9.2 2010/11 Revenue Monitoring

9.2.1 There is a net overspend of £3.391m being forecast at the end of quarter 2. A breakdown of revenue monitoring by each service directorate is set out in Appendix i.

9.3 Commentary about Revenue Outturn and Corporate Plan Performance

9.3.1 The Council's Commentary for Revenue and key performance indicators are set out in Appendix i.

9.4 Capital Monitoring Analysis

9.4.1 The Capital Monitoring summary and details by service directorate is set out in Appendix i.

10. LIST OF BACKGROUND PAPERS

10.1 None.

Legal – MM

CFO – MC/JH

Meeting	Cabinet Resources Committee
Date	30 November 2010
Subject	Monitoring 2010/11 (Public)
Report of	Cabinet Member for Resources and Performance
Summary	To consider the Monitoring 2010/11 report and instruct officers to take appropriate action.
Officer Contributors	Maria G. Christofi – Assistant Director, Financial Services Catherine Peters – Head of Finance, SAP Systems, Closing & Monitoring Anisa Darr – Finance Manager, Closing & Monitoring
Status (public or exempt)	Public
Wards affected	Not applicable
Enclosures	Appendix A - Performance Report Appendix B - Capital Programme Adjustments
For decision by	Cabinet Resources Committee
Function of	Executive
Reason for urgency / exemption from call-in	Not applicable

Contact for further information: Anisa Darr, Finance Manager, Closing & Monitoring, 020 8359 7106

1. RECOMMENDATIONS

- 1.1 That Directors take appropriate action to ensure costs are kept within budget and income targets are met. (Paragraph 9.1.2)
- 1.2 That Quarter 2 performance by directorate be noted. (Paragraph 9.2.1)
- 1.3 That the proposed virements be approved and recommended to Council for approval. (Paragraph 9.4)
- 1.4 That the Recharges review be noted. (Paragraph 9.5.1)
- 1.5 That the proposed Capital additions of £71.585k from S106 for the improvement of parks be approved. (Paragraph 9.6.1)
- 1.6 That the cost of agency staff procured through the Hays tempdesk be noted. (Paragraph 9.7.1)
- 1.7 To approve proposed drawdown's from contingency of:
 - £390k to cover the costs of rent for NLBP Buildings 2 & 4. (Paragraph 9.8.2)
 - £590k to cover the management costs of the new establishment in Commercial. (Paragraph 9.8.3)
- 1.8 That the write off's for Council Tax £4.565m, Business Rates £0.234m, Accounts Receivable £0.720m and Housing Benefit and Council Tax Benefit Overpayments £0.441m approved under the Chief Finance Officer's authority be noted. (Paragraph 9.9.1)
- 1.9 That Directors ensure that those capital projects in their services are managed closely to ensure they are delivered within budget and in accordance with the agreed timeframe. (Paragraph 9.10.1)
- 1.10 That the Children's Service capital redirection £6.9m and the review of council owned assets, including school estates approved at Cabinet on 6th September 2010 be noted. (Paragraph 9.11)
- 1.11 That the proposed capital virement of £465k for building enhancement within the Accommodation Project in Commercial, be vired to Customer Services for the development of the web project in the Chief Executives Service be approved. (Paragraph 9.12.1)
- 1.12 That the proposed Capital additions/deletions of £7.020m, slippage of £8.548m and £37.019m deletion for PSCIP future years as set out in Appendix B and the related funding implications summarised in table 7 be approved.

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Council, 2 March 2010 (Decision item 145) – approved the Council Budget and Council Tax 2010/11.
- 2.2 Cabinet Resources Committee, 17 June 2010 (Decision item 18) – approved the Outturn 2009/10.
- 2.3 Cabinet Resources Committee, 19 July 2010 (Decision item 11) – approved the Monitoring 2010/11.
- 2.4 Cabinet Resources Committee, 2 September 2010 (Decision item 10) – approved the Monitoring 2010/11.
- 2.5 Cabinet, 6 September 2010 (Decision item 12) – approved the Investment Strategy to meet Primary School Places.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 Robust budget and performance monitoring are essential to ensuring that there are adequate and appropriately directed resources to support delivery and achievement of council priorities and targets as set out in the Corporate Plan. In addition, adherence to the Prudential Framework ensures capital expenditure plans remain affordable in the longer term and that capital resources are maximised.
- 3.2 'Maximise improvements and savings in 'back office' functions' and 'Make sure we get best value from resources across the public sector, including our people and assets' represent two of the eight key objectives underlying the corporate priority 'Better services with less money' and the strategic objectives.
- 3.3 Relevant Council strategies and policies include the following:
- Medium Term Financial Strategy;
 - Treasury Management Strategy;
 - Debt Management Strategy;
 - Insurance Strategy;
 - Risk Management Strategy; and
 - Capital, Assets and Property Strategy.

4. RISK MANAGEMENT ISSUES

- 4.1 The revised forecast level of balances needs to be considered in light of the risks identified in 4.2 below.
- 4.2 Various projects within the Council's revenue budget and capital programme are supported by time-limited grants. Where there are delays to the implementation of these projects, there is the risk the associated grants will be lost. If this occurs either the projects will be aborted or a decision to divert resources from other council priorities will be required.
- 4.3 The integrated corporate risk register is attached at Appendix A.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 Financial monitoring is important in ensuring resources are used to deliver equitable services to all members of the community.

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

- 6.1 Robust budget and performance monitoring plays an essential part in enabling an organisation to deliver its objectives efficiently and effectively.
- 6.2 Use of Resources implications are covered within Section 9 of the body of the report and in the attached appendices.

7. LEGAL ISSUES

- 7.1 None arise over and above those referred to within the body of the report.

8. CONSTITUTIONAL POWERS

- 8.1 The Council's Constitution, in Part 3, Responsibility for Functions, states in paragraph 3.6 the functions of the Cabinet Resources Committee including:
- (a) Monitor the trading position of appropriate Council services, carry out debt analysis and look at income sources and charging policies;
 - (b) To write off debt;
 - (c) To determine external or cross-boundary trading limit; and
 - (d) Approval of schemes not in performance management plans but not outside the Council's budget or policy framework

8.2 Financial Regulations section 4.17 states the Chief Finance Officer will report in detail to Cabinet Resources Committee at least four times a year on the revenue and capital budgets and wider financial standing in addition to two summary reports at the beginning and end of the financial year.

9. BACKGROUND INFORMATION

9.1 2010/11 Revenue Monitoring

9.1.1 Table 1 gives a summary of the 2010/11 outturn analysis compared to the revised budget position (excluding schools). There is a net overspend of £3.391m being forecast at the end of quarter 2. A breakdown of revenue monitoring by each service directorate is set out in Appendix A.

Table 1: 2010/11 Revenue Outturn Analysis – Summary

Description	Original Budget £000	Revised Budget as at 30/09/10 £000	Forecast Outturn as at 30/09/10 £000	Forecast Outturn Variation as at 30/09/10 £000	Performance			
					Green	Green Amber	Amber	Red
Adults	96,232	96,265	96,775	510	2	1		
Central Expenses	53,879	51,756	51,756	-	n/a	n/a	n/a	n/a
Chief Executive	11,962	11,816	11,708	(108)	4	1		
Childrens Services	48,945	48,210	49,491	1,281	4	1		3
Commercial Services	15,632	15,531	15,531	-	4			
Corporate Governance	5,951	5,960	5,985	25	4			
Deputy Chief Executive	11,374	11,697	12,080	383	1			
Environment & Operations	23,351	23,968	25,268	1,300				2
Planning, Housing & Regeneration	2,028	2,124	2,124	-	1			4
Total 2010/11 General Fund Forecast	269,354	267,327	270,718	3,391	20	3	0	9
Allocations agreed from GF Balances	-	-	-	-				
General Fund Balances as at 01/04/10	-	-	-	(15,780)				
Projected General Fund Balances (excluding schools balances) at 31/03/11	-	-	-	(12,389)				

Description	Original Budget £000	Revised Budget as at 30/09/10 £000	Forecast Outturn as at 30/09/10 £000	Forecast Outturn Variation as at 30/09/10 £000
Dedicated Schools Grant		(124)	392	534
Housing Revenue Account		-	(482)	(482)

9.1.2 Directors are reminded that they are accountable for any budget variations within their services and the associated responsibility to ensure costs and income are managed within agreed budgets. To ensure this is successfully achieved, it is essential that Directors develop action plans for all significant emerging variances, with the aim of ensuring that overall expenditure is kept within the total budget available.

9.2 Quarter 2 Performance by Directorate

9.2.1 This quarter there is data available for 32 of the 41 indicators. Amongst those reported, 20 have been met (62%) and 12 have been missed (38%). There are still 10 indicators where no data has yet been reported, of which 3 relate to residents' perceptions.

Three indicators reported in this quarter that were not reported in quarter one and have met their targets are rehabilitation/intermediate care for older people, GCSE attainment and Early Years attainment. A target missed in quarter one but met this quarter is the proportion of customer phone calls answered within five rings.

Two targets met in quarter one but missed this quarter are the proportion of children in care in a Barnet foster placement and the number of net additional homes provided.

Whilst the number of children in care is currently within target, the volume of cases currently being seen by the courts means it is likely that the number of children in care will rise in quarters three and four.

Performance on waste levels and recycling has deteriorated compared to this same point last year. The level of households accepted as homeless is off target and slightly higher than the level in the same quarter last year.

A summary of the results is detailed in table 1.

9.3 Commentary about Revenue Outturn and Corporate Plan Performance

9.3.1 The Council's commentary for Revenue and key performance indicators are set out in Appendix A .

9.4 Virements

9.4.1 The virements below are all in excess of £1m and require member approval.

9.4.2 One Barnet Programme

As part of the One Barnet Programme service directorates agreed budget savings totalling £1.435m in the July CRC (Para 9.1.4) to be taken from 2010-11. The proposed savings virements by directorate are detailed below:

Table 2: One Barnet Programme Savings 2010/11

Directorate	£
Adult Social Services	(96,040)
Chief Executive	(37,520)
Children's Service	(264,530)
Commercial Services	(446,580)
Corporate Governance	(12,430)
Deputy Chief Executive	(179,540)
Environment & Operations	(348,740)
Planning, Housing & Regeneration	(49,620)
Central Contingency	1,435,000
Total	-

9.4.3 1% Salary claw back

Provision for 1% pay award was assumed and included in the 2010/11 budget. Local Authority pay is frozen for 2010/11 and therefore the table below shows the proposed virement to central contingency.

Table 3: 1% Salary Claw back 2010/11

Directorate	£
Adult Social Services	(189,190)
Central Expenses	(1,880)
Chief Executive	(73,033)
Children's Service	(294,140)
Commercial Services	(56,610)
Corporate Governance	(58,160)
Deputy Chief Executive	(138,387)
Environment & Operations	(172,300)
Planning, Housing & Regeneration	(87,640)
Central Contingency	1,071,340
Total	-

9.4.4 Supporting People

The virement below represents the re-alignment of budget from Adults to Children's for services provided by Children's Service Directorate in respect of supporting people.

Table 4: Supporting People Virement

Directorate	£
Adult Social Services	(1,301,395)
Children's Service	1,301,395
Total	-

9.5 Recharges Review

- 9.5.1 A review of support service recharges has been undertaken with particular emphasis on charges to the Special Parking Account (SPA). The review is ongoing but the initial focus has been on those services where a more suitable basis for recharging is required, in particular Information Systems and building occupancy. The initial results indicate that in 2009/10 the SPA would have seen a reduction of approximately £124,000 in support service recharges, assuming that the level of activity for 2009/10 was similar to that in the first quarter of 2010/11. Any reduction in charges to the SPA will result in a commensurate reduction in income to the General Fund.

9.6 S106 Improvements to parks

- 9.6.1 Environment & Operations would like to undertake improvements to six of the borough's Parks and Open Spaces. The proposed works include improvements to a play area, fencing, footpaths and furniture. All of the projects contribute to the corporate priority of 'A Successful London Suburb' by making the footpaths in Mill Hill, Watling and Highlands Gardens accessible and safe to use for all users. The replacement of the wooden fence with a new stronger metal fence at Friary Park will ensure a reduction in the annual maintenance costs and improve the appearance and safety of the play area, which contributes to the corporate priority of better services with less money. Risk management issues are addressed as the project to improve the play equipment at Old Court House, will replace equipment that is life expired, thereby increasing public satisfaction. Some re-sitting of equipment to enable age zones will also contribute to reducing risk of injury to users by separating age groups.

Table 5: S106 Improvements

Location	Nature of Improvement	£
Old Court House - play equipment	Open space improvements to the Underhill Ward	10,500
Watling Park - footpath and furniture improvements	Towards improving the open spaces and facilities on sites controlled by the council in the Burnt Oak Ward	30,275
Mill Hill Park - footpath and fencing improvements	Improvement and enhancement of recreational public amenity open space within the Mill Hill Ward	9,340
	Public amenity open space in (Mill Hill Ward) to include drainage, fencing, resurfacing, safety in parks and disability access	4,859
Friary Park - improvements to fencing	Improvement to Open Space in Friary Park	10,000
Stoneyfields Park - new furniture	Improvements to public amenity open space in Hale Ward	1,611
Highlands Gardens - drainage and footpath improvements	Landscaping incl. safety (within vicinity of development of 102-108 station road)	5,000
Total Funded by S106		71,585

9.7 Agency Costs

9.7.1 The table below details agency costs of temporary staff procured through Hays tempdesk. Expenditure has dramatically decreased in September, though this appears to be an exceptional month and spend could return to normal levels. From 18th October the new reduced mark rates come into force and this should further lower the average monthly spend.

If current spend is projected, the estimated outturn for the year ending 2010/11 would be approximately £9.55m, this is £2.14m less than in 2009/10.

Table 6: Agency Costs to 30 September 2010

Service	Qtr 1 Agency Spend	Qtr 2 Agency Spend
	£	£
Adult Social Services	471,086	432,085
Chief Executive's Service	85,347	84,218
Children's Service	620,824	588,781
Commercial	348,093	314,808
Corporate Governance	55,134	52,007
Deputy Chief Executive	289,695	269,194
Environment & Operations	408,392	417,781
Planning, Housing and Regeneration	181,796	160,123
Grand Total	2,460,367	2,318,997

9.8 Drawdown from Contingency

- 9.8.1 The drawdown from Contingency requested below has been assumed in the Revenue Monitoring in Appendix A.
- 9.8.2 £390k from contingency to cover the costs of rent for NLBP building 2 and building 4. This is because we have now come to the end of the rent free period. This will be an ongoing budget requirement.
- 9.8.3 £530k from general contingency to cover the management cost of the approved new establishment in Commercial.

9.9 Write Offs under Chief Finance Officer's Authority

- 9.9.1 The constitution gives the Chief Finance Officer the authority, as an Executive function, to write-off individual debts up to £5,000, subject to discussion with the Assistant Director of Legal and reporting this action retrospectively to Cabinet Resources Committee.

The amounts written off for Council Tax and Business Rates are £4.565m and £0.234m respectively. The total written off for Accounts Receivable is £0.720m and the total amount written off for Housing Benefit and Council Tax Benefit Overpayments is £0.441m.

9.10 2010/11 Capital Programme Monitoring

- 9.10.1 Directors are reminded they need to continue to ensure that capital projects are closely managed during 2010/11 to ensure that they are delivered within budget and in accordance with the agreed timeframe.

9.11 Children's Capital redirection of funds

- 9.11.1 On 6th September 2010 Cabinet approved the redirection of the funds contained within the Children's service Capital Programme (£6.9m) 2010/11 and 2011/12 projects is included in the Capital Monitoring set out in Appendix A.
- 9.11.2 Cabinet also approved a review of council-owned assets, including the school estate, to establish any opportunities for capital receipts to help meet the funding requirement for the demand for primary school places.

9.12 Redirection of Accommodation Project Funds

- 9.12.1 That the funds of £465k set aside for building enhancement to enable the move of the CCTV within the Accommodation Project in Commercial Services, be vired to Customer Services for the development of the web project within the Chief Executive Service.

9.13 Capital Monitoring Analysis

- 9.13.1 The Capital Monitoring summary and details by service directorate is set out in Appendix A.

9.14 Proposed changes to the Capital Programme

- 9.14.1 Appendix B gives details of the proposed changes to the Capital Programme. These include proposed additions and deletions as well as budget movements.

Table 7: Capital Funding Changes

	Grants £000	S106 / Other £000	Capital Receipts £000	Revenue £000	Borrowing £000	Total £000
Adult Social Services	-	-	-	-	-	-
Central Expenses	-	-	-	-	-	-
Chief Executive	-	-	-	-	465	465
Children's Service	(3,360)	95	(5,902)	-	(2,665)	(11,832)
Corporate Governance	-	-	-	-	-	-
Commercial Services	-	-	-	-	(1,950)	(1,950)
Deputy Chief Executive	-	-	-	-	-	-
Environment & Operations	328	654	-	-	-	982
Planning, Housing and Regeneration	-	(1,650)	(1,583)	-	-	(3,233)
General Fund Programme	(3,032)	(901)	(7,485)	-	(4,150)	(15,568)
HRA Capital	-	-	-	-	-	-
Total Capital Programme	(3,032)	(901)	(7,485)	-	(4,150)	(15,568)

10. LIST OF BACKGROUND PAPERS

10.1 None.

Legal – MM

CFO – MC

Quarter Two Report

1. Corporate performance overview	2
<i>2. Whole council summary tables</i>	<i>12</i>
<i>3. Use of Resources action plan</i>	<i>17</i>
<i>4. Adult Social Services</i>	<i>23</i>
<i>5. Children’s Service</i>	<i>30</i>
<i>6. Environment & Operations</i>	<i>37</i>
<i>7. Planning, Housing & Regeneration</i>	<i>45</i>
<i>8. Commercial Services</i>	<i>53</i>
<i>9. Deputy Chief Executive’s Service</i>	<i>61</i>
<i>10. Chief Executive’s Service</i>	<i>72</i>
<i>11. Corporate Governance</i>	<i>80</i>
<i>12. Central Expenses</i>	<i>87</i>
<i>13 Methodology for traffic light ratings</i>	<i>88</i>

Corporate performance overview

1. Overall health rating overview

Page no for Directorate report	Directorate	Revenue budget actual variance £'000	Capital actual variance £'000	Corporate Plan performance	HR/People
23	Adult Social Services	510	£0	2.5	2.5
30	Children's Service	1,281	(11,832)	1.5	2.5
37	Environment & Operations	1,300	982	-2	-1.5
45	Planning, Housing & Regeneration	0	(3,233)	-2	4.5
53	Commercial	0	(1,950)	4	-1.5
61	Deputy Chief Executive's Service	383	0	1	1
72	Chief Executive's Service (incl. Customer Services & Libraries)	(108)	465	4.5	3
80	Corporate Governance	25	0	4	-3.5
87	Central Expenses	0	0	n/a	n/a
	Totals	3,391	(15,568)	Green	Green Amber

1.1 Finance

The net overspend being forecast at the end of quarter 2 is an increase of £0.786m compared to the figures forecast at quarter 1. Figures above include ringfenced grants.

1.2 Corporate Plan Performance

The number of Corporate Plan performance targets reporting data has nearly doubled since Q1, although the balance of met and missed targets remains similar at 60% met and 40% missed in Q2. There are still nine indicators where no data has yet been reported, of which three relate to residents' perceptions.

Newly reported indicators to meet their targets this quarter are rehabilitation/intermediate care for older people and GCSE and Early Years attainment. A target missed in Q1 but met this quarter is the proportion of customer phone calls answered with 5 rings. Two newly missed targets are the proportion of children in care in a Barnet foster placement, and the number of net additional homes provided.

Whilst the number of children in care is currently within target, the volume of cases currently being seen by the courts means it is likely that the number of children in care will rise in quarter 3 and 4.

Performance on waste levels and recycling has deteriorated compared to this same point last year, and the level of homeless acceptances has risen since Q1.

1.3 HR/People measures

Significant improvement has taken place on HR measures including the proportion of managers submitting the monthly absence return and the proportion of 2009/10 appraisals completed, although both are still below the targeted 100%. The sickness absence rate has risen since Q1 from 7.97 days per employee in the last 12 months to 8.18 days in Q2 (against a target of 6 days).

No OneBarnet projects have yet completed an Equalities Impact Assessment, this is expected to change in Q3.

1.4 Key projects, including OneBarnet Programme

There are 52 projects in total including the 13 within the One Barnet Programme. Of the 52, only two have a red rating for their Q2 status and only four are projecting a red rating for their status in quarter 3. The two projects with a red rating for both the current and future status are both owned by the Deputy Chief Executive service: Recruitment & Advertising, and Pericles Replacement.

1.5 Corporate risks

The full list of corporate risks is presented in section 5a below

1.6. Top corporate achievements, issues and actions

Affecting the customer experience

Achievements	Issues	Actions needed
<ul style="list-style-type: none"> Established locality-based new multi-agency groups to improve the co-ordination of early intervention and support services to children identified in need of services through the Common Assessment Framework. Provisional results show that the proportion of children achieving 5 or more A*-C Grades at GCSE or equivalent including English and Maths rose from 61% last year to 66% this year. Broadfields Primary School was opened on time and within budget Phase 1 Pothole elimination programme successfully concluded within budget and to time. Performance on answering customer calls within 5 rings / 20 seconds has improved from 57% in Q1 to 64% in Q2, with particularly large improvements in the Adult Social Services and Registrars call centres. Housing Allocations Policy consultation completed, including on line survey and workshops, which identified broad support for the principles, so that the final detailed proposal can go forward to Cabinet 	<p>Sustained increased number of referrals to children's social care</p> <p>Significant increase in court activity associated with child protection cases</p> <p>In-year demand for primary places, in addition to known demand for reception aged pupils</p> <p>The increasing amount of household waste and reduction in the recycling rate</p> <ul style="list-style-type: none"> Challenges with the Parking service - income shortfall on the Special Parking Account, customer satisfaction levels and workforce morale – require a review and decision on the future of the service. Critically low resources on Parking contact centre. Two members of staff down, replaced by one officer working only 80% of time taking calls <p>The ability of the service to prevent homelessness and reduce temporary accommodation has been impacted by housing market conditions and proposed changes to Housing Benefits reducing the availability of private sector homes to assist housing applicants</p>	<p>To reduce demand, we are:</p> <ul style="list-style-type: none"> Developing a new service targeting children and families experiencing domestic violence 'Safer families' working through children's centres etc. Establishing a joint public protection desk service with the police to filter referrals and continuing to seek to reduce referrals though improving the co-ordination of our early intervention and prevention. Working with the courts and legal services to respond effectively to this increased activity - seek to recruit and retain experienced social workers able to deal with complex cases <p>Work with schools to provide places at short notice and in areas of exceptional demand, make use of protocol to place additional pupils over and above admission number. Cabinet report agreed on the 6th Sept setting out long term strategy.</p> <p>Development of Sustainability and Waste Minimisation Strategy for Barnet. Internal scoping March 2011, detailed development and agreement July 2011.</p> <p>A Recovery Plan for the Parking Service needs to be put together both to improve the service and improve income. This will be written and in action before the end of Qtr 3.</p> <p>Work between corporate customer services and the parking service has established a draft specification to improve processes prior to any procurement decision and implement improvements.</p> <p>Work with local landlords and other London boroughs to mitigate impact of housing benefit changes.</p>

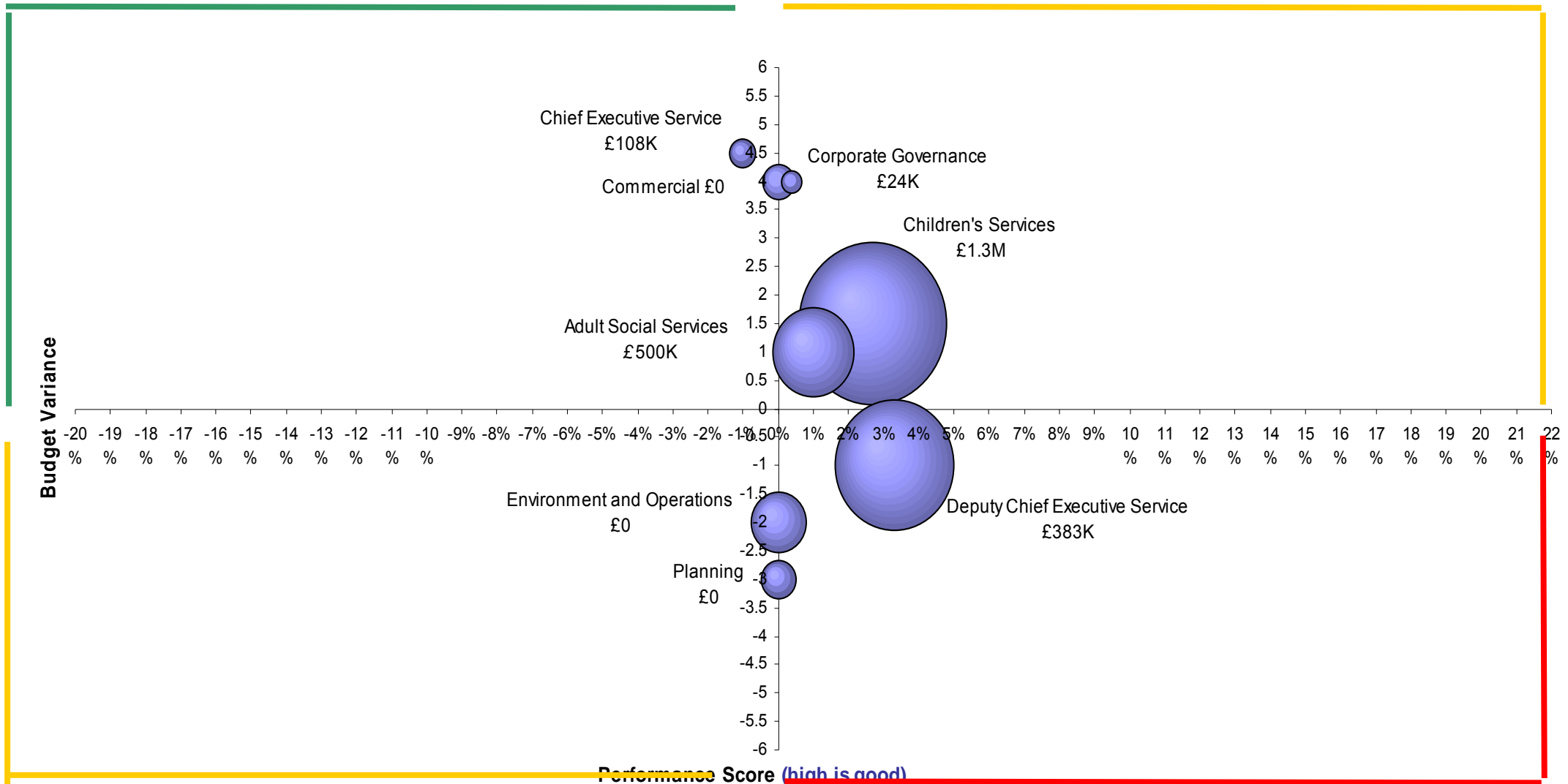
Affecting council efficiency and value for money

Achievements	Issues	Actions needed
<ul style="list-style-type: none"> • OneBarnet programme: <ul style="list-style-type: none"> - Implementation partner with significant relevant commercial expertise secured – Agilysis Impower - Completion of options appraisals for Development and Regulatory Services and the Adults In-House review projects • The Revs and Bens team met some significant targets within the period: <ul style="list-style-type: none"> - Council tax collection rate up on last year by 0.28% - Direct debit take-up campaign target already hit at 60.48% (£2m more than last year) • Approval of outline planning permission for Brent Cross / Cricklewood at Planning & Environment Committee September 2010. • All public sector assets in Barnet have now been mapped and shared with partners 	<p>OneBarnet programme:</p> <ul style="list-style-type: none"> • Gathering pace of changes beginning to impact on staff perception of the programme. • Pressure on One Barnet Programme Office and Project Managers increasing as projects move to delivery phase but expert / support roles not yet filled • Intense stakeholder & media interest & scrutiny of One Barnet work <p>The Civica conversion and hosting is now six months late, this is being managed with reduced capacity and will have significant impact if not managed appropriately.</p> <p>Inconsistent level of engagement across services in the renegotiation of contracts exercise</p>	<ul style="list-style-type: none"> • Engagement forums to be kept open, with trade unions and staff. Discussions to be escalated where appropriate. • Need to work closely with HR to accelerate recruitment • Communication and Engagement Strategy (including media strategy) for One Barnet Programme <p>Close monitoring of remaining delivery milestones and prompt escalation whenever necessary.</p> <p>Progress the procurement centralisation work- proposals for consideration</p>

1.7. Barnet Council budget vs. performance analysis

In this graph, the size of the bubbles reflects gross expenditure. The written figures are the projected revenue overspends. Performance against the Corporate Plan performance targets is shown by position on the vertical axis, whilst projected expenditure in relation to budget is shown by position on the horizontal axis. The data below excludes all ring-fences accounts.

Quarter 2 Budget Vs. Performance



- Five directorates are projecting an overspend with Children’s Services and Deputy Chief Executive’s Service projecting the most significant % overspends of 2.7% and 3.3% respectively, although the largest in value is the Children’s Service at £1.3m
- Chief Executive Service has gained Customer Services and Libraries since Q1 and has entered the high performing and low spend segment of the graph. Corporate Governance has seen an improvement in performance. With provisional educational data published, and the attainment gap off target, the Children’s Service performance score has gone down. Adult Social Services has maintained its performance and budget position from quarter 1.
- Environment and Operations are now projecting no revenue overspend but remain in the low performing quadrant, as does Planning Housing and Regeneration.

1.8. Use of Resources action plan

The Grant Thornton Use of Resources Audit report provided last month made a number of recommendations. The action plan is included in Section 6 of this report. Recommendations were wide ranging and included a focus on the management of the capital programme, contract management and corporate procurement, asset management, and the need to develop more robust arrangements across the Council that allow us to measure value for money and efficiency.

1.9. Current Corporate Risks

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment			
	Impact	prob				Impact	Prob		
ORG0001 - Reputational Transformation – The Council’s strategic agenda is defined by the One Barnet programme which is designed to transform public services to Barnet citizens, working with our partners and the community, in the context of severe resource constraint. Risk – failure to deliver One Barnet effectively, with declining service performance and citizen satisfaction. Sub-optimal commercial arrangements with third parties.	High 3	Medium 2	High 6	Ensure effective governance arrangements with both Cabinet Members and senior management engaged. <i>In Progress (20% complete)</i>	31/03/2011 (Normal)	High 3	Medium 2	High 6	
				Communication and Engagement strategy to ensure project level communications and engagement plans are in place <i>In Progress (0% complete)</i>					31/10/2010 (Normal)
				Transition Strategy to ensure business as usual is maintained during the delivery of the programme <i>In Progress (20% complete)</i>					30/11/2010 (Normal)
				Benefits Realisation Framework <i>In Progress (80% complete)</i>					31/10/2010 (Normal)
				Programme plan produced and signed off <i>In Progress (80% complete)</i>					31/10/2010 (Normal)

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	prob				Impact	Prob	
				Project communications plans for live projects produced and signed off <i>In Progress (20% complete)</i>	31/10/2010 (Normal)			
				Risk management framework included risk and issue standards <i>Implemented (100% complete)</i>	12/10/2010 (Normal)			
				Risk management framework communicated to all live and pending projects and stakeholders <i>In Progress (10% complete)</i>	19/10/2010 (Normal)			
				implementation partnership has been put in place to fill the knowledge and experience gap with regard to commercial assurance. <i>In Progress (95% complete)</i>	31/10/2010 (Normal)			
ORG0002 - Financial Central government support to local authorities will be reduced by 26% over the next four years. Support for individual local authorities may also be affected by grant distribution changes for 2011/12, or the local government finance review which is due to be implemented for 2012/13. Risk – uncertainty in the financial planning process, unbalanced budgets, or unplanned service reductions or discontinuity.	High 3	High 3	High 9	Financial and Business Planning Process <i>In Progress (75% complete)</i>	28/02/2011 (Normal)	High 3	Medium 2	High 6
ORG0003 – Compliance - original Information management – The Council's overall arrangements to manage information, including systems, data sharing, data protection, freedom of information, transparency etc need further development. Risk – breach of information management requirements, sub-optimal service delivery with partners, failure to address transparency agenda effectively. Mitigating action: improvement programme to be specified and delivered.	High 3	Medium 2	High 6	Information Governance Action Plan devised from recommendations in various internal and external reviews - Complete Set up Information Governance Council (IGC) to oversee actions from the IM Review. - Implemented (complete) IGC to commission further work to enhance information management: - revised ICT Policy - IM Strategy - Information framework, including data retention and data sharing - review of information sharing protocols and standards, <i>In Progress</i>		High 3	Medium 2	High 6

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	prob				Impact	Prob	
ORG0004 - Reputational Governance – The Council faces a period of major change with potential organisational trauma impacting on core governance systems and processes. Risk – breakdown in core governance systems leading to financial loss or reputational damage.	High 3	Low 1	Medium 3	Comprehensive performance management reporting process including key risks at Directorate and Corporate level. - <i>Implemented</i> Governance reporting to Statutory Officers Group. Report produced. <i>In progress (50% complete)</i>		High 3	Low 1	Medium 3
ORG0005 - Reputational Asset management – Asset management planning is inconsistent and not well integrated into the business planning process. Capital programme delivery is not timely. Risk – failure to deliver cost-effective capital assets necessary to support service delivery.	High 3	Medium 2	High 6	Develop Estate Strategy <i>In Progress (70% complete)</i>	04/01/2011 (Normal)	High 3	Medium 2	High 6
				Establish a Corporate Asset Management information system <i>In Progress (20% complete)</i>	31/03/2011 (Normal)			
ORG0006 - Reputational Procurement – The Council's procurement arrangements are fragmented, with spend outside contracts, insufficient aggregation, and inadequate support to procurement processes. Risk – failure to deliver value for money, uncommercial contracts with suppliers.	High 3	High 3	High 9	Consolidate procurement activity within the Commercial Directorate <i>In Progress (50% complete)</i>	03/01/2011 (Normal)	Medium 2	Medium 2	Medium 4
				Develop and Implement an up to date Procurement Strategy <i>In progress (20% complete)</i>	30/11/2010 (normal)			
ORG0007 – Financial Iceland deposits – The Council is currently assuming recovery of Icelandic bank deposits based on priority status for UK local authorities. The Icelandic courts may determine that UK local authorities will not have priority status, leading to lower recovery in the sum of c£14m. Risk – insufficient provision in the risk reserve and use of general fund balances which would need to be re-established at the minimum level.	High 3	Medium 2	High 6	Work with the LGA and other affected authorities to maximise recovery through the Icelandic courts. Lawyers for affected authorities are preparing case <i>In Progress (25% complete)</i>	31/03/2011 (Normal)	High 3	Medium 2	High 6
ORG0009 – Political Narrowing the gap – The Council plans to narrow the educational attainment gap between children with the greatest disadvantage and average attainment. This is part of a wider strategy to support vulnerable families and minimise the cost of public services. A number of Barnet schools are likely to seek Academy status. Risk – reduction in Council controlled support to schools and consequent reduced ability to influence the contribution of school to this agenda.	Medium 2	Medium 2	Medium 4	Develop strategy for new LA role <i>In Progress (25% complete)</i>	31/12/2010 (High)	Medium 2	Medium 2	Medium 4
				School Improvement Partners complete attainment review for all schools <i>Proposed (0% complete)</i>	31/12/2010 (Normal)			

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	prob				Impact	Prob	
ORG0010 – Reputational Development and infrastructure – Development within the Borough through the medium-term is planned to deliver 8,800 new homes and an increase in population of 20,000 by 2015. Risk – public service infrastructure within the borough is not able to expand to accommodate the increased requirements.	High 3	High 3	High 9	Planning Policy to negotiate S106 agreements <i>Effective (0% complete)</i>		High 3	High 3	High 9
				to explore other innovative forms of funding <i>Effective (0% complete)</i>				
ORG0011 – Compliance Waste management and sustainability – The cost of waste disposal will increase significantly in the medium-term due to landfill tax increases and the procurement of new waste disposal facilities by the NLWA. Waste minimisation, collection and recycling arrangements will significantly impact on cost and the amount of waste sent for disposal. In addition, the carbon reduction scheme will impose financial penalties in respect of wider sustainability issues. Government likely to further increase penalties/incentives. Risk – increased waste sent for disposal at significantly increased cost. Lack of progress on wider sustainability agenda attracting additional carbon commitment penalties.	High 3	High 3	High 6	Regular Barnet Waste Project Board meetings to enable informed officer input to the process, and prepare briefings for members - <i>In Progress</i>		High 3	High 3	High 6
				NLWA Procurement risk register maintained and updated - <i>In Progress</i>				
				Progress at NLWA meetings, critical review of NLWA papers, with additional support from specialist consultant <i>In Progress</i>				
				Develop & implement Waste Action Plan - <i>In Progress</i>				
				Annual communications plan to include more targeted communications based on the intelligence available <i>In Progress</i>				
Establish & Embed Carbon Reduction Commitment Steering Group to strengthen management focus on Carbon Reduction commitment – In Progress (50% complete)	31/12/2010 (normal)							
ORG0012 - Financial Primary school places – Demand for primary school places will increase through the medium-term and investment requirements totalling c£40m are currently unfunded. Risk – insufficient primary school places are available to meet statutory requirements.	High 3	High 3	High 9	Cabinet report Sept 6th 2010 setting out strategy and likely investment needs. Report approved by Cabinet – <i>Implemented (100% complete)</i>		High 3	High 3	High 9
				Commence consultation on the expansion of Broadfields <i>Implemented (100% complete)</i> Gain Cabinet approval for expansion of Broadfields – In Progress (50% complete)				

Risk	Risk Owner	Initial Assessment			Control Actions	Assigned To	Target Date (Priority)	Current Assessment		
		Impact	Prob	Prob				Impact	Prob	Prob
<p>ORG0014 - Financial Risk: new revenues and benefits systems will not be in place with effect April 2011 to collect taxes and administer benefits.</p> <p>Cause: Current supplier of Revs & Bens IT taken over by third party. Third party are desupporting the existing system with effect from January 2011 forcing all current users to source new systems.</p> <p>Consequence: Go-live has been delayed on 2 occasions due to IT hosting and the required quality criteria for data conversions. Current go-live mid January 2011. Level of debt and benefit administered within the affected databases totals c£600m per annum.</p>	Craig Cooper	High 3	High 3	High 9	Investigating the support of the current product beyond its proposed termination date as a contingency plan as a result of delay <i>In Progress (0% complete)</i>	Craig Cooper	29/10/2010 (High)	High 3	High 3	High 9
					Constant monitoring and reporting of risks, issues and progress through the various departments and companies involved. <i>In Progress (0% complete)</i>	Dave Sharpe	10/01/2011 (Normal)			
					Legal advice to be sought. <i>In Progress (50% complete)</i>	Craig Cooper	29/11/2010 (High)			
<p>ORG0013 - Financial Demographic Funding Pressures. Risk of needing an additional funding requirement of £6.3m by 2015 caused by increasing demand and contractual pressures on Adult Social Services from an increasing ageing population (13.8% growth in population aged over 65 by 2015 – ONC population projections) and increased numbers of young people with complex disabilities surviving into adulthood.</p>	Kate Kennally	High 3	High 3	High 9	Inflationary uplifts being managed at 0% <i>In Progress (0% complete)</i>	Tom Pyne	31/03/2011 (Normal)	High 3	High 3	High 9
					New fairer contributions policy to be consulted on <i>In Progress (0% complete)</i>	Mathew Kendall	31/03/2011 (Normal)			
					DDofASS and ADoC to develop and agree a joint transition strategy for Barnet - <i>Proposed (0% complete)</i>	Glynnis Joffe	31/03/2011 (Normal)			
					Ensure Council's approach to dealing with indexation and contracts is in line with Adults medium term financial strategy – In Progress (0% complete)	Craig Cooper	29/10/2010			

2 - Whole council summary tables

2.1 – Key finance indicators

	Indicator		2010/11 (Position at 30/09/10)	2010/11 (Position at 30/06/10)	Achieved /Trend
1	<u>Revenue Expenditure</u>				
	(a) Balances and Reserves:				
	(i) General Fund Balance	£'m	12.39	13.18	
	(ii) HRA Balances	£'m	4.63	4.60	
	(iii) School Balances*	£'m	11.90	11.90	
	(b) Performance against Budget: Variations:				
	(i) Overspends	£'m	5.33	5.06	
	(ii) Underspends	£'m	1.94	2.45	
2	<u>Capital Expenditure</u>				
	(i) Cumulative Slippage	£'m	8.54	0.59	
3	<u>Debt Management</u>				
	(i) Total Debt Outstanding over 30 days	£'m	7.80	7.10	
	(i) Total Debt Outstanding over 12 months	£'m	3.39	3.44	
	(iii) Council Tax - % paid **	%	57.72	57.44	
4	<u>Creditor Payment Performance</u>				
	(i) % of Creditors paid within 30 days	%	97.98	96.24	

* School Balances shown at 31st March 2010 position

** Council Tax collection at 30 September 2010 compared to equivalent date in 2009

2.2 - Revenue budget – corporate overview

Description	Original Budget £000	Revised Budget as at 30/09/10 £000	Forecast Outturn as at 30/09/10 £000	Forecast Outturn Variation as at 30/09/10 £000
Adults	96,232	96,265	96,775	510
Central Expenses	53,879	51,756	51,756	-
Chief Executive	11,962	11,816	11,708	(108)
Children's Services	48,945	48,210	49,491	1,281
Commercial Services	15,632	15,531	15,531	-
Corporate Governance	5,951	5,960	5,985	25
Deputy Chief Executive	11,374	11,697	12,080	383
Environment & Operations	23,351	23,968	25,268	1,300
Planning, Housing & Regeneration	2,028	2,124	2,124	-
Total 2010/11 General Fund Forecast	269,354	267,328	270,717	3,391
Allocations agreed from GF Balances	-	-	-	-
General Fund Balances as at 01/04/10	-	-	-	(15,780)
Projected General Fund Balances (excluding schools balances) at 31/03/11	-	-	-	(12,389)

Description	Original Budget £000	Revised Budget as at 30/09/10 £000	Forecast Outturn as at 30/09/10 £000	Forecast Outturn Variation as at 30/09/10 £000
Dedicated Schools Grant	(124)	(142)	392	534
Housing Revenue Account	-	-	(482)	(482)

2.3 - Capital budget – corporate overview

	2010/11 Latest Approved Budget	Additions/ Deletions recommended to Nov CRC	Slippage / Accelerated Spend recommended to November CRC	2010/11 Budget (incl Nov CRC)	Spend to date (as per SAP)	Forecast to year-end	Variance from Revised Budget	% slippage of 2010/11 Approved Budget
	£000	£000	£000	£000	£000	£000	£000	%
Adult Social Services	1,367	-	-	1,367	296	1,367	-	0%
Central Expenses	4,500	-	-	4,500	-	4,500	-	0%
Children's Service	66,384	(8,002)	(3,830)	54,552	20,261	54,552	(11,832)	-6%
Corporate Governance	31	-	-	31	-	31	-	0%
Chief Executive Services	268	465	-	733	62	733	465	0%
Deputy Chief Executive Services	826	-	-	826	80	826	-	0%
Commercial Services	6,852	(465)	(1,485)	4,902	1,196	4,902	(1,950)	-22%
Environment & Operations	16,248	982	-	17,229	3,048	17,229	982	0%
Planning, Housing and Regeneration	8,234	-	(3,233)	5,001	1,162	5,001	(3,233)	-39%
General Fund Programme	104,709	(7,020)	(8,548)	89,141	26,105	89,141	(15,568)	-8%
HRA Capital	24,373	-	-	24,373	5,518	24,373	-	0%
Total Capital Programme	129,082	(7,020)	(8,548)	113,514	31,623	113,514	(15,568)	-7%

2.4 - Corporate Plan performance - corporate overview

Directorate	Total no. of Corporate Plan targets	Total no. of Corporate Plan indicators	No. of indicators achieved	No. of indicators missed	Negative DoT	No. of indicators reporting data in Q2
Adult Social Services	3	3	2	1	0	3
Chief Executive's Service	1	6	4	1	1	5
Children's Service	6	9	4	4	2	8
Commercial Service	3	4	4	0	0	4
Corporate Governance	4	5	4	0	1	4
Environment & Operations	4	6	0	2	2	2
Deputy Chief Executive	1	2	1	0	N/A	1
Planning, Housing & Regeneration	6	6	1	4	2	5
Total	28	41	20	12	8	32

2.5 - Human Resource/People performance - corporate overview

	Performance Indicator	Council	Period covered	Target	Amber criteria
1	Number of posts established	3,626.55	July 10 – Sept 10	n/a	n/a
2	Number of people in permanent posts as % of total establishment	75%	July 10 – Sept 10	80%	81 - 100%
3	Number of temps, interims & external secondees as % of total establishment	8.47%	July 10 – Sept 10	20%	21 - 30%
4	% managers submitting a monthly absence return	87.31%	July 10 – Sept 10	100%	>94%
5	Average number of absence days per employee	8.18	July 10-Sept 10	6	6 – 6.5
6	Actual cost of days lost to sickness	672,177	July 10 – Sept 10	n/a	
7	Cost of Hays agency staff as % of total salary budget	6.74%	July 10 – Sept 10	n/a	Same as
8	Cost of non-contractual overtime as % of total salary budget	0.9%	July 10 – Sept 10	n/a	previous quarter
9	Number of new employee relations cases opened in the quarter	111	July 10 – Sept 10	n/a	
10	Overall employee relations case risk ¹	-98	July 10 – Sept 10	0	-1
11	% appraisals undertaken/completed	94.9%	April 09-March10	100%	>94%
12	Equalities: % OneBarnet Projects with Employee EIA strategy	None	July 10 – Sept 10	100%	>94%

¹ Each employee relations case is scored and the scores are then added up to produce an overall score which is traffic lighted. The process is explained [Appendix J - Methodology for traffic light ratings](#).

	Adult Social Services		Chief Executive's Service		Children's Service		Commercial		Corporate Governance		Customer Service & Registrars	
	No.	FTE	No.	FTE	No.	FTE	No.	FTE	No.	FTE	No.	FTE
Number of Posts Established	536	487.24	49	46.86	1268	1092.37	128	121.77	101	92.25	281	226.46
Occupied Posts	480	431.24	41	38.86	1059	883.37	105	98.77	88	81.36	237	182.46
Permanent Posts ("Perm Contract")	510	465.52	43	40.86	1132	972.74	106	99.77	91	82.75	259	205.70
Temporary or Fixed Term Posts	26	21.72	6	6.00	136	119.63	22	22.00	10	9.50	22	20.76
Permanent People (counted once)	454	409.52	31	28.86	923	763.74	83	76.77	79	72.86	215	161.70
Unoccupied Posts	56	56.00	8	8.00	209	209.00	23	23.00	13	10.89	44	44.00
As and When's / Casual	109		2		372		0		8		4	

	Environment & Operations		Finance, HR, IT, Revs & Bens		PHR	
	No.	FTE	No.	FTE	No.	FTE
Number of Posts Established	857	803.58	458	433.78	343	322.24
Occupied Posts	731	677.58	382	361.40	282	261.24
Permanent Posts ("Perm Contract")	805	756.36	441	419.06	319	299.41
Temporary or Fixed Term Posts	52	47.22	17	15.72	24	22.83
Permanent People (counted once)	679	630.36	361	340.89	258	238.41
Unoccupied Posts	126	126.00	78	75.38	61	61.00
As and When's / Casual	150		2		30	

TOTALS	
No.	FTE
4021	3626.55
3405	3016.28
3706	3342.17
315	285.38
3083	2723.11
618	613.27
677	N/A

2.6 – Key projects – corporate overview

Service Area	Red Status	Amber Status	Green Status
Adult Social Services		2	4
Chief Executive's Office			1
Children's Services		3	15
Commercial Services		3	4
Deputy Chief Executive	2	1	2
Environment & Operations		1	2
Planning, Housing & Regen		3	3
Totals	2	13	31

3 - Use of Resources action plan

No. / Ref.	Grant Thornton recommendation	Priority	Barnet Management response	Implementation timing
3.7	The Council should facilitate member training on treasury management .	Low	<p>Strategic Finance</p> <p>Treasury management advisors Sector presented to CRC in April 2010 prompting detailed debate. It was well attended & received by members. Consideration should be given to holding more events in the future.</p> <p>Member training concluded in July. More training needs to be planned in to ensure members can make informed decisions.</p> <p>Training programme has improved member understanding and ownership of the function and managing risks associated with investment and borrowing. It has also increased their ownership.</p> <p>Scrutiny is now more proactively engaging with monitoring.</p> <p>Controls and processes implemented that now ensure compliance with the agreed Treasury Management Strategy approved by members.</p>	<p>30 June 2010 Sector provided overview training on treasury management</p> <p>21 July ARK Risk presented a training course on counter part risk</p>
3.7	The Council should address capital slippage , by reviewing individual projects for robust justifications and resourcing, through the Investments Approvals Board.	High	<p>Strategic Finance</p> <p>Evidence of readiness to start the procurement process including how public engagement has been undertaken in any options appraisal will determine the timing of release of funding. This process will be embedded by the Investment Appraisal Board to ensure proposals are rigorously tested against delivery of key priorities and limit the extent of slippage of spending plans.</p>	By end December 2010
3.11	The Council needs to demonstrate that it has an understanding, at a service level, of the links between costs and performance and achievement of value for money	High	<p>All Directorates, supported by Finance & Performance teams</p> <p>The corporate process for developing the budget from 2011 onwards has involved each Directorate conducting a baseline review of costs and performance to inform decision making. All budget proposals have been assessed for their impact on the council's corporate plan performance targets.</p> <p>There is a need for more comparative unit cost information to be used by Directorates in their assessment of value for money.</p> <p>Performance team has led a workshop with Finance colleagues to agree the corporate approach to vfm and how Directorates can be supported to better understand the cost-performance correlations in their services, including through the business planning process for 2011-3.</p> <p>[- see KMs email]</p>	Vfm workshop on 12 November 2010. Follow up actions agreed in December 2010

No. / Ref.	Grant Thornton recommendation	Priority	Barnet Management response	Implementation timing
3.12	Results from participating in cost benchmarking clubs (e.g. vehicle hire, recruitment, IT goods & services, buying solutions) should be analysed and reviewed for improvement purposes.	Medium	<p>Commercial Directorate</p> <p>IS has participated in SOCITM benchmarking for the first time in 2010. The questionnaire was completed in June with the final report due to be published late October 2010. The draft results have been used to identify relevant IS performance measures and set performance improvement targets (using upper quartile performance as desired benchmark) and these are documented in the IS Business Plan 2010-11. Once improvement plans have been formalised we intend to publish performance measures as part of a dashboard on the intranet.</p> <p>As part of New Support Organisation Project for the One Barnet Programme, a number of our support services are partaking in the CIPFA benchmarking club for VfM benchmarking has been completed for 5 services: HR, Finance, IT, Estates, Procurement. This is to ensure that current and future decisions about how our support services are organised and delivered are driven by understanding of how VFM is achieved in support services. The results and best practice learned through the benchmarking will inform the options appraisal and recommendations for the NSO project, and are also highly relevant to the whole Council as it moves forward in a challenging financial climate..</p>	<p>Results of SOCITM benchmarking available in late October 2010</p> <ul style="list-style-type: none"> - NSO/CSO options appraisal developed informed by benchmarking data January 2011 - Recommendations of NSO/CSO OA published February 2011
4.8	As part of the One Barnet programme the Council should develop sound contract monitoring arrangements with third party providers and partners.	High	<p>Commercial Directorate</p> <p>As a step towards this more strategic approach to contract monitoring we will be appointing two Procurement Programme Managers to join our commercial assurance division. They will advise on future contract management, contractual requirements and performance management of contracts.</p> <p>Once the key complex procurements have been undertaken and contracts settled, the procurement programme managers will then resume the role of contract managers for the lifecycle of the contracts. This will ensure that they are performance managed effectively through a set of Key Performance Indicators and will ensure continuity and knowledge between contract negotiation and service delivery. A wider piece of work is underway to strengthen how the Council procures and commissions goods and services. A key part of this will be the consolidation of the procurement activity. It is anticipated that a Contract Administration team will assume responsibility for managing all Council contracts including contract performance monitoring. This work is underway and, subject to approval, will be in place by 01/03/2011.</p>	<p>Recruitment for procurement programme managers undertaken-30 November 2010</p> <p>Procurement programme managers x 2 in place -31 January 2011</p> <p>Creation of central contract administration team – 01-03-11 subject to approval</p>
4.9	The Council should ensure that it is consistent in its approach to evaluating procurement options	High	<p>Commercial Directorate</p> <p>The Council has already set its expectations within the Corporate Procurement Code of Practice. Furthermore the Procurement Strategy is currently being re-drafted. It is essential to ensure that a corporate approach and evaluation methodology is adopted to all procurement opportunities in order to ensure that VfM principles are embedded.</p>	<p>Revised Procurement Strategy in place- 31-01-11</p>

No. / Ref.	Grant Thornton recommendation	Priority	Barnet Management response	Implementation timing
			<p>For projects within the One Barnet Programme the Board will be responsible for ensuring that options are explored and justified through options appraisal as per the revised Terms of Reference for the One Barnet Programme Board (previously Operational Group). To ensure that the development of Options Appraisals meets corporate expectations, the revised Council's Project Management Standards demand a systematic approach to options appraisals.</p> <p>The Council's revised Procurement Code of Practice states that the council must follow a systematic approach to options appraisals which clearly set out benefits and outcomes of each option.</p> <p>The consolidation of the procurement activity into the core of the authority will facilitate greater and improved challenge through the evaluation process and ensure alignment with corporate priorities.</p>	Revised Procurement Code of Practice to be published – 01-01-11
4.10	More work is required on reviewing the competitiveness of services and whether they achieve value for money, while meeting wider social, economic and environmental objectives	Medium	<p>Commercial Directorate</p> <p>Whilst cost will be the main factor when considering procurement options it can not be the only one. The organisation must take into account other, non financial considerations, which may result in an overall better outcome for the Borough's citizens. This may include:-</p> <ul style="list-style-type: none"> • Minimum labour standards • Disability, gender and equality matters • Employment and training issues • SME support • Community consultation • Community initiatives • Sustainability initiatives <p>As part of the procurement consolidation process the Council will improve the strategic approach on the application of assessment matrix which includes non financial considerations.</p>	April 2010
4.14	<p>NI 155 - Number of affordable homes delivered (gross)</p> <p>A written agreement covering data quality, data</p>	Medium	<p>Planning, Housing & Regeneration</p> <p>The data quality agreement will be in place by March 2011</p>	March 2011

No. / Ref.	Grant Thornton recommendation	Priority	Barnet Management response	Implementation timing
	<p>protection, and data quality controls should be made with the RSLs</p> <p>Compliance with data quality standards should form part of the annual objective of those staff who are responsible for compiling indicators.</p> <p>The Council should continue to follow-up discrepancies with reported figures used by the DCLG.</p>		<p>Managers will ensure that suitable appraisal targets are included in the next round of appraisals, based on the level of involvement staff have in the process of producing and using data. The next round of appraisals will be carried out Quarter 1 2011.</p> <p>We aim to have all outstanding discrepancies resolved by the end of November 2010.</p>	<p>June 2011</p> <p>November 2010</p>
4.14	<p>NI 192 - Household waste recycled and composted</p> <p>Access to spreadsheets should be restricted to those staff requiring access as part of the compilation of the indicator. Options should be explored in protecting the formula contained within the spreadsheets used to ensure that they are not changed.</p>	Medium	<p>Environment & Operations</p> <p>Access to relevant spreadsheets has been restricted. Access to the formulas will also be restricted.</p>	<p>Access to formulas restricted on 08/10/2010</p>
4.20	<p>A review of governance arrangements of partnerships is required.</p>	Medium	<p>Chief Executive's Service; Corporate Governance</p> <p>Scoping paper produced to review governance of LSP and One Barnet, covering;</p> <ol style="list-style-type: none"> 1. Are these structures fit for purpose as we move forward with One Barnet and support the transformation agenda? 2. Should the current arrangements be streamlined? 3. What should the role of partners be? 4. How should the governance arrangements work in relation to community budgets? 	<p>Completed</p>

No. / Ref.	Grant Thornton recommendation	Priority	Barnet Management response	Implementation timing
			<ul style="list-style-type: none"> Principles agreed at One Barnet Programme Board Collapse LSP into One Barnet Programme Board and amend governance of latter Full review of governance of revised arrangements 	<p>Completed Feb 2011 May 2011</p>
4.23	The Council's Risk Management Strategy should be revised to include tolerance levels to assist officers in making important decisions, particularly around Future Shape.	High	<p>Risk</p> <p>RM strategy is currently being revised and will be taken to the Audit Committee in March 2011</p>	March 2011
4.24	Information presented to the Audit Committee on risks needs to be improved to provide more concise information.	Medium	<p>Risk</p> <p>Risk Management will be included within the Internal Audit and Risk Management Quarterly report to the Audit Committee, this will include the corporate risks to the Council and will include a 'heatmap' of where these risks currently sit in relation to probability and impact. This is consistent with the reporting of risks through the quarterly performance reports.</p>	December 2010
4.25	Further improvements are required in Internal Audit to ensure that its strategy is based on the Council's overall corporate risks	Medium	<p>Internal Audit</p> <p>Improvements are currently taking place within risk management arrangements to ensure that the current corporate, directorate and team risk registers can be used by Internal Audit to inform the overall strategy. The IA strategy for 2011-12 will be based on the risks facing the Council and will be fluid to changes in risks throughout the year. The improvements in both risk management arrangements and IA strategy will ensure that the resources are appropriately directed, and lead to more effective service. Both Risk Management and Internal Audit have improvement plans with timescales of delivery that vary according to priority.</p>	Impact by April 2011
4.28	The grants coordination process should be improved to ensure all grants are identified and completed.	Medium	<p>Financial Services</p> <p>The SAP, Systems, Control & Compliance Team are looking to implement 'Grant Finder' to assist in identifying grants which the authority may be able to claim. A demonstration by the company took place in August 2010. The team are currently reviewing the demo to ensure that it fulfils Barnet's requirement prior to making a purchase.</p>	December 2010

No. / Ref.	Grant Thornton recommendation	Priority	Barnet Management response	Implementation timing
5.6	<p>The Capital Assets Property Management Strategy (CAPS) should be reviewed to emphasise the focus on partnerships that is apparent within the One Barnet programme</p>	High	<p>Commercial Directorate</p> <p>We are in full agreement that the CAPS is not fit for purpose and will be replaced by a new Estates strategy</p> <p>The Commercial Directorate Business Plan sets out the key initiatives and actions to ensure that the directorate strategy for getting best effect from our public sector assets is achieved. These will inform and be captured within the new Estates Strategy. The objectives are:</p> <ol style="list-style-type: none"> 1. Council has a full register of its own assets and those of its strategic partners 2. corporate approach to asset management and planning is embedded across the Council 3. asset management and planning are fully integrated into our business planning. 4. the Council has a fit for purpose asset portfolio <p>The Estates Strategy is significantly influenced by the One Barnet/OneBarnet programme principles of;</p> <ul style="list-style-type: none"> • More efficient use of property • More effective use of property • More efficient and strategic use of our public sector systems. <p>For instance, there are a number of strategies and plans in development to deliver this, including: Agricultural Strategy, Community Strategy (which will tie in with possible community use/management of existing assets), and a Disposal Strategy.</p> <p>A comprehensive mapping of all public sector assets in Barnet is also underway and will form the basis of future estates planning in relation to One Barnet</p>	<p>Estates strategy implemented by January 2011</p> <p>In draft form by 1 January 2011. Agricultural Strategy by 1 February 2011.</p> <p>Will report progress in December 2010</p>
5.7	<p>The Council should develop a performance management framework for reporting of its asset base, including key performance indicators</p>	Medium	<p>Commercial Directorate</p> <p>The Directorate has a target to remodel and implement a new Asset Management System via the SAP optimisation project, which will be fully implemented by March 2011. Once the system is implemented we will be able to develop far more sophisticated measures around whole life costing, testing regimes, energy efficiency, disposals, repairing spend. These will be managed and reported through the quarterly Estates Management team meetings.</p> <p>In the meantime a KPI focusing on void management will continue to be monitored and actively managed.</p> <p>We have set ourselves a directorate target for 2010/11 that 95% of services managing assets manage their assets using the new asset management system by 1 May 2011.</p>	<p>AMS implemented by March 2011</p> <p>95% of services</p>

No. / Ref.	Grant Thornton recommendation	Priority	Barnet Management response	Implementation timing
			Progress will be monitored quarterly through the Commercial Directorate's quarterly budget and Performance management team meeting.	managing assets use AMS by 1 May 2011.
5.9	Once the Council has robust fit-for-purpose data for its workforce it should develop a workforce strategy which links in with how One Barnet is to be delivered	High	<p>Human Resources</p> <p>Workforce Planning is a key objective in HR Business Plan 2010 / 2011 – Workforce Plan Report due in Qtr 4. This objective will however be delivered in the context of One Barnet</p> <p>The Barnet workforce strategy is being developed and will run to 2012. There are two aspects to this, both well developed and being implemented.</p> <ol style="list-style-type: none"> 1. Staff Engagement Plans to support the One Barnet programmes with HR resource aligned. A process already exists and has been shared with the One Barnet Programme office and the Trade Union. 2. Develop a new relationship with employees. This strategy has been approved and converges with the end of the One Barnet programme. 	<p>Next quarterly update in December 2010.</p> <p>Will report progress in December 2010</p>
5.10	The Council should focus attention on having an appropriate performance management system to appraise staff . It should also devise plans to ensure appraisal rates improve.	Medium	<p>Human Resources</p> <p>The SAP Optimisation project –Phase 1 will improve the current system and process making it easier for managers to track progress and attach appraisal documentation. The changes to SAP will also improve the accuracy of reporting appraisal rates, which increased from 57% in August 2010 to 94.9% in November 2010</p> <p>Phase 2 may include the SAP Appraisal enhancement package. The benefits of this addition need to be evaluated in relation to what the organisation needs, this is scheduled for completion by the end of December.</p>	<p>In place by March 2011</p> <p>December 2011</p>
5.12	There should be a focus on equipping senior managers with the necessary change management skills to ensure that the One Barnet is successful.	High	<p>Human Resources and One Barnet Programme</p> <p>Managing the people impact - governance structure and change management policies and processes are in place for the People & Culture workstream of One Barnet.</p> <p>Commission and deliver</p> <p>Up skilling on project management framework for project managers, project leads and project sponsors so there is a consistent approach and quality assurance (including TUPE, EIAs, Business Analysis, Procurement Process, Approach to Competitive Dialogue, Risk Analysis, Role of the Project Manager).</p>	<p>Completed</p> <p>By March 2011</p>

Section 4

Adult Social Services – performance overview

1. Overview

1.1 Ratings

Revenue budget actual variance £000 ¹	Capital actual variance £000	Corporate Plan performance rating	Overall HR rating
£510	£0	2.5	2.5

1.2 Top achievements, issues and actions

Top 3 best achievements	Top 3 biggest issues	Top 3 actions needed
Performance Indicators for Adult Social Services (AdSS) 2009/10 submitted as part of the statutory returns process for Adults showed strong performance across the board.	Sustaining excellent performance going forward in the context of budget reductions e.g. continued good performance on Reviews whilst ensuring that these meet the needs of service users and achieve value for money.	Robust self-assessment of strengths and weaknesses in order to prioritise areas for development.
Sickness – proactive management of sickness, particularly long-term sickness, has resulted in a significant improvement in our sickness absence statistics – annualised sickness forecast is 5.90 days based on the period April to September 2010.	Ensuring continued high staff motivation and morale in the context of change across the Council.	On-going consultation with staff and service users on the impact of proposed transformation changes.
Award of new Enablement and Home & Community Support Contracts – resulting in savings of £1.253m based on the existing contracts and representing a major shift away from “time and task” based commissioning to outcomes based approaches.	Achieving Directorate’s target savings whilst commissioning / delivering high-quality, safe services e.g. minimising delayed discharges from hospital involves a whole-systems approach with Health, Adult Social Care and the wider social care market and requires up-front investment in services.	Collaborative working amongst the AdSS Leadership Team to deliver on Directorate savings using “Lean” methodology.

¹ Please note – the traffic lighting is applied on the basis of % variance but the numbers shown are the actual monetary amounts

1.3 Key correlations & interdependencies

There is a fine balance between achieving good output performance whilst also ensuring that this is not at the expense of meeting the qualitative needs of our service users within the context of challenging constraints on resources. This can be illustrated by reference to Indicator D40 (Reviews): it is possible to achieve a high number of Reviews (in terms of throughput) but it is a different challenge to ensure that Reviews are also effective i.e. focus on changing needs of service users and ensuring that any care packages also represent good value for money. Key to this is the personalisation agenda in Adult Social Care (ASC), ensuring that we deliver value for money services and that service users have greater control over outcomes that affect their health and well-being.

Interdependencies exist between ASC and Health and the Third Sector. The recent Health White Paper (Equity & Excellence: Liberating the NHS) heralds changes for which ASC will need to plan for carefully – for example transferred responsibility re public health plus GP commissioning – see also additional comments in Section 5 (Risk).

Going forward changes are afoot relating to performance assessment for ASC and the role played by the Regulator, Care Quality Commission (CQC). The change was announced by the Minister of State for Care Services 03.11.2010 and details are yet to be confirmed. Notwithstanding recent announcements relating to a replacement framework for the current the National Indicator Set, there is no let up on the requirement for ASC to comply with extensive statutory returns covering the whole Directorate as well as inter-agency. Examples include the Adult Social Care Survey; and the Referrals, Assessments and Packages of Care (RAP).

2. Budget

2.1 Revenue

Description	Variations				Comments	% Variation of Revised Budget
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation		
	£000	£000	£000	£000		
Care Services - Learning Disabilities	25,639	36,354	36,413	59	Significant purchasing budget pressures offset by Section 256 resources and additional savings generated by in-house service	0.2%
Care Services - Mental Health	7,742	7,403	7,436	33	Pressures from Continuing Care and Forensic Services transfers, offset by holding vacant posts	0.4%
Care Services - Older Adults - Physical Disabilities	48,389	47,422	48,298	876	Greater demand in line with demography, and in particular cost shunts from the PCT around Continuing Care have caused pressures within the budget	1.8%
Performance & Supply Management	5,465	4,268	4,289	21	Additional costs incurred by new post of Director of Health Integration being met from this Directorate.	0.5%
Strategic Commissioning & Transformation	11,107	13,125	12,646	(479)	Underspend principally due to savings on the Supporting People budgets.	-3.6%
Government Grant Income	(2,110)	(12,307)	(12,307)	-		0.0%
Total	96,232	96,265	96,775	510		0.5%

2.2 Capital

	2010/11 Latest Approved Budget	Additions/ Deletions recommended to November CRC	Slippage / Accelerated Spend recommended to November CRC	2010/11 Budget (including November CRC)	Spend to date (as per SAP)	Forecast to year-end	Variance from Approved Budget	% slippage of 2010/11 Approved Budget
	£000	£000	£000	£000	£000	£000	£000	%
Mental Health and Adults Personal Social Services Allocations	1,367	-	-	1,367	296	1,367	-	0%
Adult Social Services	1,367	-	-	1,367	296	1,367	-	0%

3. Performance

CPI no	Performance Indicator	Period Covered	Previous relevant outturn	Target	Outturn	Target Variance	DoT	Benchmark data
1	Social care clients and carers receiving Self Directed Support (service users receiving direct payments and personal budgets)	July 10 – Sep 10	724	1070	1,249	16.7%	▲ 75.2%	932 outer London average
2	Participation in regular volunteering	Oct 10	N/A	85% ^a	83.0%	2.04%	–	Not Available
3	Achieving independence for older people through rehabilitation/intermediate care	April 10 – June 10	86.4%	87%	86.6%	0.47%	▲	82.1% IPF comparator group

Based on Quarter 2 our performance is on track to meet targets for the year; there are no items of significant concern. The Directorate’s Leadership Team receives monthly performance reports including scrutiny of a basket of Key Performance Indicators. In relation to NI 130, individual team targets for achieving Personal Budgets amongst service users have been allocated and are proactively monitored via line managers, who are accountable to the aforementioned Leadership Team. After an initial slow start, steady progress is being made on the Improvement Plan Initiative Adults Volunteering.

Note: ^a This is a provisional target given the newness of the indicator. The Target Descriptor is the “number of volunteers matched / referred to voluntary sector organisations providing services intended to serve AdSS Business Plan objectives as a % of total volunteering opportunities”. Data is sourced via CommUNITY Barnet.

4. Key projects

No Adult Social Services projects are rated as red this quarter or forecast red for next quarter.

5. Human Resources

Performance Indicator	Period covered	Target ²	Amber criteria ³	Q1 outturn	Q2 outturn	Q2 outturn %	Target Variance (%)	DoT	Council average
Number of posts established (FTE)	July-Sept 10	N/A	N/A	784	487.24	16.15%	N/A	▲	N/A
Number of people in permanent posts as % of total establishment (FTE)	July-Sept 10	80%	81 - 100%	57%	409.52	84%	-5.06%	▲	75.00%
Number of consultants, agency staff or secondees as % of total establishment ¹	July-Sept 10	20%	21 - 30%	7.02%	60	12.31%	38.43%	▲	8.47%
% managers submitting a monthly absence return (a)	July-Sept 10	100%	>94%	46%	Number will be reported Q3	91%	9.00%	▲	87.31%
Average number of absence days per employee (b)	Oct 09 – Sept 10	6	6 – 6.5	11.27	10.01	N/A	66.83%	▲	8.18
Actual cost of days lost to sickness	July-Sept 10	N/A	Same as previous quarter	£121,117	£102,929	% will be reported Q3	N/A	▲	N/A
Cost of agency staff as % of total salary budget ¹	July-Sept 10	N/A		8.99%	£432,085.00	8.32%	N/A	▲	6.74%
Cost of non-contractual overtime as % of total salary budget (c)	July-Sept 10	N/A		0.27%	£33,501.00	0.65%	N/A	▲	0.90%
Number of new employee relations cases opened in the quarter ⁴	July-Sept 10	N/A		6	2	N/A	N/A	▲	N/A
Overall employee relations case risk	July-Sept 10	0	-1	-10.5	-7.5	N/A	7.50	▲	N/A
% appraisals undertaken/completed (d)	April 09- March10	100%	>94%	57%	370	98.14%	1.86%	▲	94.90%
Equalities: % One Barnet Projects with Employee EIA strategy	July-Sept 10	100%	>94%	Data collection started			- N/A	■	N/A

1. Counts only those employed through the Hays contract

2. Amber criteria and target to be reviewed for next quarter- for No. permanent people in post as % of total establishment, No. consultants as % of total staff salary spend and cost of agency staff as % of total salary spend. Criteria and targets to be reviewed for next quarter for Employee Relations statistics.

3. RAG status¹ to be reviewed for fields 7 - 10. +/-5% to be included in amber status

4. Where no target is available RAG status is based on direction of travel

5. Each employee relations case is scored and the scores are then added up to produce an overall score which is traffic lighted. HR business partners can share the criteria used in this process.

- Human Resources Business Partner and AdSS are targeting individual managers in the Directorate to ensure compliance with recording absences on SAP.
- Absence days per employee continue to fall, reflecting the on-going proactive work between AdSS and Human Resources Business partners targeting long-term sickness in the Directorate. Sickness statistics showing a breakdown by individual staff are regularly monitored by the Senior

Management Team. Based on the period April to September 2010 the annualised sickness forecast is 5.90 days, equivalent to an annual cost of approximately £280k.

- c. The cost of non-contractual overtime represents less than 1% of the total salary budget. It is only sanctioned exceptionally after approval at SMT level. In these cases they relate to ensuring a safe staffing : service-user ratio within in-house establishments e.g. where staff may be absent through sickness, leave etc.
- d. With the exception of staff on long term absence e.g. maternity leave etc, appraisals have been undertaken in AdSS. However, it has not always been possible to upload these appraisals on SAP e.g. seconded Mental Health staff. A list of such cases has been compiled and these are now being entered on SAP with the assistance of HR Business partner.

6. Top three risks

Divisional and Directorate risks from JCAD are reviewed at the monthly meeting of the Leadership Team (LT) and take into account matters arising from items on the agenda. There are 2 current High-Risk items for the Directorate with Risk AS0028 now withdrawn but shown for completeness (Table below). Since the last JCAD review at the LT (14.10.2010) AdSS is considering a new risk relating to contract re-negotiation on Catalyst. Similarly risks relating to implications arising from the recent Health White Paper are being evaluated and will be included on JCAD as appropriate.

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	Prob	rating			Impact	Prob	rating
<p>AS0038 - Financial Risk that income is not maximised</p> <p>Causes: Level of outstanding unsecured debt has significantly increased in recent months (£300k in three months).</p> <p>Consequences: Increased risk of Adult Social Services budget coming in on overspend</p>	High 3	High 3	High 9	<p>Regular close monitoring of client income position through budget monitoring. Process efficiencies have been adopted in Assessments team to ensure income is properly charged and performance managed. Charges should be placed on properties for all debts over £5,000 where possible. Action plan is required to manage residential unsecured debt.</p> <p>In Progress (0% complete)</p>	29/10/2010 (Normal)	High 3	High 3	High 9
<p>AS0007 - Financial Failure to work within the Medium Term Financial Plan in particular cost reductions relating to Health</p>	High 3	Medium 2	High 6	<p>Regular monthly financial monitoring and reporting to CRC - significant demand pressure for placements Under Review (25% complete)</p> <p>Liaison meeting with partners and stakeholders being held in March to identify and propose dev to help contain costs <i>Implemented</i></p> <p>Plan to ensure these resources support long aims and financial environment to be worked on & presented to SMT during March 2010 - <i>Implemented</i></p> <p>Finance meeting with Barnet PCT / Head of</p>	31/12/20	High 3	High 3	High 9

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	Prob	rating			Impact	Prob	rating
				Finance (DASS) to align medium term finance to the decrease in unplanned costs In Progress (25% complete)	10 (Normal)			
AS0028 – Financial Risk that the Catalyst Deficit Claim will materialise Closed from the Directorate Register - An arbitration award has now been made in respect of the Catalyst claim. The total cost of the award to March 2010 will need to be included in the 2009/10 accounts, funded from the risk reserve. The value of the award is not yet finalised, but a range of £5m to £6m is anticipated. The Council is seeking to enter into a re-negotiation of this contract led by the Deputy Chief Executive and Acting Director of Adult Social Services, to manage on-going financial and service delivery risks.	High 3	High 3	High 9	Arbitration due to occur in March 2010 with progressed monitored daily through DASS Withdrawn				

7. Corporate Plan improvement initiatives

Corporate Priority & Strategic Objective	Top Project/ Top improvement initiative	Quarter 2 milestone/s	Status	Commentary	Quarter 3 milestone/s
A Successful London Suburb <i>Work with NHS Barnet to make sure residents can access good quality healthcare provision</i>	Promote volunteering as a means to empower individuals, contributing to strong communities, adding value in the delivery of public services.	*Adult Social Services (AdSS) Senior Management Team (SMT) agreement of corporate indicator definition and interim target *Agree data collection methodology and reporting arrangements with relevant voluntary sector agencies	Amber Red	Indicator agreed with SMT and data collection methodology agreed with CommUNITY Barnet. An indicator is in place to be reported by CommUNITY Barnet (Q3 data reported in Q4). Options for a 2011 indicator are under consideration. Consultation on a draft high-level plan is proceeding. The Q3-4 indicator agreed with CommUNITY Barnet is “the number of volunteers CommUNITY Barnet has matched / referred to voluntary sector organisations providing services intended to serve AdSS Business Plan objectives”.	AdSS SMT / Grants Unit agreement of commissioning strategy and performance framework for volunteer management, coordination and support First quarterly performance report – corporate PI

Section 5

Children's Service – performance overview

1. Overview

1.1 Ratings

Revenue budget actual variance £'000	Capital actual variance £'000	Corporate Plan performance rating	Overall HR rating
£1,281	(£11,832)	1.5	2.5

1.2 Top achievements, issues and actions

Top 3 best achievements	Top 3 biggest issues	Top 3 actions needed
<p>Provisional results show that the proportion of children achieving 5 or more A*-C Grades at GCSE or equivalent including English and Maths rose from 61% last year to 66% this year.</p> <p>Ofsted grading for schools with good or outstanding overall effectiveness - best in London</p> <p>Established locality-based new multi-agency groups to improve the co-ordination of early intervention and support services to children identified in need of services through the Common Assessment Framework.</p>	<p>Sustained increased number of referrals to children's social care</p> <p>Significant increase in court activity associated with child protection cases</p> <p>In-year demand for primary places, in addition to known demand for reception aged pupils</p>	<p>Developing new service targeting children and families experiencing domestic violence 'Safer families' working through children's centres etc. Establishing a joint public protection desk service with the police to filter referrals and continuing to seek to reduce referrals though improving the co-ordination of our early intervention and prevention.</p> <p>Work with the courts and legal services to respond effectively to this increased activity - seek to recruit and retain experienced social workers able to deal with complex cases</p> <p>Work with schools to provide places at short notice and in areas of exceptional demand, make use of protocol to place additional pupils over and above admission number. Cabinet report agreed on the 6th Sept setting out long term strategy.</p>

1.3 Key correlations & interdependencies

Our social care indicators, including the cost of children in care, continue to be affected by the high volume of activity. At the moment, as well as high numbers of referrals, we are experiencing an exceptionally high level of court activity and court directed assessments, including residential family

assessments. Ongoing challenges to recruit sufficient experienced social workers, leading to the continued use of agency staff to cover vacancies in children's social care. The increase in demand for children's social care is leading to a significant financial pressure for the service. The costs of court directed family assessment, contact orders, residential placements and agency staff are all showing a significant increase over budget.

Putting in additional primary school places at short notice has incurred unplanned capital expenditure and we are currently experiencing in- year pressure for children seeking a place in Year 1. This has necessitated additional unplanned capital expenditure.

2. Budget

2.1 Revenue

Description	Variations				Comments	% Variation of Revised Budget
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation		
CHILDREN'S SERVICE - GENERAL FUND	£000	£000	£000	£000		
Management Team	1,260	1,043	1,043	-		0.0%
Social Care Division	25,760	25,636	27,415	1,779	The 3 most significant areas of financial pressure arise from 1. External family assessments - £650k Courts are directing an unprecedented number of external family assessments requiring costly stays in residential mother and baby and family units 2. External placements for children in care - £430k We are experiencing difficulty in recruiting in-house foster carers, increasing our use of external placements. We have been required to place a number of children with complex needs in specialist residential accommodation 3. Agency costs - £427k Recruiting experienced qualified social workers remains a challenge, inability to recruit is leading a higher use of agency staff to ensure we have a full complement of staff to manage the increase in demand for childrens social care. Other areas of financial pressure include adoption, leaving care and court ordered contact.	6.9%
Asylum Seekers	-	-	78	78	New Government daily rates and client numbers quantified and confirmed. Projected overspend reduced from Quarter 1.	
BRSI	1,536	840	482	(358)	Vacancies held to reduce in year staffing overspend within the Children's Service.	-42.6%
Safeguarding	982	1,017	1,068	51	Increased volume of Safeguarding Board activity	5.0%
SEN Transport	5,538	5,538	5,548	10		0.2%
Youth and Connexions	4,340	4,411	4,268	(144)	Vacancies held to reduce in year staffing overspend within the Children's Service.	-3.3%
Other Children's Service Budgets	9,529	9,724	9,588	(136)	Vacancies held to reduce in year staffing overspend within the Children's Service.	-1.4%
Schools Direct Management	-	-	-	-		0.0%
Total	48,945	48,210	49,491	1,281		2.7%

Dedicated Schools' Grant

Description	Variations				Comments	% Variation of Revised Budget
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation		
CHILDREN'S SERVICE - DSG	£000	£000	£000	£000		
SEN Placements, Recoupment & Therapies	9,685	9,273	9,825	552	Currently there is an increase in the number of pupils placed in the private and independent sector from 46 to 51 - this is the result of legal orders against the authority by the SEN Tribunal and the highly specialist nature of some pupils medical needs.	6.0%
Pupil Referral Unit	1,514	1,514	1,514	-		0.0%
Other Centrally Retained Schools Budgets	10,860	12,681	12,663	(18)		-0.1%
ISB	213,809	213,458	213,458	-		0.0%
DSG & LSC Grant	(235,992)	(237,068)	(237,068)	-		0.0%
Total	(124)	(142)	392	534		374.8%

2.2 Capital

	2010/11 Latest Approved Budget	Additions/ Deletions recommended to November CRC	Slippage / Accelerated Spend recommended to November CRC	2010/11 Budget (including November CRC)	Spend to date (as per SAP)	Forecast to year-end	Variance from Approved Budget	% slippage of 2010/11 Approved Budget
	£000	£000	£000	£000	£000	£000	£000	%
Schools Access Initiatives	489	-	-	489	61	489	-	0%
Schools Modernisation & Access Improvement Programmes	4,324	(350)	(35)	3,939	963	3,939	(385)	-1%
Urgent Primary Places	4,698	2,260	(3,795)	3,163	297	3,163	(1,535)	-81%
Surestart Programme	2,369	(822)	-	1,547	809	1,547	(822)	0%
Major School Rebuild Total	455	-	-	455	36	455	-	0%
Primary Schools Capital Investment Programme	22,512	(5,902)	-	16,610	5,449	16,610	(5,902)	0%
East Barnet Schools Rebuild	5,478	-	-	5,478	5,739	5,478	-	0%
Other Schemes	26,058	(3,188)	-	22,870	6,907	22,870	(3,188)	0%
Children's Service	66,384	(8,002)	(3,830)	54,552	20,261	54,552	(11,832)	-6%

We have been notified of a number of in-year cuts to government capital grants (Sure Start, Short Breaks, Playbuilder). Budgets have been re-profiled and will be reported in detail to Cabinet Resources Committee. A review of all uncommitted funds has been undertaken to identify opportunities to identify capital funding for primary places.

3. Key capital and revenue projects

No Children's Service projects are rated as red this quarter.

4. Performance

Recruiting sufficient in house fosters carers remains a challenge and we are reviewing our foster care recruitment process to try and raise the number of successful applications made. Although the achievement gaps at GCSE for pupils with Special Educational Needs (SEN) and Free School Meals (FSM) remain larger than national and above target, this masks the fact that average attainment for children with SEN and FSM is significantly higher in Barnet than nationally. Against both of these measures, the achievement gap has reduced slightly from last year, although not enough to meet our ambitious targets.

(P) Indicates data is provisional

CPI no	Performance Indicator	Period Covered	Numerator and Denominator	Relevant previous outturn	Target	Outturn	Target Variance	DoT	Benchmark data
5	% Schools inspected in the current academic year given an overall effectiveness rating by Ofsted of good or outstanding	Sep 09 – Jul 10	18/22	79%	84%	82.0%	2.4%	▲ 3.8%	53% national average
8	% of children in care, aged under 16, who are in LBB foster placement	Apr 10 – Sep 10	103/237	47%	54%	43.5%	19.4%	▼ 7.1%	No Benchmarking data available (unique to Barnet)
9	Number of children in care	Apr 10 – Sep 10	Not supplied by DfE	311	320	316	1.3%	▼ 1.6%	Barnet 43 per 10,000 (under 18 pop) England 55, London 65 (2009 data)
4	Attainment gap between children with the greatest disadvantage and average attainment (basket)	Red Amber							
4a	% achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 (NI 102a)	Sep 09 – July 10	N/A	N/A	19%	There is currently no data published for Barnet due to the large number of schools who boycotted the Statutory Assessment Tests in Summer 2010			
4b	% point gap between pupils with special educational needs achieving 5 A*-C GCSE, including English and Maths, and their peers (NI 105, LAA)	Sep 09 – July 10	Not supplied by DfE	53%	47%	52.0% (P)	10.6%	▲ 1.9%	46.5% national average
4c	% achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 4 (NI 102b)	Sep 09 – July 10	Not supplied by DfE	30%	18%	28.7%(P)	59.4%	▲ 4.3%	27.8% national average
4d	% of children in care achieving 5 A*-C (or equiv) at KS4 inc English and Maths (NI 101)	Sep 09 – July 10	4/25	16%	16%	16.0% (P)	0%	↔ 0%	9.8% national average

CPI no	Performance Indicator	Period Covered	Numerator and Denominator	Relevant previous outturn	Target	Outturn	Target Variance	DoT	Benchmark data
6	% achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold) (NI 75, LAA)	Sep 09 – July 10	Not supplied by DfE	61%	66.0%	66.0% (P)	0.0%	▲ 7.5%	Statistical Neighbours 61.6% (benchmarking data is for Academic year 09/10)
7	% 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)	Sep 09 – July 10	Not supplied by DfE	57%	56.3%	64.0% (P)	13.7%	▲ 12.3%	56% national average (benchmarking data is for Academic year 09/10)

5. Human Resources

Performance Indicator	Period covered	Target ²	Amber criteria ³	Q1 outturn	Q2 outturn figures	Q2 outturn%	Target Variance (percentage)	DoT	Council average
Number of posts established (FTE)	July 10 to Sept 10	N/A	N/A	1600*	1092.37	36.22%	N/A	▲	N/A
Number of people in permanent posts as % of total establishment (FTE)	July 10 to Sept 10	80%	81 -100%	57%	763.74	69.92%	12.61%	▲	75.00%
Number of consultants, agency staff or secondees as % of total establishment ¹	July 10 to Sept 10	20%	21 - 30%	5%	88	8.06%	59.72%	▲	8.47%
% managers submitting a monthly absence return	July 10 to Sept 10	100%	>94%	18%	Number will be available Q3	91%	9.00%	▲	87.31%
Average number of absence days per employee	Oct 09 – Sept 10	6	6 – 6.5	5.39	6.15	N/A	2.50%	▼	8.18
Actual cost of days lost to sickness	July 10 to Sept 10	N/A	Same as previous quarter	£152,196	£135,135	% will be reported Q3	N/A	▲	N/A
Cost of agency staff as % of total salary budget ¹	July 10 to Sept 10	N/A		6.72%	£588,781	6.08%	N/A	▲	6.74%
Cost of non-contractual overtime as % of total salary budget	July 10 to Sept 10	N/A		0.30%	£26,274	0.27%	N/A	▲	0.90%
Number of new employee relations cases opened in the quarter ⁴	July 10 to Sept 10	N/A		25	15	N/A	N/A	▲	N/A
Overall employee relations case risk	July 10 to Sept 10	0	-1	-23.5	-26	N/A	26.00	▼	N/A
% appraisals undertaken/completed	April 09- March10	100%	>94%	58%	841	85.73%	14.27%	▲	94.90%

Performance Indicator	Period covered	Target ²	Amber criteria ³	Q1 outturn	Q2 outturn figures	Q2 outturn%	Target Variance (percentage)	DoT	Council average
Equalities: % One Barnet Projects with Employee EIA strategy	July 10 to Sept 10	100%	>94%		Not yet required	Not yet required		—	N/A

1. Counts only those employed through the Hays contract

2. Amber criteria and target to be reviewed for next quarter- for No. permanent people in post as % of total establishment, No. consultants as % of total staff salary spend and cost of agency staff as % of total salary spend. Criteria and targets to be reviewed for next quarter for Employee Relations statistics.

3. RAG status' to be reviewed for fields 7 - 10. +/-5% to be included in amber status

4. Where no target is available RAG status is based on direction of travel

5. Each employee relations case is scored and the scores are then added up to produce an overall score which is traffic lighted.

6. Top three risks

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment	
	Rating	Impact	Prob'ty			Rating	Prob'ty
<p>CS0030 – Reputational Significant increase in number of referrals, assessments, children subject to a child protection plan and children in care due to heightened awareness.</p> <p>Consequences: Increased workload on referral and assessment teams. Number of childcare places continues to be higher than the budgeted numbers.</p>	High 3	High 3	High 9	<p>Recruitment of 5th Child in Need team. IDeA Threshold audit. Enhanced presence and role of CAF advisors within the referral and assessment team - Implemented</p> <p>Development of joint public protection desk with police. Additional CAF workers being recruited. In Progress (0% complete)</p> <p>Monitor trends and volume pressures - In Progress (50% complete)</p>		High 3	High 3
<p>CS0041 – Reputational Standards in schools may fall and schools ability to continue to improve will be at risk.</p> <p>Cause: End of funding for National Strategies. The central government funding for Primary and Secondary National Strategies will end on March 31st 2011. In April 2011 schools will be funded directly for school improvement activity and will be free to purchase support from any accredited provider.</p>	High 3	High 3	High 9	<p>In anticipation of the funding cessation a phased approach has been adopted to the downsizing of the team - Implemented.</p> <p>Currently consulting with headteachers on possible models for school improvement for post 2011. Part of One Barnet Project. In Progress (50% complete)</p>	31/03/2011 (High)	High 3	Medium 2
<p>CS0044 – Financial Pupil Place Planning Demand for services and school places increase as a result of demographic changes and economic climate impacting upon</p>	High 3	High 3	High 9	<p>Number of temporary expansions have been put in place & a re-focused First Class schools investment strategy is in preparation - Implemented</p>		High 3	High 3

Risk	Initial Assessment		Control Actions	Target Date (Priority)	Current Assessment	
	Rating Impact	Prob'ty			Rating Impact	Prob'ty
parental choice. Financial pressures are evident (with temporary expansions costing around £120,000 each and a permanent expansion of an existing primary school costing around £5-£6 million)			Cabinet report agreed Sept 6th 2010 Gain Cabinet approval for expansion of Broadfields In Progress (50% complete)	29/11/2010 (High)		

7. Corporate Plan improvement initiatives

Corporate Priority & strategic objective	Top Project/ Top improvement initiative	Quarter 2 milestone/s	Status	Commentary	Quarter 3 milestone/s
Better services with less money <i>Intervene early to strengthen families and ensure that children and young people are able to achieve their potential</i>	Launch new foster carer recruitment campaign to increase opportunities for stable, local placements	<i>Report to be produced assessing the cost effectiveness of Barnet's current approach to recruiting foster carers and presenting options for the future</i>	Green	A review of our foster and recruitment services has now been completed and potential options for a new approach are being considered.	• <i>New recruitment strategy for foster carers to be finalised</i>
Sharing opportunities and sharing responsibilities <i>Embed a safeguarding culture throughout Barnet to make sure our children, young people and adults remain safe</i>	Use video technology to empower families to effectively participate in child protection planning	<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>	Green	Options paper completed and presented to Divisional Manager. Video technology researched and found to be too costly other models of empowering families now in process of implementation within the child protection arena.	-
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	<i>Establish 4 Multi-Agency Groups (MAGs) in Learning Network Areas</i>	Green	Multi-Agency Groups set up in the 4 network areas. Early indications are that they are working well.	<i>Secure full and committed multi-agency representation on MAGs</i>
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	<i>Ensure sufficient Reception places are available for children in September 2010</i>	Amber Green	Additional places were added to ensure all reception children had a place. However, pressures are now emerging in year 1 and additional capacity being added.	<i>Investment strategy for future years approved</i>

Section 6

Environment & Operations – performance overview

1. Overview

1.1 Ratings

Revenue budget actual variance £'000	Capital actual variance £'000	Corporate Plan performance rating	Overall HR rating
£1,300	£982	-2	-1.5

1.2 Top achievements, issues and actions

Top 3 best achievements	Top 3 biggest issues	Top 3 actions needed
Phase 1 Pothole elimination programme successfully concluded within budget and to time.	Achieving an increase in recycling and a reduction in waste.	Development of Sustainability and Waste Minimisation Strategy for Barnet. Internal scoping March 2011, detailed development and agreement July 2011.
Trading Standards & Licensing (TSL) application process made available online with effect from 17 September with ability for payments online to follow soon. Results and benefits of this channel shift will be measured via net effect on volume TSL application calls and unique web visitor traffic stats.	Reduce sickness absence	Maintain robust management of sickness cases and regularly review by senior managers. Quarterly review of sickness management at Enviro Stat.
We have identified an additional figure of 201 potential locations (flats) to target for a recycling service. This information was proactively obtained from the Council Tax database of flats in Barnet. Success in this area has the potential to contribute towards increasing % of household waste sent for reuse, recycling and composting.	Challenges with the Parking service -income shortfall on the Special Parking Account, customer satisfaction levels and workforce morale – require a review and decision on the future of the service.	A Recovery Plan for the Parking Service needs to be put together both to improve the service and improve income. This will be written and in action before the end of Qtr 3.

1.3 Key correlations & interdependencies

The amount of residual household waste has a fundamental bearing on the performance of NI 191 - number of kgs of residual household waste per household and NI 192 - % of household waste sent for reuse, recycling and composting. Progress on reducing this waste is dependant on the collection services, and resident's engagement in them. A waste minimisation strategy is being developed, which will seek to improve the collection services so there is a reduction in household waste sent for disposal and seek to improve resident participation in recycling and composting services.

The key interdependency between NI 195 B (detritus) and road deterioration led to poor performance for Tranche 1 2010/11. The sequence of extreme weather conditions, gritting of resilience network only, mobilising footways for towns centres and reduced cleansing all contributed to create conditions which contributed to lack performance for NI 195. We have not realised the benefits of the Pot Hole Elimination Programme as Phase 2 completes end October 2010, however a detailed analysis will be carried out to ensure that we realise the benefits of the programme in future.

2. Budget

2.1 Revenue

Environment & Operations

Description	Variations				Comments	% Variation of Revised Budget
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation		
	£000	£000	£000	£000		
Management and performance	993	1,089	1,245	156	Overspend relates to re-profiling work across the directorate of budgets and establishment and is off set by underspends within other areas. Forecast includes efficiencies to bring Directorate on Budget	14.3%
Highways Inspection/Maintenance	4,377	4,287	4,485	198	Indexation costs and non carriageway maintenance	4.6%
Highways income budgets incl. NRSWA	(368)	(368)	(361)	7	Late implementation of full permit scheme	2.0%
Greenspaces	4,804	4,770	4,803	33	Pressure relating to utility and damage costs for King George Playing Field and legal costs relating to Brookside Walk	0.7%
Cleansing	4,778	4,712	4,802	90	Overspend relates to increase in agency and transport costs	1.9%
Refuse (domestic and trade waste)	3,012	3,899	4,038	138	Overspend relates to agency staff to cover sickness and reduction in Trade Waste income due to the current economic climate. The overspend has decreased since month 3 due to more proactive priorities	3.5%
Parking	(659)	(659)	(730)	(71)	Reduced income offset by reduced design works	-10.8%
Transport	84	84	(157)	(241)	Result improving despite reduced income from Childrens Services	-287.2%
Recycling	4,679	3,791	3,632	(159)	Recalculation of income due to NLWA	-4.2%
Street Lighting	3,116	3,116	2,961	(155)	Programme delays offset by increased energy costs	-5.0%
Community Safety	477	399	402	3		0.7%
Community Protection	1,363	1,353	1,354	1		0.1%
Leisure	1,787	1,787	1,786	-		0.0%
WOM	-	-	-	-		0.0%
E&O General Fund	28,443	28,260	28,260	-		0.0%
Special Parking Account	(5,092)	(4,292)	(2,992)	1,300	Budget pressure relating to income shortfall. Forecast includes impact of recovery plan.	30.3%
E&O Total (inc SPA)	23,351	23,968	25,268	1,300		5.4%

2.2 Capital

	2010/11 Latest Approved Budget	Additions/ Deletions recommended to November CRC	Slippage / Accelerated Spend recommended to November CRC	2010/11 Budget (including November CRC)	Spend to date (as per SAP)	Forecast to year-end	Variance from Approved Budget	% slippage of 2010/11 Approved Budget
	£000	£000	£000	£000	£000	£000	£000	%
Recycling Schemes	156	-	-	156	-	156	-	0%
Closed Circuit Television in Town Centres	84	-	-	84	-	84	-	0%
Other Environment & Transport Schemes	1,024	(171)	-	854	(145)	854	(171)	0%
Highways Schemes	14,984	1,152	-	16,136	3,193	16,136	1,152	0%
Environment & Operations	16,248	982	-	17,229	3,048	17,229	982	0%

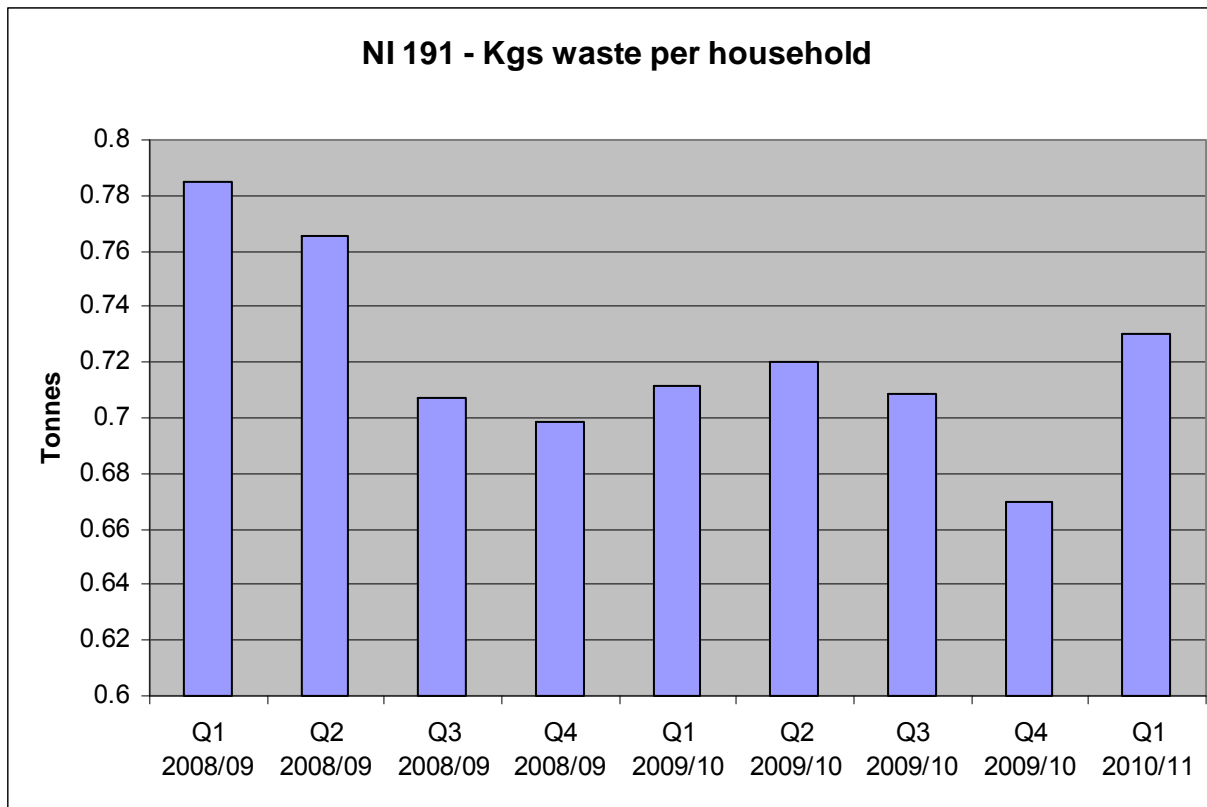
3. Projects

No E&O service projects are rated as red this quarter.

4. Performance

CPI no	Performance Indicator	Period Covered	Numerator and denominator	Relevant previous outturn	Target	Outturn	Target Variance	DoT	Benchmark data
19	Amount of waste sent to landfill (basket)	Red							
19a	<i>Number of kgs of residual household waste per household (NI 191, LAA)</i>	Apr 10 – Jun 10	N/A	711	625	730.39	17%	▼ 3%	Ranked 24th out of 29 (LAPS)
19b	<i>% of household waste sent for reuse, recycling and composting (NI 192, LAA)</i>	Apr 10 – Jun 10	N/A	36.5%	40%	36.0%	10%	▼ 1%	Ranked 15th out of 29 (LAPS)
20	% (overall) satisfaction with the local area (NI 5, LAA)	Was to be reported as part of the Place Survey. CES are developing a new perception survey – E&O will engage in that process to ensure synergy with E&O's 'Understanding our Customers' agenda for user engagement. The E&O programme is being designed to provide data and analysis through direct engagement with stakeholders on local needs, issues, aspirations and values.							
21	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. However the Police conduct a similar survey the latest data available is July 2009 – June 2010 with 34% of 640 respondents satisfied that police are dealing with concerns. However this was an 8% improvement on the previously reported figure. .This is taken from Public Attitude Survey 2010/11 which is based on a rolling 12 month period.							
22	Maintenance of roads (basket)								
22a	<i>Principal roads where maintenance should be considered</i>	A proxy indicator number of service requests for potholes is being worked on for reporting in Q3, data quality checks to be carried out before a baseline is determined.							
22b	<i>Non-principal roads where maintenance should be considered</i>								

The downward trend for number of **kgs residual household waste per household in (NI 191)** in 2009/10 has not continued, as Q1 2010/11 performance is not as good as the outturn for 2009/10 or Q1 performance in 2009/10 (711.32kg). This is because the actual tonnage of waste collected for disposal has increased, specifically there has been an increase in the tonnage collected using refuse collection vehicles, street sweepings and household waste taken to the Civic Amenity & Recycling Centre, Summers Lane. The graph below shows the performance for the last nine quarters and how there is significant variation. It is believed that these are related to the effects of the recession on residents' purchasing behaviour. It is very unlikely that the end of year 2010/11 target will be met. The impact of not meeting the target is the continuing increasing cost of waste disposal.



Percentage of household waste sent for reuse, recycling and composting is similar in performance to Q1 2009/10 (36.46%). However the actual tonnage collected for recycling has improved with 13,959 tonnes collected in Q1 09/10 and 14,164 tonnes in Q1 10/11. No significant improvement has been made to this indicator as no changes have been made to the waste services provided to residents. A Waste Action Plan is being implemented to improve performance going forward, with actions including a trial of on the go recycling bins. It is very unlikely that the end of year 2010/11 target will be met.

At a recent Budget and Performance Overview and Scrutiny Committee 7 resolutions were passed. They include: the provision of a sticker to promote recycling to be placed on residents refuse bins, which is being developed and the committee affirmed the importance of recycling education in schools- the existing programme has been refreshed to provide more in-depth education that focuses on waste prevention as well as recycling.

The impact of not meeting the targets can also be viewed from a finance perspective. For each additional tonne of dry material recycled Barnet receives 50% of the material income which is approximately £33.11 per tonne. Barnet pays North London Waste Authority for the disposal of household waste, for 2010/11 Barnet has paid £8.3 million. If waste was diverted from disposal to recycling or composting we would need to pay less to NLWA.

5. Human Resources

Performance Indicator	Period covered	Target ²	Amber criteria ³	Q1 outturn	Q2 outturn figures	Q2 outturn%	Target Variance (percentage)	DoT	Council average
Number of posts established (FTE)	July 10 to Sept 10	n/a	N/A	1046	803.58	26.64%	N/A	▲	N/A
Number of people in permanent posts as % of total establishment (FTE)	July 10 to Sept 10	80%	81 - 100%	65%	630.36	78.44%	1.95%	▲	75.00%
Number of consultants, agency staff or secondees as % of total establishment ¹	July 10 to Sept 10	20%	21 - 30%	9.27%	83	10.33%	48.36%	▲	8.47%
% managers submitting a monthly absence return	July 10 to Sept 10	100%	>94%	25%	N/A	69%	31.00%	▲	87.31%
Average number of absence days per employee	Oct 09 – Sept 10	6	6 – 6.5	11.46	11.57	N/A	92.83%	▼	8.18
Actual cost of days lost to sickness	July 10 to Sept 10	N/A	Same as previous quarter	£206,252	£185,596	N/A	N/A	▲	N/A
Cost of agency staff as % of total salary budget ¹	July 10 to Sept 10	N/A		6.96%	£417,781	7.12%	N/A	▼	6.74%
Cost of non-contractual overtime as % of total salary budget	July 10 to Sept 10	n/a		5.92%	£138,837	2.37%	N/A	▲	0.90%
Number of new employee relations cases opened in the quarter ⁴	July 10 to Sept 10	n/a		35	59	N/A	N/A	▼	N/A
Overall employee relations case risk	July 10 to Sept 10	0	-1	-33.5	-33.5	N/A	33.50	—	N/A
% appraisals undertaken/completed	April 09- March10	100%	>94%	85%	669	99.70%	0.30%	▲	94.90%
Equalities: % One Barnet Projects with Employee EIA strategy	July 10 to Sept 10	100%	>94%	N/A	Not yet required	Not yet required	N/A	N/A	N/A

1. Counts only those employed through the Hays contract

2. Amber criteria and target to be reviewed for next quarter- for No. permanent people in post as % of total establishment, N.o. consultants as % of total staff salary spend and cost of agency staff as % of total salary spend

3. RAG status¹ to be reviewed for fields 7 - 10. -/+5% to be included in amber status

Performance Indicator	Period covered	Target ²	Amber criteria ³	Q1 outturn	Q2 outturn figures	Q2 outturn%	Target Variance (percentage)	DoT	Council average
-----------------------	----------------	---------------------	-----------------------------	------------	--------------------	-------------	------------------------------	-----	-----------------

4. Where no target is available RAG status is based on direction of travel

5. Each employee relations case is scored and the scores are then added up to produce an overall score which is traffic lighted. HR business partners can share the criteria used in this process.

Average number of absence days per employee

Previous quarter's figures of 11.46 was incorrectly reported; it should have been 12.22. This shows that E&O is progressing well with managing sickness. Since Oct 09 sickness has decreased month on month from 1.31 avg days, flat lining over the last 2 months at 0.75 days. Long-term sickness FTE days reduced from 1134 Q1 to 957 Q2; short-term absence reduced 700 Q1 to 612 FTE days Q2. 2 very long-term sick employees either returned or left. Currently no one has hit 6+ instances of absence.

Cost of agency staff as % of total salary budget

A more flexible workforce as so many parts of E&O are forming part of the One Barnet Programme.

- More people through Hays which will continue
- Depot workers now through Hays

Number of new employee relations cases opened in the quarter

Enviro Stat morning with all people managers on 26th July 2010 was held and the issue of employee absences was the 'focus for the day'. As a result of the day the following instructions were given and monitoring and process arrangements defined.

- Managers were instructed to refresh themselves on the different HR policies/procedures with regards to absence.
- Clear instructions were given to SMB and SMT to actively manage all absence cases based on sickness triggers and the targets set in the E&O Directorate Plan.
- Agreed that monthly sickness report to be sent to SMT.
- Agreed that SMB/SMT will 'spot light' short term sickness against targets.
- Monthly sickness return - nil absence report to be sent to the Director.
- A case conference will be held on the top 10 absence cases.

This has led to a larger number of cases being opened and reviewed in Qrt 2.

Any new cases will be dealt with by the HR Case Manager and the Assistant Directors. These cases will be monitored and discussed at the fortnightly SMB meetings.

Overall employee relations case risk Comment for next year, perhaps the target should reflect workforce profile.

Number of new employee relations cases opened in the quarter

34 cases: 4 red, 18 amber and 11 green - Of the red, 3 are ET cases, 2 disciplinary and 1 is ill health. We've become more robust in ER case management after EnviroStat.

A number of immigration issues this quarter.

% Appraisals undertaken/completed

A total of 2 appraisals are outstanding. HR producing report to identify whose are missing.

6. Top three risks

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	Prob'ty	Rating			Impact	Prob'ty	Rating
ET0007 – Financial (PFI) Contractor has struggled to deliver the required standards and as a consequence has suffered large financial adjustments. Contractor has indicated this is not sustainable and has threatened to withdraw from the contract.	High 3	High 3	High 9	Work with service provider In Progress (70% complete) Historical problems reviewed and identified Implemented	31/12/20 10 (Normal)	High 3	Mediu m 2	High 6
ET0008 - Financial Parking income falls below target/costs exceed budget.	High 3	High 3	High 9	Focus enforcement activity and machine maintenance on the areas/times with the highest levels of non compliance, put improvement programme in place. Improve the reliability of the Pay and Display machines; and introduce cashless option for street parking to ensure collection of revenue. Now have a Pay & Display Maintenance Team in place (includes 3 engineers). Reviewed basis operations to maximise income recovery by ensuring pay and display machines work and maximising number of enforcement officers on the street.	31/03/20 11 (Normal) 31/03/20 11 (Normal)	High 3	High 3	High 9
ET0019 - Financial NLWA interim and long term procurement does not progress in a timely manner, leading to Barnet paying additional costs.	High 3	Mediu m 2	High 6	Progress monitoring at NLWA meetings and through review of NLWA correspondence and papers In Progress (30% complete)	31/03/20 12 (Normal)	High 3	Mediu m 2	High 6

7. Corporate Plan improvement initiatives

Corporate Priority & strategic objective	Top Project/ Top improvement initiative	Quarter 2 milestone/s	Status	Commentary	Quarter 3 milestone/s
<p>Sharing opportunities and sharing responsibilities.</p> <p><i>Develop a new relationship with residents so they are able to more effectively contribute to making Barnet and its residents successful</i></p>	<p>Work with the Metropolitan Police and engage residents to achieve successful outcomes around shared objectives and community issues</p>	<p>Agree scope of communications plan with Corporate Communications July 2010.</p> <p>Communications action plan agreed by safer communities' partnership board August 2010.</p>	Green	<p>Communications plan agreed. Burglary project commenced from Sept.</p>	<p>Implement plan and monitor delivery.</p>
<p>A Successful London Suburb.</p> <p><i>Protect and enhance our natural environment so that the borough is clean and green</i></p>	<p>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</p>	<p>Preparation of Briefing on details and progress of both priority improvement initiatives.</p>	Green	<p>Good progress has been achieved initiating contact, lines of communication and providing foundational support to Barnet Traders Association through funding and guidance.</p> <p>Good progress is also reported on planning for an official launch of an ECO teams event in Barnet as a joint initiative with Global Action Plan and Barnet residents.</p> <p>-</p>	<p>1. Evaluate progress on High Barnet project (Barnet Traders Association) against conditions for releasing balance of grant funding.</p> <p>2. Officially launch ECO Teams in Barnet as a joint initiative between Global Action Plan and LBB.</p>

Section 7

Planning Housing and Regeneration service – performance overview

1. Overview

1.1 Ratings

Revenue budget actual variance £'000	Capital actual variance £'000	Corporate Plan performance rating	Overall HR rating
GF £0	GF (£3,233)	-2	4.5
HRA (£482)	HRA £0	-	-

1.2 Top achievements, issues and actions

Top 3 best achievements	Top 3 biggest issues	Top 3 actions needed
Approval of outline planning permission for Brent Cross/Cricklewood at Planning & Environment Committee September 2010.	Management of difficult financial position caused by poor housing market conditions during the transitional period before a new delivery vehicle for development and regulatory services is established.	Carry out lean system thinking review of planning service
Housing Allocations Policy consultation completed, including on line survey and workshops.	Impact of housing market conditions and proposed changes to Housing Benefits on the availability of private sector homes to assist housing applicants. This is impacting on ability of the service to prevent homelessness and reduce temporary accommodation	Work with local landlords and other London boroughs to mitigate impact of housing benefit changes.
One Barnet Options Appraisal completed for Development and Regulatory Services	Extent of change management programme which includes One Barnet, merging of PHR and ENO, Housing service restructure – impacting on management capacity and communication issues	Improve communications with staff on change programme

1.3 Key correlations & interdependencies

Completing the review of the Housing Allocations Policy will be a key factor in improving performance for the Housing Service, as we currently have to operate the existing bidding system to allocate properties alongside experimenting with new ways of doing this via a property pool and assisted choice. Once the new policy is agreed (expected to go to Cabinet in January 2010), we expect to see a reduction in homelessness, and more efficient use being

made of the housing stock available in the borough, including the Private Rented Sector. However, there is a risk that increased competition for housing in the private sector coupled with reduction in housing benefits could see homelessness and the use of temporary accommodation increase.

The Development and Regulatory Services One Barnet work stream will provide a new vehicle for delivering key services in Planning , Environment and Regeneration in a more efficient way and that will ensure that these services will deliver the Council’s objectives effectively and remain competitive against the backdrop of reducing public expenditure.

2. Budget

See comments against specific budget heads in tables below – Service budgets in Planning and Building Control are under pressure due to income shortfalls associated with the continuing adverse conditions in the Housing Market.

2.1 Revenue

Description	Variations				Comments	% Variation of Revised Budget
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation		
	£000	£000	£000	£000		
Land Charges	(932)	(932)	(883)	49	Income Shortfall due to abolishment of HIPS, legislation (FoI - MoJ) on charging for Personal Searches, as well as property market decline in summer and tightening mortgage availability.	5.3%
Environmental Health/ Cem & Crem	1,373	1,372	1,317	(55)	Vacancy and running cost savings in EH Management and growth in cem and crem income offsetting pressures on Care and Repair budget and repair works to Mortuary	-4.0%
Planning	192	592	760	168	Shortfall on mainstream planning fees due to property market decline in summer exacerbated by overspend on staff and running costs previously supported by Housing and Planning Delivery Grant. Vacancy rates and salary costs under review alongside Lean Systems programme	28.4%
Strategy (Planning & Housing)	669	599	672	73	In-year spend of £69k on LDF no longer covered by Earmarked Reserve (previously paid for by allocated c/f HPDG 2009 -10)	12.1%
Building Control	(243)	(276)	(234)	42	Income shortfall due to property market decline in summer and ongoing economic conditions - to be closely monitored	15.1%
Housing	713	712	676	(36)	Outperformance in Private Sector Leasing and TA income offsetting previously flagged losses at Barbara Langstone House, the cost of running the Rent Deposit Scheme and budget pressures arising from the terms of the Supporting People contract.	-5.0%
Regeneration Service	257	57	(184)	(241)	Rental income maximisation from PSL buyback properties awaiting regeneration	-421.5%
Total	2,028	2,124	2,124	-	Income shortfall due to housing property market and adverse economic conditions - close monitoring for recovery Qtrs 3 and 4.	0.0%

Description	Variations				Comments	% Variation of Revised Budget
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation		
Housing Revenue Account	£000	£000	£000	£000		
LBB Retained	1,532	1,532	1,487	(45)	Staff and net running cost savings in Housing Needs and Management	-3.0%
HRA Regeneration	1,091	1,091	965	(126)	Anticipated recovery of consultants costs	-11.6%
HRA Other Income and Expenditure (net)	(3,555)	(3,555)	(3,866)	(311)	Improved subsidy position	-8.7%
Support Service recharges	576	576	576	-	Methodology for recharges is under review. Forecast as budget	0.0%
Interest on Balances	(80)	(80)	(80)	-		0.0%
HRA Surplus/Deficit for the year	436	436	436	-		0.0%
Total	-	-	(482)	(482)		

2.2 Capital

	2010/11 Latest Approved Budget	Additions/ Deletions recommended to November CRC	Slippage / Accelerated Spend recommended to November CRC	2010/11 Budget (including November CRC)	Spend to date (as per SAP)	Forecast to year-end	Variance from Approved Budget	% slippage of 2010/11 Approved Budget
	£000	£000	£000	£000	£000	£000	£000	%
Housing Association Programme	2,341	-	(1,650)	691	691	691	(1,650)	-70%
General Fund Regeneration	2,727	-	(1,269)	1,458	17	1,458	(1,269)	-47%
Disabled Facilities Projects	1,823	-	-	1,823	454	1,823	-	0%
Housing Management System	334	-	(314)	20	-	20	(314)	-94%
Other Projects	1,009	-	-	1,009	-	1,009	-	0%
Planning, Housing and Regeneration	8,234	-	(3,233)	5,001	1,162	5,001	(3,233)	-39%
HRA Capital	24,373	-	-	24,373	5,518	24,373	-	0%

1. Key capital and revenue projects

No PHR service projects are rated as red this quarter.

2. Performance

CPI no	Performance Indicator	Relevant previous outturn	Period Covered	Target	Outturn	Target Variance	DoT	Benchmark data
23	% of net additional homes suitable for families	64% (2008/9)	Apr 10 – Mar 11	70%	70.0% (Estimated)	0%	-	No Benchmarking data available (unique to Barnet)
24	Number of net additional homes provided (NI 154, LAA)	1,156	Apr 10 – Mar 11	1,388	1,258	9%	▲ 9%	Ranked 6 th best out of 19 London boroughs LAPS 2009/10
25	Number of households living in temporary accommodation (TA) (NI 156)	2,192	Jul 10 – Sep 10	2,080	2,150	3%	▲ 2%	Ranked 29 th best out of 33 London boroughs (26/33 per 1000 households). London average 1,149 (Q1 10/11) CLG.
	Households in TA Regeneration Stock	923		n/a	924	n/a	0%	Not available
	Households in TA outside of regeneration estates	1,269		n/a	1226	n/a	▲ 3%	
26	Number of households accepted as homeless under the provision of the 1996 Housing Act	122	Apr 10 – Sep 10	110	124	13%	▼ 2%	Ranked 19 th best out of 33 London boroughs (15/33 per 1000 households). (Q1 10/11) CLG
27	Number of households being re-housed in the private sector via the Housing Service	421	Apr 10 – Sep 10	425	227	47%	▼ 46%	No Benchmarking data available (unique to Barnet)
28	Satisfaction of businesses with local authority regulation services	69%	Apr 10 – Sep 10	80%	92.0%	15%	▲ 33%	Ranked 11 th best out of 26. London boroughs LAPS 2009/10

The outturn figure for net additional homes is based on a projection for the whole year using the data that is currently available, including completions, starts on site and homes under construction – the slippage against the target is due to market conditions.

Targets for securing access to the private rented sector are not being met due to an emerging reluctance on the part of landlords to let their properties to households on benefits and the fact that some other London boroughs pay an incentive which it would not be sustainable for the Council to pay. This reduced supply of private rented housing is also impacting on homelessness and the reduction of temporary accommodation.

The use of temporary accommodation remains relatively high in Barnet, and this is mainly due to the fact that we have been letting council housing on the regeneration estates as temporary lettings as they have become empty. Since April 2008 the numbers in TA on the regeneration estates has increased by 51 from 873 to 924 whilst other types of TA, mainly in the private rented sector, have reduced significantly by 325 from 1551 to 1226. The reduction in non regeneration TA has slowed since April this year due to the difficulties in procuring in the private rented sector.

Items of Concern – The key area for concern is the potential impact that proposed changes to local housing allowances could have on homelessness and the use of temporary accommodation.

The continuing weak housing market could also impact on the number of new homes that are provided in Barnet and here is a risk that some schemes may slip into the next financial year.

Actions –

- Liaison with local landlords to discuss mitigation of the impact of changes to local housing allowances due to come into effect in 2011
- Development of more streamlined and efficient service to private landlords as part of systems thinking project
- Application to CLG to allow us to let empty regeneration properties as assured short-hold tenancies via a leasing arrangement with Barnet Homes
- Housing staff reorganised to provide holistic approach to dealing with housing applicants, with a focus on reducing homelessness
- Development of new housing allocations policy to focus on prevention of homelessness
- To maintain housing development we continue to offer flexibility around planning gain (section 106 payments by developers) in accordance with our guidance notes introduced in 2009.

3. Human Resources

Performance Indicator	Period covered	Target ²	Amber criteria ³	Q1 outturn	Q2 outturn figures	Q2 outturn%	Target Variance (percentage)	DoT	Council average
Number of posts established (FTE)	July 10 to Sept 10	N/A	N/A	373	322.24	10.68%	N/A	▲	N/A
Number of people in permanent posts as % of total establishment (FTE)	July 10 to Sept 10	80%	81 - 100%	69%	238.41	74%	7.52%	▲	75.00%
Number of consultants, agency staff or secondees as % of total establishment ¹	July 10 to Sept 10	20%	21 – 30%	4.83%	15	4.65%	76.73%	▲	8.47%
% managers submitting a monthly absence return	Q2	100%	>94%	24%	Number will be reported Q3	83%	17.00%	▲	87.31%
Average number of absence days per employee	Oct 09 – Sept 10	6	6 – 6.5	5.86	5.69	N/A	-5.17%	▲	8.18
Actual cost of days lost to sickness	July 10 to Sept 10	N/A	Same as previous quarter	£55,202	£37,467	% will be reported Q3	N/A	▲	N/A
Cost of agency staff as % of total salary budget ¹	July 10 to Sept 10	N/A		7.53%	£160,123	6.64%	N/A	▲	6.74%
Cost of non-contractual overtime as % of total salary budget	July 10 to Sept 10	N/A		1.28%	£18,156	0.75%	N/A	▲	0.90%
Number of new employee relations cases opened in the quarter ⁴	July 10 to Sept 10	N/A		6	5	N/A	N/A	▲	N/A
Overall employee relations case risk	July 10 to Sept 10	0	-1	-7	-10.5	N/A	10.50	▼	N/A
% appraisals undertaken/completed	April 09- March10	100%	>94%	80%	250	99.20%	0.80%	▲	94.90%
Equalities: % One Barnet Projects with Employee EIA strategy	July 10 to Sept 10	100%	>94%		Not yet required	Not yet required	N/A	—	N/A

1. Counts only those employed through the Hays contract
2. Amber criteria and target to be reviewed for next quarter- for No. permanent people in post as % of total establishment, No. consultants as % of total staff salary spend and cost of agency staff as % of total salary spend. Criteria and targets to be reviewed for next quarter for Employee Relations statistics.
3. RAG status' to be reviewed for fields 7 – 10. +/-5% to be included in amber status
4. Where no target is available RAG status is based on direction of travel
5. Each employee relations case is scored and the scores are then added up to produce an overall score which is traffic lighted. HR business partners can share the criteria used in this process.

Additional Comments

- 1, Number of consultants, agency staff or secondees as % of total establishment. These are the known ones through Hays. Need to check if temp leavers been taken off Hays list
2. % managers submitting a monthly absence return. There is a significant improvement. HR is going to be working on this over the next quarter to identify managers/areas.
3. Average number of absence days per employee. Business Support, Housing & EH and Building Control need to be managed more effectively. 1 employee off 555 days as at 30/9 – at stage 3. 1 employee had more than 6 absences, last quarter it was 2. Fewer employees had 4-5 absences. Most employees off for operations.
4. Number of new employee relations cases opened in the quarter. Overall improvement in no. of ER cases opened this quarter
5. Overall employee relations case risk. ER case risk score is higher because there are 2 ET cases. 8 cases: 3 red, 4 amber and 1 green. Of the red, 2 are ET cases and 1 ill health.
6. % appraisals undertaken/completed. Only a couple of appraisals are still to be completed on SAP. There are some appraisals that may have been incorrectly logged on SAP which managers are checking. The remainder of those outstanding include those who have left/were on maternity or long-term sick.
7. Equalities: % One Barnet Projects with Employee EIA strategy. Starting to produce this

4. Top three risks

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	Prob'ty	Rating			Impact	Prob'ty	Rating
PH0008 – Financial A reduction in the supply of private rented sector properties available to households who receive housing benefit due to changes proposed to Local Housing Allowance.	High 3	High 3	High 9	<ul style="list-style-type: none"> • Seek agreement with other London Boroughs on incentives paid to landlords- In progress (80% complete) • Review provision of temporary accommodation including charges and costs and potential out of borough provision – In progress (70% complete) • Streamline and improve quality of property procurement services – In progress (80% complete) 	01/04/2011 (Normal)	High 3	High 3	High 9

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	Prob'ty	Rating			Impact	Prob'ty	Rating
			High 9	<ul style="list-style-type: none"> Identify priorities for additional discretionary Housing Benefit Payments- In progress – (50% complete) 	31/12/2010 (Normal)			High 9
PH0003 – Reputational Housing market downturn affecting the delivery of both regeneration and low cost home ownership schemes. Delays are extending number of temporary tenancies and the length of stay by temporary tenants on the regeneration estates	Medium 2	High 3	High 9	<ul style="list-style-type: none"> Competitive dialogue to be entered into with prospective partners - In Progress (50% complete) To enter into discussions with the HCA to secure funding for Graham Park - Approved (10% complete) Negotiation with CLG to agree letting of regen. Properties on ASTs as a prevention option- In Progress (50% complete) Securing kick-start funding for Stonegrove / Spur Road – Implemented 	31/12/2010 (Normal) 31/12/2010 (Normal) 31/01/2011 (Normal)	Medium 2	High 3	High 9
PH0007 – Reputational There is a risk that in the face of restriction to 3 rd party funding, physical and socioeconomic regeneration will be endangered.	High 3	Medium 2	High 6	<ul style="list-style-type: none"> Research, investigation and lobbying – In Progress (50% complete) 		High 3	Medium 2	High 6

7. Corporate Plan improvement initiatives

Corporate Priority & strategic objective	Top Project/ Top improvement initiative	Quarter 2 milestone/s	Status	Commentary	Quarter 3 milestones
Sharing opportunities and sharing responsibilities <i>Promote mixed communities</i>	Review housing allocations policy	Complete Consultation on Draft Policy	Amber Green	Consultation completed 15 October	<i>Cabinet Report to agree new policy following implementation</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	<i>Initiate primary data collection in Edgware. Commence business forums</i>	Green	1. Primary data collection completed in July. 2. Business Forum established in August.	<i>Complete data collection for Edgware, Finchley North and Central</i>

Section 8

Commercial Services – performance overview

1. Overview

5. Ratings

Revenue budget actual variance £'000	Capital actual variance £'000	Corporate Plan performance rating	Overall HR rating
£0	(£1,950)	4	-1.5*

6. Top achievements, issues and actions

Top 3 best achievements	Top 3 biggest issues	Top 3 actions needed
<p>Implementation partner for One Barnet Programme secured</p> <p>Opening of Broadfields Primary School on time and within budget</p> <p>Completion of options appraisals for Development and Regulatory Services and the Adults In-House review projects</p>	<p>Inconsistent level of engagement across services in the renegotiation of contracts exercise</p> <p>Pressure on One Barnet Programme Office and Project Managers increasing as projects move to delivery phase but expert / support roles not yet filled</p> <p>Intense stakeholder & media interest & scrutiny of One Barnet work</p>	<p>Progress the procurement centralisation work-proposals for consideration</p> <p>Further develop and achieve sign off for the Estates Strategy</p> <p>Communication and Engagement Strategy (including media strategy) for One Barnet Programme</p>

7. Key correlations & interdependencies

Inconsistent engagement in the contract renegotiation process identified in 1.2 directly impacts performance of Commercial CPIs 10a, 10b and 11. The corporate procurement team have worked hard in Q2 to progress the contract review and renegotiations but this will become increasingly challenging as the targets become more challenging in the next 2 quarters. Further work is required to ensure engagement across the Council.

2. Budget

2.1 Revenue

Description	Variations				Comments	% Variation of Revised Budget
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation		
	£000	£000	£000	£000		
Major Projects Team & Consultancy	92	92	63	(29)	Underspend on Project consultancy team - Figures include the £528K drawdown from reserves	-31.5%
Property Services & Asset Management	7,951	7,971	7,920	(51)	Underspend on asset management - Figures include drawdown from contingency of £390K	-0.6%
Corporate Procurement	495	418	423	5	Overspend on salaries (£19k) offset by underspend in software licence costs (£9k), transport (£2.5k) and general office expenses (£3k)	1.2%
Information Systems	7,094	7,051	7,125	74	MS Enterprise 3 year agreement cost of £290k will be only partly met by £203k reserve.	1.0%
Total	15,632	15,531	15,531	-		0.0%

2.2 Capital

	2010/11 Latest Approved Budget	Additions/ Deletions recommended to November CRC	Slippage / Accelerated Spend recommended to November CRC	2010/11 Budget (including November CRC)	Spend to date (as per SAP)	Forecast to year-end	Variance from Approved Budget	% slippage of 2010/11 Approved Budget
	£000	£000	£000	£000	£000	£000	£000	%
Commercial Services	6,852	(465)	(1,485)	4,902	1,196	4,902	(1,950)	-22%
Commercial Services	6,852	(465)	(1,485)	4,902	1,196	4,902	(1,950)	-22%

8. Key projects

No Commercial service projects are rated as red this quarter.

4. Performance

CPI no	Performance Indicator	Period Covered	Relevant previous outturn	Target	Outturn	Target Variance	DoT	Benchmark data
10	Effective contract management (basket)							
10a	<i>% of contracts held by the Council have been reviewed</i>	Jul 10 – Sep 10	0	5%	10.0%	100%	▲	Local indicator
10b	<i>% of contracts deemed to require renegotiation have commenced renegotiation*</i>	Jul 10 – Sep 10	New indicator	5%	5.0%	0%	New indicator	Local Indicator
11	% of 50 largest vendors under formal contract	Jul 10 – Sep 10	0	5%	5.0%	0%	▲	Local Indicator
12	% rental voids on Commercial property portfolio*	Jul 10 – Sep 10	New indicator	4.9%	0.5%	89.9%	New indicator	Cipfa benchmarking for support services – will report at Q3

9. Human Resources

Commercial

Performance Indicator	Period covered	Target ²	Amber criteria ³	Q1 outturn	Q2 outturn figures	Q2 outturn%	Target Variance (percentage)	DoT	Council average
Number of posts established (FTE)	July 10 to Sept 10	N/A	N/A	121	121.77	4.04%	N/A	▼	N/A
Number of people in permanent posts as % of total establishment (FTE)	July 10 to Sept 10	80%	81 - 100%	67%	76.77	63%	21.19%	▼	75.00%
Number of consultants, agency staff or secondees as % of total establishment ¹	July 10 to Sept 10	20%	21 – 30%	8.26%	10	8.21%	58.94%	▼	8.47%
% managers submitting a monthly absence return	July 10 to Sept 10	100%	>94%	25%	N/A	100%	0.00%	▲	87.31%
Average number of absence days per employee	Oct 09 – Sept 10	6	6 – 6.5	4.95	8.92	N/A	48.67%	▼	8.18
Actual cost of days lost to sickness	July 10 to Sept 10	n/a	Same as previous quarter	£8,944	£25,013	N/A	N/A	▼	N/A
Cost of agency staff as % of total salary budget ¹	July 10 to Sept 10	n/a		15%	£111,664	13.37%	N/A	▲	6.74%
Cost of non-contractual overtime as % of total salary budget	July 10 to Sept 10	n/a		1.80%	£15,271	1.83%	N/A	▼	0.90%
Number of new employee relations cases opened in the quarter ⁴	July 10 to Sept 10	n/a		1	3	N/A	N/A	▼	N/A
Overall employee relations case risk	July 10 to Sept 10	1	-1	-0.5	-1.5	N/A	1.50	▼	N/A
% appraisals undertaken/completed	April 09-March10	100%	>94%	83%	88	100%	5.38%	▲	94.90%
Equalities: % One Barnet Projects with Employee EIA strategy	July 10 to Sept 10	100%	>94%	Available from Q2	None	N/A	N/A	—	N/A

1. Counts only those employed through the Hays contract

Performance Indicator	Period covered	Target ²	Amber criteria ³	Q1 outturn	Q2 outturn figures	Q2 outturn%	Target Variance (percentage)	DoT	Council average
-----------------------	----------------	---------------------	-----------------------------	------------	--------------------	-------------	------------------------------	-----	-----------------

2. Amber criteria and target to be reviewed for next quarter- for N.o. permanent people in post as % of total establishment, N.o. consultants as % of total staff salary spend and cost of agency staff as % of total salary spend

3. RAG status¹ to be reviewed for fields 7 – 10. +/-5% to be included in amber status

4. Where no target is available RAG status is based on direction of travel

5. Each employee relations case is scored and the scores are then added up to produce an overall score which is traffic lighted. HR business partners can share the criteria used in this process.

Information Systems

Performance Indicator	Period covered	Target ²	Amber criteria ³	Q1 outturn figures	Q2 outturn figures	Q2 outturn%	Target Variance (percentage)	DoT	Council average
Number of posts established (FTE)	July 10 to Sept 10	N/A	N/A	N/A	59.81	1.98%	N/A	N/A	N/A
Number of people in permanent posts as % of total establishment (FTE)	July 10 to Sept 10	80%	81 - 100%	N/A	49.81	83.28%	-4.10%	N/A	75.00%
Number of consultants, agency staff or secondees as % of total establishment ¹	July 10 to Sept 10	20%	21 – 30%	N/A	6	10%	49.84%	N/A	8.47%
% managers submitting a monthly absence return	July 10 to Sept 10	100%	>94%	N/A	N/A	80%	20.00%	N/A	87.31%
Average number of absence days per employee	Oct 09 – Sept 10	6	6 – 6.5	N/A	5.12	N/A	-14.67%	N/A	8.18
Actual cost of days lost to sickness	July 10 to Sept 10	N/A	Same as previous quarter	N/A	£11,361	N/A	N/A	N/A	N/A
Cost of agency staff as % of total salary budget ¹	July 10 to Sept 10	N/A		N/A	203,147	30.05%	N/A	N/A	6.74%
Cost of non-contractual overtime as % of total salary budget	July 10 to Sept 10	N/A		N/A	£13,784	2.04%	N/A	N/A	0.90%
Number of new employee relations cases opened in the quarter ⁴	July 10 to Sept 10	N/A		N/A	3	N/A	N/A	N/A	N/A
Overall employee relations case risk	July 10 to Sept 10	0	-1	N/A	-1.5	N/A	1.50	N/A	N/A
% appraisals undertaken/completed	April 09- March 10	100%	>94%	N/A	46	100%	0.00%	N/A	94.90%
Equalities: % One Barnet Projects with Employee EIA strategy	July 10 to Sept 10	100%	>94%	N/A	Not yet required	Not yet required	- N/A	N/A	N/A

1. Counts only those employed through the Hays contract

2. Amber criteria and target to be reviewed for next quarter- for N.o. permanent people in post as % of total establishment, N.o. consultants as % of total staff salary

Performance Indicator	Period covered	Target ²	Amber criteria ³	Q1 outturn figures	Q2 outturn figures	Q2 outturn%	Target Variance (percentage)	DoT	Council average
-----------------------	----------------	---------------------	-----------------------------	--------------------	--------------------	-------------	------------------------------	-----	-----------------

spend and cost of agency staff as % of total salary spend

3. RAG status' to be reviewed for fields 7 – 10. +/-5% to be included in amber status

4. Where no target is available RAG status is based on direction of travel

5. Each employee relations case is scored and the scores are then added up to produce an overall score which is traffic lighted. HR business partners can share the criteria used in this process.

Summary of HR performance:

Commercial

- The agency figure has remained constant 8.21% compared with 8.26% for the last quarter. This is because we are now reporting this data as a percentage of FTE not as a percentage of whole numbers, which obviously will make it larger. The actual number of agency people is still 10 however.
- The Directorate has worked hard to get a monthly absence return of 100%, an increase of 75% from the first quarterly report, which is excellent
- The average number of absence days per employee has increased from 4.95 to 8.92. While this looks like a dramatic increase, and has put the Directorate in the red, part of the reason for this is that the previous report missed out some areas which should have been included, for example Estates, which has some high sickness. There are 16 people who between them have had 628.5 absent days representing 86% of the reported sickness. Anyone with over 14 days is being dealt with as a case by the Employee Relations team, and 8 people currently fall into this category. HR and managers will be making reducing this number a priority for the next quarter.
- There are three new ER cases in the Directorate, which are all ill health management cases. Although the overall rating is red all three cases are categorised individually as green, low risk cases. Although this is a red indicator, it could actually be viewed as a positive as it does mean that sickness is being managed and prioritised as an issue in the Directorate. It is anticipated that all three cases will be closed within the next 3 weeks. Over time is being used to cover sickness absence which is high in one particular area. The use of overtime is much more cost effective than using agency staff.
- The appraisal figure is excellent, showing 100% reflecting the priority that has been given to appraisals in the service.

IS

The appraisal figure is excellent, showing 100% reflecting the priority that has been given to appraisals in the service. A similar spotlight will be applied to the absence return data going forward for the next quarter to increase this from 80% to 100.

The three ER cases in IS are all categorised individually as green and low risk. All three cases have now been closed.

10. Top three risks

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	Prob'ty	Rating			Impact	Prob'ty	Rating
<p>IS0004 – Business Continuity Loss of Data Centre The Council operates a single data centre located at North London Business Park. This data centre hosts the majority of the IT systems that are used to provide Council Services and is therefore a single point of failure. Any interruption to the normal operation of this facility will have a high impact Council's ability to deliver its Services. Initial assessment: Low probability (i.e. fire, flood, major incident affecting NLBP); High impact (i.e. inability to operate critical systems).</p>	High 3	Low 1	Medium 3	<p>A project has been set-up pending approval to deliver disaster recovery for critical business systems – procurement exercise to identify a supplier with the capabilities required to provide a disaster recovery system design.</p> <p>'Infrastructure as a Service' is also being investigated to provide alternative hosting arrangements of the Councils IT systems</p>	30/04/11 01/10/11	High 3	Medium 1	High 6
<p>MP0007 – Financial RISK: Failure to procure and commission services which are high quality and at the right cost and which are flexible enough to meet both current and future needs CAUSE: The organisation does not engage Commercial Assurance professionals in their work to procure and commission services, procurement and commissioning is undertaken without necessary expertise to achieve vfm CONSEQUENCE: financial loss, failure to meet savings target</p>	High 3	High 3	High 9	<p>Establish Commercial Assurance division – In Progress (70% complete)</p> <p>Tribal review of procurement – complete final report and recommendations – Implemented</p> <p>Implement recommendations from Tribal procurement review – Proposed (50% complete)</p> <p>Develop an up to date procurement strategy informed by a solid understanding of the supply market – In Progress (20% complete)</p> <p>Create an up to date and fit for purpose single repository of contracts held across the council – In Progress (70% complete)</p> <p>Develop and implement vendor management strategy – In Progress (0% complete)</p> <p>Complete review of top 180 vendors analysing cost, performance, productivity – In Progress (70% complete)</p> <p>implement vendor authorisation process – Implemented</p>	01/12/10 01/04/11 31/01/11 30/11/10 31/03/11 01/12/10	High 3	High 3	High 9

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	Prob'ty	Rating			Impact	Prob'ty	Rating
MP0005 – Financial RISK: Inaccurate long term planning impacts on our ability to ensure the asset portfolio is appropriate to deliver the Council's operational need CAUSE: Lack of customer insight, inconsistent asset management processes; lack of accurate information on our asset portfolio CONSEQUENCE: failure to meet customer need, customer dissatisfaction, financial loss	High 3	Medium 2	High 6	Ensure the Council has a fit for purpose asset portfolio – In Progress (30% complete)	01/04/10	High 3	High 2	High 6
				Account management process review – In Progress (0% complete)	31/01/11			
				Implementation of recommendations for account management system Proposed (0% complete)	01/04/11			
				Full register of information relating to our asset portfolio & a standardised way of managing these assets. – In Progress (50% complete)	31/03/11			
				Action plan for increasing customer insight to be developed in line with NSOP One Barnet (0%)	31/01/11			

Section 9

Deputy Chief Executive – performance overview

11. Overview Ratings

Revenue budget actual variance £'000	Capital actual variance £'000	Corporate Plan performance rating	Overall HR rating
£383	£0	1	1

12. Top achievements, issues and actions

Top 3 best achievements	Top 3 biggest issues	Top 3 actions needed
Within the HR team – working on consultation and agreement in principle on new severance terms.	Gathering pace of changes beginning to impact on staff perception of the programme.	Engagement forums are to be kept open. Discussions to be escalated where appropriate.
<p>The Revs and Bens team met some significant targets within the period:</p> <ul style="list-style-type: none"> • Council tax collection rate up on last year by 0.28% • Direct debit take-up campaign target already hit at 60.48% (£2m more than last year) • Right time indicator at 8.91 days down from 9.24 days • Highest performing contact centre at 90% answered within required time 	The Civica conversion and hosting is now six months late, this is being managed with reduced capacity and will have significant impact if not managed appropriately.	Close monitoring of remaining delivery milestones and prompt escalation whenever necessary.
<p>Better joined up working evidenced within the Finance department and with the performance team. The outputs of which included:</p> <ul style="list-style-type: none"> • a more integrated performance and financial management reporting • working together as one Finance function during the 	Capacity continues to be an issue with significant demands in a time of contracting resources. The finance team needs to restructure which will require effective skills transfers and decision made on vacancies.	Better working with services to get greater ownership and understanding of financial management, and impact on their business (devolution).

Top 3 best achievements	Top 3 biggest issues	Top 3 actions needed
time that staff are moving into new roles and delivering service		

a. 1.2 Key correlations & interdependencies

It has been a challenging time for the DCE service, in the middle of budget planning cycle following SR announcement of 26% cuts over the next few years. We are also supporting the organisation to develop action plans to reduce in year spending pressures. We have had recent successes, including accounts being signed off in reduced time, CT collection rates increasing year on year and HR supporting corporate responsibility on safeguarding.

To achieve further synergies across our service and other services we need to consider better working arrangements, in particular we need to ensure that:

- There are appropriate links between budget and business planning
- Consultation on budget linked to policy and communications team
- Ensuring the One Barnet programme sits within the day to day operations of our service
- Streamlining governance and risk management arrangements and having this facilitated by a risk focussed internal audit plan
- Redesigning and mapping processes within the service to ensure these are fit for purpose, and are necessary given resource and capacity issues

Going forward the Assistant Director group within the DCE is working on developing measures to ensure that all challenges are managed across the service.

13. Budget

2.1 Revenue

Description	Variations				Comments	% Variation of Revised Budget
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation		
	£000	£000	£000	£000		
Finance	3,746	4,242	4,244	2	New service structure is being embedded and should come within budget.	0.0%
Human Resources	1,954	2,055	2,176	121	Unbudgeted expenditure incurred through work on corporate projects (awaiting virements) and delay in e-recruitment. Projections assume that £200k will be vired from services as a contribution to HR posts as agreed by CDG.	5.9%
Revenues and Benefits	5,674	5,400	5,660	260	Ongoing pressures in Local Taxation include underachievement of Court Cost income £260k	4.8%
Total	11,374	11,697	12,080	383		3.3%

2.2 Capital

	2010/11 Latest Approved Budget	Additions/ Deletions recommended to November CRC	Slippage / Accelerated Spend recommended to November CRC	2010/11 Budget (including November CRC)	Spend to date (as per SAP)	Forecast to year-end	Variance from Approved Budget	% slippage of 2010/11 Approved Budget
	£000	£000	£000	£000	£000	£000	£000	%
Deputy Chief Executive Services	826	-	-	826	80	826	-	0%
Deputy Chief Executive Services	826	-	-	826	80	826	-	0%

HR – Currently awaiting virements which should improve the overall % variation.

14. Key capital and revenue projects

Projects are included here where they are rated red for either their current or forecast status.

There are only two red rated projects at Q2 out of the council's total portfolio of 52 projects, and both are managed within the Deputy Chief Executive's Service.

Programme* / Project name	Total allocated Budget	Capital funded?	Projected end date	Stage project is in	Spend to date	Planned stage progression next period	Current status	Direction of travel in Quarter 1	Forecast Quarter 3 Status	Comments / Risks / Finance
*One Barnet - Recruitment & Advertising	£146,951	Revenue	28-Jan-11	Assessment	£19,250	Implementation	Red	Same	Red	DPR delayed due to issues around Finance, Legal and Procurement – contract cannot be signed therefore implementation cannot begin
Pericles	£911,000	Capital	27-Jan-11	Delivery	£165,000	Implementation	Red	Same	Red	Risk: New system will not be in place by April 2011 to collect taxes and administer benefits and there is a significant risk that a system will not be in place. Mitigation: Investing the support of the current product beyond its proposed termination Issues: Current issues include IT hosting and quality criteria for data conversions

The Pericles capital issue continues to be a high risk to the Council, it is being currently reviewed by the External Auditors and is further discussed within the risk section.

15. Performance

CPI no	Performance Indicator	Period Covered	Numerator and denominator	Relevant previous outturn	Target	Outturn	Target Variance	DoT	Benchmark data
17	Value for money basket								
17a	<i>Total net value of on-going cash-releasing value for money gains (NI 179)*</i>	NI 179 is going to be removed from quarterly reporting because it's no longer being monitored by Government. It has been identified that it would be more helpful to look and monitor value for money. A new value for money measure in Q3 will be identified that can be benchmarked via CIPFA, the Chartered Institute of Public Finance Accountants							
17b	<i>Cost per head of back office support</i>	Jul 10 – Sep 10	£20,543,978/ 345,800	£64.91	£59.21	£59.41	0.34%	N/A	Work to establish benchmark currently underway

The cost per head of back office support is marginally below target. The cost centres included in this indicator have changed since last year and therefore there is no directly comparable figure for assessing the direction of travel. The figure is calculated from the quarterly revenue outturn projections made for the 49 cost centres that are considered back office support. However we recognise that the council's true back office costs, when taking into account back office functions embedded in frontline services, are much higher than this and we are working to calculate this figure in a way that can be reliably benchmarked against other authorities via the Cipfa club. We anticipate to be able to provide this new baseline figure in Q3.

16. Human Resources

Revenue and Benefits

Performance Indicator	Period covered	Target ²	Amber criteria ³	Q2 outturn figures	Q2 outturn%	Target Variance (percentage)	Council average
Number of posts established (FTE)	July 10 to Sept 10	N/A	N/A	227.12	7.53%	N/A	N/A
Number of people in permanent posts as % of total establishment (FTE)	July 10 to Sept 10	80%	81 - 100%	173.4	76.35%	4.57%	75.00%
Number of consultants, agency staff or secondees as % of total establishment ¹	July 10 to Sept 10	20%	21 – 30%	15	6.60%	66.98%	8.47%
% managers submitting a monthly absence return	July 10 to Sept 10	100%	>94%	Number will be reported Q3	90%	10.00%	87.31%
Average number of absence days per employee	Oct 09 – Sept 10	6	6 – 6.5	6.5	N/A	8.33%	8.18
Actual cost of days lost to sickness	July 10 to Sept 10	n/a	Same as previous quarter	£46,865	% will be reported Q3	-	N/A
Cost of agency staff as % of total salary budget ¹	July 10 to Sept 10	n/a		£48,510	2.74%	-	6.74%
Cost of non-contractual overtime as % of total salary budget	July 10 to Sept 10	n/a		£14,896	0.84%	-	0.90%
Number of new employee relations cases opened in the quarter ⁴	July 10 to Sept 10	n/a		8	N/A	-	N/A
Overall employee relations case risk	July 10 to Sept 10	0	-1	-4.5	N/A	4.50	N/A
% appraisals undertaken/completed	April 09- March 10	100%	>94%	191	100.00%	0.00%	94.90%
Equalities: % One Barnet Projects with Employee EIA strategy	July 10 to Sept 10	100%	>94%	Not yet required	Not yet required	N/A	N/A

1. There is no direction of travel as these services were part of Corporate Services and not rated separately

2. Counts only those employed through the Hays contract

3. Amber criteria and target to be reviewed for next quarter- for No. permanent people in post as % of total establishment, No. consultants as % of total staff salary spend and cost of agency staff as % of total salary spend. Criteria and targets to be reviewed for next quarter for Employee Relations statistics.

4. RAG status¹ to be reviewed for fields 7 – 10. +/-5% to be included in amber status

5. Where no target is available RAG status is based on direction of travel

6. Each employee relations case is scored and the scores are then added up to produce an overall score which is traffic lighted. HR business partners can share the criteria used in this process.

Human Resources

Performance Indicator	Period covered	Target ²	Amber criteria ³	Q2 outturn figures	Q2 outturn%	Target Variance (percentage)	Council average
Number of posts established (FTE)	July 10 to Sept 10	N/A	N/A	82.13	2.72%	N/A	N/A
Number of people in permanent posts as % of total establishment (FTE)	July 10 to Sept 10	80%	81 - 100%	69.46	84.57%	-5.72%	75.00%
Number of consultants, agency staff or secondees as % of total establishment ¹	July 10 to Sept 10	20%	21 – 30%	7	8.52%	57.38%	8.47%
% managers submitting a monthly absence return	July 10 to Sept 10	100%	>94%	Number will be reported Q3	100%	0.00%	87.31%
Average number of absence days per employee	Oct 09 – Sept 10	6	6 – 6.5	6.81	% will be reported Q3	13.50%	8.18
Actual cost of days lost to sickness	July 10 to Sept 10	n/a	Same as previous quarter	£34,783	N/A	N/A	N/A
Cost of agency staff as % of total salary budget ¹	July 10 to Sept 10	n/a		£70,670	8.56%	N/A	6.74%
Cost of non-contractual overtime as % of total salary budget	July 10 to Sept 10	n/a		£1,072.93	0.13%	N/A	0.90%
Number of new employee relations cases opened in the quarter ⁴	July 10 to Sept 10	n/a		5	N/A	N/A	N/A
Overall employee relations case risk	July 10 to Sept 10	0	-1	-4.5	N/A	4.50	N/A
% appraisals undertaken/completed	April 09- March 10	100%	>94%	69	100.00%	0.00%	94.90%
Equalities: % One Barnet Projects with Employee EIA strategy	July 10 to Sept 10	100%	>94%	None	None	N/A	N/A

1. There is no direction of travel as these services were part of Corporate Services and not rated separately

HR – 3 cases of long term ill health are being managed and once resolved absence will be on track to achieve target. Employee relations case is an ET, case heard and awaiting judgement

Finance

Performance Indicator	Period covered	Target ²	Amber criteria ³	Q2 outturn figures	Q2 outturn%	Target Variance (percentage)	DoT	Council average
Number of posts established (FTE)	July 10 to Sept 10	N/A	N/A	65.68	2.18%	N/A	▲	N/A
Number of people in permanent posts as % of total establishment (FTE)	July 10 to Sept 10	80%	81 - 100%	46.01	70%	12.50%	▲	75.00%
Number of consultants, agency staff or secondees as % of total establishment ¹	July 10 to Sept 10	20%	21 – 30%	3	4.29%	78.55%	▼	8.47%
% managers submitting a monthly absence return	July 10 to Sept 10	100%	>94%	Number will be reported Q3	94.00%	6.00%	▲	87.31%
Average number of absence days per employee	July 09- June 10	6	6 – 6.5	5.41	n/a	9.83%	▲	8.18
Actual cost of days lost to sickness	July 10 to Sept 10	n/a	Same as previous quarter	£4,858	% will be reported Q3	N/A	▲	N/A
Cost of agency staff as % of total salary budget ¹	July 10 to Sept 10	n/a		£57,797	4.45%	N/A	▲	6.74%
Cost of non-contractual overtime as % of total salary budget	July 10 to Sept 10	n/a		0	0%	N/A	—	0.90%
Number of new employee relations cases opened in the quarter ⁴	July 10 to Sept 10	n/a		3	N/A	N/A	▼	N/A
Overall employee relations case risk	As at Q1 end	0	-1	-1.5	N/A	1.50	▲	N/A
% appraisals undertaken/completed	April 09- March10	100%	>94%	46	86.80%	13.20%	▲	94.90%
Equalities: % One Barnet Projects with Employee EIA strategy	As at Q1 end	100%	>94%	Not yet required	Not yet required	N/A	—	N/A

Audit

Performance Indicator	Period covered	Target ²	Amber criteria ³	Q2 outturn figures	Q2 outturn%	Target Variance (percentage)	Council average
Number of posts established (FTE)	July 10 to Sept 10	N/A	N/A	5	0.17%	N/A	N/A
Number of people in permanent posts as % of total establishment (FTE)	July 10 to Sept 10	80%	81 -100%	4	80%	0.00%	75.00%
Number of consultants, agency staff or secondees as % of total establishment ¹	As at Q1 end	20%	21 – 30%	0	0%	100.00%	8.47%
% managers submitting a monthly absence return	July 10 to Sept 10	100%	>94%	Number will be reported Q3	100%	0.00%	87.31%
Average number of absence days per employee	July 09- June 10	6	6 – 6.5	4	% will be reported Q3	-33.33%	8.18
Actual cost of days lost to sickness	July 10 to Sept 10	n/a	Same as previous quarter	£466.32	N/A	N/A	N/A
Cost of agency staff as % of total salary budget ¹	July 10 to Sept 10	n/a		0	0%	N/A	6.74%
Cost of non-contractual overtime as % of total salary budget	July 10 to Sept 10	n/a		0	0%	N/A	0.90%
Number of new employee relations cases opened in the quarter ⁴	July 10 to Sept 10	n/a		0	N/A	N/A	N/A
Overall employee relations case risk	July 10 to Sept 10	0	-1	0		0.00	N/A
% appraisals undertaken/completed	April 09- March10	100%	>94%	3	100%	0.00%	94.90%
Equalities: % One Barnet Projects with Employee EIA strategy	As at Q1 end	100%	>94%	None	None	N/A	N/A

1. There is no direction of travel as these services were part of Corporate Services and not rated separately

6. Top three risks

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	Prob'ty	Rating			Impact	Prob'ty	Rating
<p>FINANCE FD0002 – Staffing & Culture The Directorate has been through a significant amount of change of personnel over the last 12 months. This has affected all tiers of the management hierarchy and has caused instability and knowledge transfer issues.</p> <p>Risk:- due to the amount of change of personnel within the Directorate there is a high risk of knowledge and expertise loss. This could manifest itself in returns not being completed, grant losses, deadlines not being met, reduction in the quality of support provided to stakeholders.</p>	Medium 2	High 3	High 6	<p>Interims effectively used to cover key appointments with a degree of handover to reduce knowledge loss. - Implemented (100% complete)</p> <p>Controls in key areas of work (such as grants database) have been implemented. - Implemented (100%complete)</p> <p>Key staff recruitment - Implemented (100% complete)</p>		Medium 2	Low 1	Low 2
<p>REVS&BENS ORG0014 – Financial Risk: new revenues and benefits systems will not be in place with effect April 2011 to collect taxes and administer benefits.</p> <p>Cause: Current supplier of Revs & Bens IT taken over by third party. Third party are desupporting the existing system with effect from January 2011 forcing all current users to source new systems.</p> <p>Consequence: Go-live has been delayed on 2 occasions due to IT hosting and the required quality criteria for data conversions. Current go-live mid January 2011. Level of debt and benefit administered within the affected databases totals c£600m per annum.</p>	High 3	High 3	High 9	Escalated to Corporate Risk Registers – mitigating actions managed through corporate risk ORG0014.		High 3	High 3	High 9
<p>HR..... Financial Employee Establishment List The employee establishment list in SAP HR does not match with the budgeted posts in SAP Finance and, could result in the organisation not knowing or being able to forecast budgets and actual cost of the payroll The employee establishment list in SAP HR does not reflect all contract types, and therefore could result in the payroll being over or understated</p>	High 3	High 3	High 9	<p>A manual exercise is near completion on mapping all posts on SAP HR to budgeted posts on SAP Finance and any anomalies resolved</p> <p>A new employee establishment list will exist from the beginning of November 2010 which the Directors have signed off. This will be loaded onto SAP HR and cross referenced to SAP Finance</p> <p>Monthly reports to Directors and Assistant Directors to monitor any changes</p>		High 3	High 2	High 6

Risk	Initial Assessment Impact Prob'ty Rating			Control Actions	Target Date (Priority)	Current Assessment Impact Prob'ty Rating		
				<p>New approval process to make post changes: Short term to run along side the DPR process, longer term potentially instead of</p> <p>SAP Optimisation completes the work required to connect the two systems and eliminate any disparity</p>				

Section 10

Chief Executive's Service – performance overview

1. Overview

This service now includes Customer Services, Libraries and Registrars service.

17. Ratings

Revenue budget actual variance £'000	Capital actual variance £,000	Corporate Plan performance rating	Overall HR rating
(£108)	£465	4.5	3

18. Top achievements, issues and actions

Top 3 best achievements	Top 3 biggest issues	Top 3 actions needed
Improved Telephone performance	Call centre IT equipment failing. Some contact centre officers working on old PCs and some on tablets which are both breaking down.	4 Mini PCs have been ordered for call centre staff – these are quarter of the cost of Tablets Continue strategic library review process
Completed rebuild works at 3 library children's centres.	Cost per visit to Libraries likely to increase within 2010 – 2011, as visits have slightly fallen	Construction work to take place in two further library children's centres
Sharon Dyra, a Customer Services Officer, winning the ICS Customer Services Regional Championship award	Critically low resources on Parking contact centre. Two members of staff down, replaced by one officer working only 80% of time taking calls	Working with parking service to implement improvements.

2. Budget

2.1 Revenue

Chief Executive

Description	Variations				Comments	% Variation of Revised Budget
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation		
	£000	£000	£000	£000		
Executive Office	744	904	882	(22)	Underspend on non salary costs	-2.5%
Chief Executive's Service	1,887	1,919	1,878	(41)	Saving due to vacant posts	-2.2%
Grants	1,319	1,184	1,180	(4)	Part year vacancy	-0.3%
Library Services	6,017	6,038	6,046	8	Slight decrease in anticipated income at month 6, to be reviewed throughout years. Active plans in place to provide balanced budget at year end.	0.1%
Customer Services, Registration & Organisation Development	1,994	1,771	1,722	(49)	Savings from vacant posts	-2.8%
Total	11,962	11,816	11,708	(108)		-0.9%

2.2 Capital

	2010/11 Latest Approved Budget	Additions/ Deletions recommended to November CRC	Slippage / Accelerated Spend recommended to November CRC	2010/11 Budget (including November CRC)	Spend to date (as per SAP)	Forecast to year-end	Variance from Approved Budget	% slippage of 2010/11 Approved Budget
	£000	£000	£000	£000	£000	£000	£000	%
Chief Executive Services	268	465	-	733	62	733	465	0%
Chief Executive Services	268	465	-	733	62	733	465	0%

19. Key projects

No CES service projects are rated as red this quarter.

20. Performance

CPI no	Performance Indicator	Period Covered	Numerator and denominator	Relevant previous outturn	Target	Outturn	Target Variance	DoT	Benchmark data
18	Customer services accessibility and satisfaction (basket)								
18a	% demand met by telephone within corporate ring time (5 rings)	Jul 10 – Sep 10	169,442/261,889	57%	65%	64.7%	1%	▲ 13%	Bexley @ 82% Richmond upon Thames @ 79%
18b	Percentage of emails acknowledged within 2 working day		4719/4843	100%	90%	97.4%	8%	▼ 3%	No comparison data available due to other local authorities using automated acknowledgement figures.
18c	Percentage of emails responded to within 10 days		3433/3850	80%	85%	89.2%	5%	▲ 11%	84% comparison based on 1 London borough
18d	Satisfaction with face-to-face customer service		277/296	93%	85%	94.0%	11%	▲ 1%	85% based on 1 London borough Q4 2009/10
18e	Satisfaction with contact centre telephone service		N/A	N/A	85%	To date, the sample size of 18 calls is too low to generate this outturn. The result so far is 85% satisfaction but a more reliable figure should be available			
18f	Average time (in minutes) spent waiting at corporate reception points		N/A	6.70	11	6	45%	▲ 10%	12 mins, compared against 2 London boroughs Q1 2010 (Only data available)

Summary of Performance – For a second quarter the basket outturn is green, we have only narrowly missed the target for “% demand met by telephone within 5 rings” less than 1 percentage point, with performance improved by a percentage variant increase of 12.5% from the last quarter. Although call volumes have decreased by 23,515 calls (6.5%) there have been a number of improvements to contact centres across the Council through recruitment to vacant posts, completion of consequent training and improved resource management to better manage peak demand.

Items of concern – Call volumes appear to be increasing towards the end of quarter 2 which could lead to a drop in performance for quarter 3, a number of resource issues within the parking contact centre which is likely to affect performance in quarter 3.

The table below displays the percentage of calls answered within 20 seconds/ 5 rings for all directorates

Performance Indicator	Q2 Target	Q2 Outturn	Variance	Direction of Travel	Comments
Overall corporate outturn	65%	64.0%	2%	▲	Improved performance from Quarter 1: The staging target of 65% has been narrowly missed this quarter. Overall performance has improved by 7 percentage points mainly due to a strong focus on achieving the target and better use of management information, in particular to match resourcing to peak demand
Adult Social Services	65%	62.0%	5%	▲	Performance has improved by 21 percentage points from Q1. Training of staff has continued to hinder performance as, following the start of a maternity cover; further training had to be provided to the covering member of staff whilst the remaining team members continued to take calls. Following discussions, a further member of staff was assigned to the contact centre as customer demand outweighed the number of available resources. As part of the remodelling work taking place in accordance with the Customer Service Organisation project, an extra option has been added to the queuing system which enables customers to access the Switchboard directly, as many callers were misdirected to Adult Social Services.
Council Tax	65%	71.0%	9%	▲	There are a set number of agents on at all times but lower skilled agents are deployed in addition to this to meet periods of high demand. The telephones are resourced with all agents across the team for the two or three busiest days in the week. There are peaks each month when reminders, finals and sometimes summons are issued
Registrars	65%	67.0%	3%	▲	Performance has improved as all staff are now fully trained to deal with calls and there is a focus on achieving the corporate target. At any given time during the office hours there are 2-3 officers covering calls.
Switchboard	65%	80.0%	23%	▲	Has continued to achieve the revised target through continued rota management during the peak periods.
Housing Benefits	65%	88.0%	35%	▲	The original target was exceeded this quarter due to a reduction in call volumes from Q1 (high due to year end increases) and up-resourcing the contact centre at times of peak demand, as and when required.
Out of Hours	65%	83.0%	28%	▼	Has again met the revised target of 65%.
Parking	65%	22.0%	66%	▲	In comparison to Q1, performance has improved by 3 percentage points and has failed to achieve the revised target by 44 percentage points. The overall volume of calls is higher than can be handled with the resources available. Customer Services is working closely with the Parking Service to reduce unnecessary calls to the Contact Centre and other options to improve performance such as increased use of web self service and better use of call routing. The Parking Contact Centre is expected to be formally transferred to customer services next month.
Environment &	65%	59.0%	9%	▲	Performance has improved by 18 percentage points from Q1. Although call volumes

Performance Indicator	Q2 Target	Q2 Outturn	Variance	Direction of Travel	Comments
Transport, Street Based Services					have increased in comparison to Q1, overall performance has improved due to extra concentrated effort in ensuring all resources were available at peak periods.
Planning	65%	53.0%	18%	▲	Performance has improved by 18 percentage points from Q1. Although call volumes have increased in comparison to Q1, overall performance has improved due to extra concentrated effort in ensuring all resources were available at peak periods.
Barnet Homes	65%	73.0%	12%	▼	The 65% has been exceeded again this month but performance has dropped by just over 3 percentage points due to slightly increased calls and increased call lengths.
Housing Advice	65%	49.0%	25%	▲	Following a mini-lean “decision accelerator” session, a new approach to handling was fully rolled out on Monday 23 rd August. In the new system the only staff performing the role became a new team of 26 Housing Needs Officers, all of whom are committed and trained in dealing with the types of queries we get via the phone and all see customers face to face. The team also has 6 dedicated team leaders who actively monitor and report on performance to the entire department. About 20% of calls to the contact centre are forwarded calls from Housing Needs Officers. A new policy is being implemented in quarter 3 to route these calls to mobiles. Call demand to the contact is therefore expected to drop and performance to consequently improve

21. Human Resources

Libraries, Customer services and registrars

Performance Indicator	Period covered	Target ²	Amber criteria ³	Q1 outturn	Q2 outturn figures	Q2 outturn%	Target Variance (percentage)	DoT	Council average
Number of posts established (FTE)	July 10 to Sept 10	N/A	N/A	N/A	226.46	7.51%	N/A	N/A	N/A
Number of people in permanent posts as % of total establishment (FTE)	July 10 to Sept 10	80%	81 -100%	N/A	161.7	71.40%	10.75%	N/A	75.00%
Number of consultants, agency staff or secondees as % of total establishment ¹	July 10 to Sept 10	20%	21 – 30%	N/A	10	4.42%	77.92%	N/A	8.47%
% managers submitting a monthly absence return	July 10 to Sept 10	100%	>94%	N/A	Number will be reported Q3	75%	25.00%	N/A	87.31%
Average number of absence days per employee	Oct 09 – Sept 10	6	6 – 6.5	N/A	6.81	N/A	13.50%	N/A	8.18
Actual cost of days lost to sickness	July 10 to Sept 10	N/A	Same as previous quarter	N/A	£43,326	% will be reported Q3	N/A	N/A	N/A
Cost of agency staff as % of total salary budget ¹	July 10 to Sept 10	N/A		N/A	£54,599	3.48%	N/A	N/A	6.74%

Performance Indicator	Period covered	Target ²	Amber criteria ³	Q1 outturn	Q2 outturn figures	Q2 outturn%	Target Variance (percentage)	DoT	Council average
Cost of non-contractual overtime as % of total salary budget	July 10 to Sept 10	N/A		N/A	£30,026	1.91%	N/A	N/A	0.90%
Number of new employee relations cases opened in the quarter ⁴	July 10 to Sept 10	N/A		N/A	2	N/A	N/A	N/A	N/A
Overall employee relations case risk	July 10 to Sept 10	0	-1	N/A	-1	N/A	1.00	N/A	N/A
% appraisals undertaken/completed	April 09-March 10	100%	>94%	N/A	196	98.49%	1.51%	N/A	94.90%
Equalities: % One Barnet Projects with Employee EIA strategy	July 10 to Sept 10	100%	>94%	N/A	None	None	N/A	N/A	N/A

1. Counts only those employed through the Hays contract

2. Amber criteria and target to be reviewed for next quarter- for No. permanent people in post as % of total establishment, No. consultants as % of total staff salary spend and cost of agency staff as % of total salary spend. Criteria and targets to be reviewed for next quarter for Employee Relations statistics.

3. RAG status⁵ to be reviewed for fields 7 – 10. -/+5% to be included in amber status

4. Where no target is available RAG status is based on direction of travel

5. Each employee relations case is scored and the scores are then added up to produce an overall score which is traffic lighted. HR business partners can share the criteria used in this process.

6. There is no direction of travel as these services were part of Corporate Services and not rated separately

Chief Executive's Service

Performance Indicator	Period covered	Target ²	Amber criteria ³	Q1 outturn figure	Q2 outturn figures	Q2 outturn%	Target Variance (percentage)	DoT	Council average
Number of posts established (FTE)	July 10 to Sept 10	N/A	N/A	54	46.86	1.55%	N/A	▲	N/A
Number of people in permanent posts as % of total establishment (FTE)	July 10 to Sept 10	80 %	81 - 100%	52%	28.26	60.31%	24.62%	▲	75.00%
Number of consultants, agency staff or secondees as % of total establishment ¹	July 10 to Sept 10	20 %	21 – 30%	9.25%	4	8.54%	57.32%	▼	8.47%
% managers submitting a monthly absence return	July 10 to Sept 10	100 %	>94%	25%	Number will be reported Q3	87%	13.00%	▲	87.31%
Average number of absence days per employee	Oct 09 – Sept 10	6	6 – 6.5	3.74	5.79	N/A	-3.50%	▼	8.18
Actual cost of days lost to sickness	July 10 to Sept 10	N/A	Same as previous quarter	£4,173	418.22	% will be reported Q3	N/A	▲	N/A
Cost of agency staff as % of total salary budget ¹	July 10 to Sept 10	N/A		6.92%	£25,979	3.89%	N/A	▲	6.74%
Cost of non-contractual overtime as % of total salary budget	July 10 to Sept 10	N/A		0.48%	£647	0.10%	N/A	▲	0.90%

Performance Indicator	Period covered	Target ²	Amber criteria ³	Q1 outturn figure	Q2 outturn figures	Q2 outturn%	Target Variance (percentage)	DoT	Council average
Number of new employee relations cases opened in the quarter ⁴	July 10 to Sept 10	N/A		0	0	N/A	N/A	—	N/A
Overall employee relations case risk	July 10 to Sept 10	0	-1	-1	0	N/A	0	▲	N/A
% appraisals undertaken/completed	April 09-March10	100 %	>94%	15%	13	73.00%	27.00%	▲	94.90%
Equalities: % One Barnet Projects with Employee EIA strategy	July 10 to Sept 10	100 %	>94%	Available from Q2	Not yet required	Not yet required	N/A	—	N/A

1. Counts only those employed through the Hays contract

2. Amber criteria and target to be reviewed for next quarter- for No. permanent people in post as % of total establishment, No. consultants as % of total staff salary spend and cost of agency staff as % of total salary spend. Criteria and targets to be reviewed for next quarter for Employee Relations statistics.

3. RAG status⁴ to be reviewed for fields 7 – 10. -/+5% to be included in amber status

4. Where no target is available RAG status is based on direction of travel

5. Each employee relations case is scored and the scores are then added up to produce an overall score which is traffic lighted. HR business partners can share the criteria used in this process.

There has been a marked Increase 25% to 87% (Chief Executives) in the percentage of managers completing absence returns this quarter, to address the remaining shortfall an up to date version of the user guide will be sent to all managers in the directorate to re iterate the requirement to complete.

22. Top 3 risks

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	Prob'ty				Impact	Prob'ty	
Strategic Risk: Strategic library review develops options which create local opposition, do not improve the service, do not have due regard for equality impact, or results in legal challenge. Cause: Failure to complete a detailed and thoughtful review could result in an impoverished version of the current service. Consequence: This review process could result in strong opposition, legal challenge, adverse public reaction or damage to the council's reputation depending on the options taken.	High 3	Medium 2	High 6	Strong and effective consultation plan to understand local needs Well formed consultation strategy Complete detailed equality impact assessments for all options considered Undertake peer review to challenge existing performance, strategy, operation and service model Engage with council and local partners to consider options to improve the service Review and model the current asset base, and opportunities for co-locating with other local services		High 3	Medium 2	High 6

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	Prob'ty	Prob'ty			Impact	Prob'ty	Prob'ty
Staffing & Culture Risk: CSO is not delivered if service areas do not support the consolidation project Cause: Service areas do not support the consolidation project	High 3	High 3	High 9	CSO programme - advisory board meetings		High 3	High 3	High 9
Operational Risk: Interruption in internet and intranet communication Cause: Breakdown in technological infrastructure Consequence: 1) Interrupted communication of information 2) Interruption in access to transactions	High 3	Medium 2	High 6	Disaster recovery plan		High 3	High 3	High 9

7. Corporate Plan improvement initiatives

Corporate Priority & strategic objective	Top Project/ Top improvement initiative	Quarter 2 milestone/s	Status	Commentary	Quarter 3 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	Monitor progress and address any anomalies	Green Amber	Continuous monthly population & reviews carried out with relevant action plans. Development - working with other services to plug data gaps.	Additional push to populate data gaps to be addressed at advisory board meetings

Section 11

Corporate Governance – performance overview

4. Overview

1.1 Ratings

Revenue budget actual variance £'000	Capital actual variance £'000	Corporate Plan performance rating	Overall HR rating
£25	£0	4	-3.5

1.2 Top achievements, issues and actions

Top 3 best achievements	Top 3 biggest issues	Top 3 actions needed
Meeting (or exceeding) all our CP targets for Q2	Projected overspend due to the significant increase in care proceedings	To tackle the 'late reports' (identified as a H/H risk) as a regular DSM report , to monitor volumes and breakdown by directorate/service
A better than expected Q2 outturn for expanding the Publication Scheme	Meeting the year end target for ER returns with no budget for canvassing	To continue to review and revise savings proposals to bring forward items for early gains
Meeting the corporate targets for the three year savings plan	Measuring satisfaction with democratic engagement in a meaningful way	To define Community Engagement in terms of what we are measuring and agree mechanisms for so doing

5. Budget Revenue

Description	Variations				Comments	% Variation of Revised Budget
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation		
	£000	£000	£000	£000		
Legal Services	1,848	1,847	2,125	278	Increased costs in court fees, counsel fees and additional lawyers due to influx of care proceeding (£165k), increased no. of employment cases (£89k) and shortfall in income fees (£21k).	15.0%
Democratic Services	831	831	821	(10)	Underspend from vacancies (£24k) offset by overspend on general running costs (£14k).	-1.2%
Members	1,697	1,697	1,611	(86)	Underspend from reduction of Members allowances (£76k) and rents budget in Members Development (£8k).	-5.1%
Corporate Anti Fraud Team	189	189	189	-	Underspend from staff vacancies (£60k) offset against counsel fees for major benefit fraud case (£60k).	0.0%
Elections	535	535	476	(59)	Underspend on vacancies in Elections Project Team (£119) offset by overspend on salaries in Registration-Electors (£36k), postage (£18k) and income shortfall (£8k).	-11.1%
Civil Protection	204	204	176	(28)	Underspend due to part-year vacant post.	-13.6%
Performance and Organisation Development	255	313	305	(8)	Underspend on salaries.	-2.6%
Corporate Governance Directors	317	317	259	(58)	Underspend on salaries.	-18.2%
Leaders Office	10	10	5	(5)	Underspend in general running costs.	-50.9%
Insurance	66	18	18	-		0.0%
Total	5,951	5,960	5,985	25		0.4%

Capital

	2010/11 Latest Approved Budget	Additions/ Deletions recommended to November CRC	Slippage / Accelerated Spend recommended to November CRC	2010/11 Budget (including November CRC)	Spend to date (as per SAP)	Forecast to year-end	Variance from Approved Budget	% slippage of 2010/11 Approved Budget
	£000	£000	£000	£000	£000	£000	£000	%
Corporate Governance Projects	31	-	-	31	-	31	-	0%
Corporate Governance	31	-	-	31	-	31	-	0%

3. Performance

CPI no	Performance Indicator	Period Covered	Numerator and denominator	Relevant previous outturn	Target	Outturn	Target Variance	DoT	Benchmark data
13	Effectiveness and transparency of decision making within the council by ensuring that overview and scrutiny over the year 2010/11 (basket)								
13a	<i>Decisions considered by Overview and Scrutiny prior to being taken by Cabinet</i>	Jul 10 – Sep 10	N/A	N/A	2	2	0%	N/A	Unique to Barnet
13b	<i>Policy developments initiated by Overview and Scrutiny</i>	Jul 10 – Sep 10	N/A	New indicator	2	2	0%	New indicator	Unique to Barnet
14	% of households returning completed electoral registration forms	Jul 10 – Sep 10	86506/139256	92%	50%	62.1%	24%	▼ 33%	Unique to Barnet, will be looking into future comparator figure.
15	Increase the % of additional items in the Publication Scheme	Jul 10 – Sep 10	71/97	N/A	20%	36.6%	83%	N/A	Unique to Barnet
16	% increase in resident satisfaction with opportunities for democratic engagement	Due to report in quarter 4							

Areas of concern

Quarter 2 outturn is better than expected in terms of exceeding targets in some areas. A considerable amount of work has taken place on CP no.13 (improving the efficiency and transparency of decision-making). The work of the One Barnet O/S Committee is unique in terms of the way in which it operates and the work of the Budget and performance O/S Committee is unprecedented in Barnet – in terms of its involvement in the budget proposals and earlier in the year than even before. The

T&F groups have also made a considerable impact on various projects (Sheltered Housing and Cold Weather for example) and have put forward recommendation before Cabinet that have been accepted.

The Publication Scheme is also an area where considerable resource has been targeted. This is a Corporate Plan Improvement Initiative – detailed later in this report.

Community Engagements is work in progress. A recent paper on Area Environment Forums and Consultation put forward a number of recommendations on how to improve and promote community engagement. This will be reported on in more detail in Quarter 3.

4. Human Resources

The HR data presented in this report is difficult in interpret in any meaningful way. The areas of concern (as shown in red) have been explored further and in the main represent a distortion of the figures/picture. Absence data includes a very small number of individuals who have had a significant period of absence due to medical reasons but also data relating to individuals who have left the Council some time ago.

Performance Indicator	Period covered	Target ²	Amber criteria ³	Q2 outturn figures	Q2 outturn%	Target Variance (percentage)	DoT	Council average
Number of posts established (FTE)	July 10 to Sept 10	N/A	N/A	92.25	3.06%	N/A	▲	N/A
Number of people in permanent posts as % of total establishment (FTE)	July 10 to Sept 10	80%	81 - 100%	72.86	78.98%	1.27%	▲	75.00%
Number of consultants, agency staff or secondees as % of total establishment ¹	July 10 to Sept 10	20%	21 - 30%	6	6.50%	67.48%	▲	8.47%
% managers submitting a monthly absence return	July 10 to Sept 10	100%	>94%	Number will be reported Q3	75%	25.00%	▲	87.31%
Average number of absence days per employee	Oct 09 – Sept 10	6	6 – 6.5	7.75	N/A	29.17%	▼	8.18
Actual cost of days lost to sickness	July 10 to Sept 10	n/a	Same as previous quarter	£43,960	% will be reported Q3	N/A	▼	N/A
Cost of agency staff as % of total salary budget ¹	July 10 to Sept 10	n/a		£52,007	3.29%	N/A	▼	6.74%

Performance Indicator	Period covered	Target ²	Amber criteria ³	Q2 outturn figures	Q2 outturn%	Target Variance (percentage)	DoT	Council average
Cost of non-contractual overtime as % of total salary budget	July 10 to Sept 10	n/a		£5,606	0.35%	N/A	▲	0.90%
Number of new employee relations cases opened in the quarter ⁴	July 10 to Sept 10	n/a		6	N/A	N/A	▼	N/A
Overall employee relations case risk	July 10 to Sept 10	0	-1	-6	N/A	6	▼	N/A
% appraisals undertaken/completed	April 09-March10	100%	>94%	81	98%	2.00%	▲	94.90%
Equalities: % One Barnet Projects with Employee EIA strategy	July 10 to Sept 10	100%	>94%	Not yet required	Not yet required	N/A	—	N/A

1. Counts only those employed through the Hays contract

2. Amber criteria and target to be reviewed for next quarter- for N.o. permanent people in post as % of total establishment, N.o. consultants as % of total staff salary spend and cost of agency staff as % of total salary spend

3. RAG status' to be reviewed for fields 7 - 10. +/-5% to be included in amber status

4. Where no target is available the RAG status is based on the direction of travel

5. Each employee relations case is scored and the scores are then added up to produce an overall score which is traffic lighted. HR business partners can share the criteria used in this process.

5. Risk details

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	Prob'ty	Rating			Impact	Prob'ty	Rating
CG0001 - Compliance That the Corporate Governance Directorate fails to adequately promote awareness and understanding about the importance of governance and high quality democratic engagement leading to the possibility of failures in either or both of these key areas.	High 3	High 2	High 6	Deliver Governance Awareness month to raise awareness and understanding across the authority In Progress (10% complete)	31/03/20 11 (Normal)	High 3	Medium 2	High 6
				Establish Community Engagement Team in Democratic Services - In Progress (0%	01/01/20 11			

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	Prob'ty	Rating			Impact	Prob'ty	Rating
				complete) Re-launch Governance and Democracy pages on the website - In Progress (10% complete)	(Normal) 31/12/2010 (Normal)			
CG0004 - Compliance That data is lost due to the lack of clarity around corporate roles and responsibilities for information governance, and poor communications on the importance of data handling/security.	High 3	High 2	High 6	Implement ICO Audit Plan as agreed at June 2010 In Progress (50% complete) Arrange ICO external audit - Implemented	05/01/2011 (High) 31/03/2011 (Normal)	High 3	Medium 2	High 6
CG0005 - Compliance That high volume of late reports presented for inclusion on committee meeting agendas after the deadline date resulting in rushed clearance and the potential to overlook errors (that could have widespread consequences)	High 3	Medium 2	High 6	Publish meeting deadlines on the intranet In Progress (0% complete)	11/11/2010 (Normal)	High 3	Medium 2	High 6

6. Corporate Plan improvement initiatives

Corporate Priority & strategic objective	Top Project/ Top improvement initiative	Quarter 2 milestone/s	Status	Commentary	Quarter3 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>	<p>1) 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</p> <p>2) Identify for each service the information not currently held in the scheme but that falls within the scope of the expansion criteria.</p> <p>3) Upload any 'ready to go' information.</p>	<p>Green</p>	<p>1) Review on existing scheme completed and matching against ICO definition document and guidance also completed. Key contacts to assist identification of information owners and status of information identified.</p> <p>2) Information not currently held in the scheme across services identified and key contacts met with to identify the location and currency of such information.</p> <p>3)"Ready to go" information has been uploaded and available on Barnet Online</p>	<p>1. Progress the publication of information identified as ready for publication.</p> <p>2. Identify version control protocols and mechanisms for the speedy sign off and uploading of information as it becomes available.</p> <p>3. Set up procedures for the updating/replacing of outdated information.</p>

Section 12 – Central Expenses

2. Budget

2.1 Revenue

Description	Variations				Comments	% Variation of Revised Budget
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation		
	£000	£000	£000	£000		
Unison	220	220	220	-		0.0%
Corporate Subscriptions	314	314	336	22	Additional subscription payment.	6.9%
Levies	24,443	24,443	24,443	-		0.0%
Central Contingency	5,528	3,406	3,406	-		0.0%
Rate Relief	433	433	433	-		0.0%
Capital Financing	15,719	15,719	15,719	-		0.0%
Early Retirement costs	7,004	7,004	7,004	-		0.0%
FRS17 Adjustment	-	-	-	-		0.0%
Car Leasing	2	2	2	-		0.0%
Corporate Fees & Charges	599	599	599	-		0.0%
Miscellaneous Finance	(383)	(384)	(406)	(22)		-5.8%
CRC Corporate Management	-	-	-	-		0.0%
Total	53,879	51,756	51,756	-		0.0%

2.2 - Capital

	2010/11 Latest Approved Budget	Additions/ Deletions recommended to November CRC	Slippage / Accelerated Spend recommended to November CRC	2010/11 Budget (including November CRC)	Spend to date (as per SAP)	Forecast to year-end	Variance from Approved Budget	% slippage of 2010/11 Approved Budget
	£000	£000	£000	£000	£000	£000	£000	%
Capitalised Redundancies	4,500	-	-	4,500	-	4,500	-	0%
Central Expenses	4,500	-	-	4,500	-	4,500	-	0%

Section 13 - Methodology for traffic light ratings

1.1 Thresholds for awarding health rating traffic lights

	Green	Green Amber	Red Amber	Red
	Good performance	Good, with some concerns	Some concerns	Serious concerns
Revenue & capital budget mgt - variance % (above and below)	0%	< 0.5%	0.5 - 1%	More than 1%
Corporate Plan & HR performance scores	More than 2	1 to 2	-1 to 0	Less than -1

1.2 Method for producing the Corporate Plan and HR/People health ratings

Each individual performance indicator is now traffic lighted according to the same four point traffic light scale: Green, Green Amber, Red Amber and Red. Points for each are awarded, as shown in the table below, and then added together to produce the overall health rating score.

	Points for each indicator
Green	1
Green Amber	0.5
Red Amber	-0.5
Red	-1

For example, if there were four indicators and each achieved one of the four traffic lights, the net result would be a score of 0 and this would produce a Red Amber overall health rating, based on the table above in paragraph 1.2.

1.3 Method for producing individual performance indicator traffic light ratings

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

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. 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.

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.

The criteria for red and amber traffic lights for HR/People measures differs for each indicator; the amber criteria for each is shown alongside the indicator in the individual data tables.

1.4 Employee Relations case ratings

Each Case is allocated a status and scored as follows.

RAG	Description	Score per case
Red	<ul style="list-style-type: none"> • High risk to the council in terms of litigation, financial, reputation or political impact. • The case is an HR priority • Service Directors and/or their deputies will be aware of these cases • This category will include all cases of discrimination regardless of stage <p>E.g. ETs, cases where appeal/ET likely, where Directors or ADs are involved as alleged perpetrators, where major financial loss/fraud is being investigated.</p>	-2
Amber	<ul style="list-style-type: none"> • Medium risk to the council in terms of litigation, financial, reputation or political impact. • Action is probably at the Formal stages of procedures • The Local Management team are aware of the case <p>e.g. cases are at formal stages of procedure/formal consultation etc</p>	-1
Green	<ul style="list-style-type: none"> • Low risk to the council in terms of litigation, financial, reputation or political impact. • Local action being taken • HR is kept aware and is advising • Local line managers are managing the case (HR won't always know about these) <p>Eg. Informal capability/illhealth/pre restructure (no issues)</p>	- 0.5

Capital Programme Adjustments

Appendix B

Directorate	Year	Capital Programme	Funding Type	Funding Detail	if Additions/Deletions		if Slippage/Accelerated Spend	Explanation for request
					Amount (£'000)	Amount (£'000)		
Environment & Operations	2010/11	HD01 - Bridges	Grant	TfL		5		Addition to the Bridges programme
Environment & Operations	2010/11	HD03 - LSS	Grant	TfL		3		Line Adjustment between 2008 & 2009. Nil change to programme
Environment & Operations	2010/11	HD03 - LSS	Grant	TfL		(3)		Line Adjustment between 2008 & 2009. Nil change to programme
Environment & Operations	2010/11	HD04 - Carriageway	Grant	TfL		42		Line Adjustment between 2008 & 2009. Nil change to programme
Environment & Operations	2010/11	HD04 - Carriageway	Grant	TfL		(42)		Line Adjustment between 2008 & 2009. Nil change to programme
Environment & Operations	2010/11	HD07 - SPA	s106			26		Line Adjustment between 2008 & 2009. Nil change to programme-S106 ref 224
Environment & Operations	2010/11	HD07 - SPA	s106			(26)		Line Adjustment between 2008 & 2009. Nil change to programme- S106 reference ref 224
Environment & Operations	2010/11	HD07 - SPA	s106			3		Investigation into permit exemptions and permit amendments funded by s106 and relating to the land adjoining Bunns Lane. S106 reference -ref 340
Environment & Operations	2010/11	HD11 - LBPN	Grant	TfL		23		Line Adjustment between 2008 & 2009. Nil change to programme
Environment & Operations	2010/11	HD11 - LBPN	Grant	TfL		(23)		Line Adjustment between 2008 & 2009. Nil change to programme
Environment & Operations	2010/11	HD33 - Colindale	s106			10		Line Adjustment to works. Nil change to programme-S106 ref 509
Environment & Operations	2010/11	HD33 - Colindale	s106			(10)		Line Adjustment to works. Nil change to programme -S106 ref 271
Environment & Operations	2010/11	HD33 - Colindale	s106			15		Colindale CPZ parking review & feasibility study- S106 ref 509
Environment & Operations	2010/11	HD33 - Colindale	s106			10		Design costs for the improvement and signalisation of the junction of the A5 Edgware Road and Colindale Avenue-S106 ref 509
Environment & Operations	2010/11	HD34- Minor TfL Allocations	Grant	TfL		(18)		Line Adjustment between 2007, 2008 & 2009. Nil change to programme
Environment & Operations	2010/11	HD34- Minor TfL Allocations	Grant	TfL		56		Line Adjustment between 2007, 2008 & 2009. Nil change to programme
Environment & Operations	2010/11	HD34- Minor TfL Allocations	Grant	TfL		(39)		Line Adjustment between 2007, 2008 & 2009. Nil change to programme
Environment & Operations	2010/11	HD35 - HIP	s106			91		Barnet College Wood Street - Public Realm Improvements- S106 ref 385
Environment & Operations	2010/11	HD35 - HIP	s106			5		Barnet College Wood Street - Travel Plan Monitoring- S106 ref 385
Environment & Operations	2010/11	HD35 - HIP	s106			32		Highways Improvement works in Deansbrook Road funded by S106 contribution ref 494
Environment & Operations	2010/11	HD35 - HIP	s106			7		Highways Improvements & Travel Plan Monitoring in Shakespear Road funded by S106 ref 383
Environment & Operations	2010/11	HD35 - HIP	s106			4		1105-1111 High Road Highway/Pedestian Improvements funded by S106 ref 462
Environment & Operations	2010/11	HD35 - HIP	s106			7		Manor House Residential Improvements funded by S106 ref c296
Environment & Operations	2010/11	HD35 - HIP	Borrowing			(1,165)		Transfer of £1165k to PEPs from this programme category
Environment & Operations	2010/11	HD36 - STP	Grant	TfL		1		Line Adjustment between 2008 & 2009. Nil change to programme
Environment & Operations	2010/11	HD36 - STP	Grant	TfL		(1)		Line Adjustment between 2008 & 2009. Nil change to programme
Environment & Operations	2010/11	HD36 - STP	Grant	TfL		(43)		Discontinuation of 2009 TfL School Travel Plan Programme
Environment & Operations	2010/11	HD46 - Corridors	Grant	TfL		(100)		Re-allocation within the TfL programme from Corridors to Neighbourhoods
Environment & Operations	2010/11	HD47 - Neighbourhoods	Grant	TfL		100		Re-allocation within the TfL programme from Corridors to Neighbourhoods
Environment & Operations	2010/11	HD47 - Neighbourhoods	Grant	TfL		23		Increased allocation in 2010 TfL Programme for Neighbourhoods
Environment & Operations	2010/11	HD48 - Smarter Travel	Grant	TfL		207		Increased allocation in 2010 TfL Programme for Smarter Travel
Environment & Operations	2010/11	SD05 Building Safer Communities	Grant	Safer Stronger Communities		54		Receipt of grant funding for Safer Stronger Communities
Environment & Operations	2010/11	new-Cycling on Greenways	Grant	TfL		30		Additional allocation to the 2010 TfL Programme
Environment & Operations	2010/11	New - Improvements to six of the borough's Parks	s106			72		Improvements to the Borough's parks funded by S106 refs 236, 351, 290, 252
Environment & Operations	2010/11	new - Pothole Elimination Programme Phase II	Grant	TfL		100		A £100k contribution from TfL towards the PEPs II Programme
Environment & Operations	2010/11	new - Pothole Elimination Programme Phase II	s106			408		PEPs II Programme funded by new s106 funding -refs 478 & 105
Environment & Operations	2010/11	new - Pothole Elimination Programme Phase II	Borrowing			1,165		Transfer £1165k from HD35 towards the PEPs II Programme
Environment & Operations	2010/11	new - Pothole Elimination Programme Phase II	Grant	Department of Transport		176		Grant from Department of Transport towards the PEPs II Programme
Environment & Operations	2010/11	ED69 - Fairplay Playbuilders	Grant	Department for Education		(224)		Revised Playbuilder's allocation for 2010/11
Chief Executive	2010/11	Customer Relationship Management	Borrowing			465		Movement of funds previously allocated to CCTV to cover Customer Services Project
Commercial	2010/11	Accommodation Project	Borrowing			(465)		Movement of funds previously allocated to CCTV to cover Customer Services Project
Commercial	2010/11	Electronic Documents and Records Management System (EDRM)	Borrowing				(1,485)	Approval is sort to reprofile the project as formal approval was made 23rd August 2011, project to end 2013.
Commercial	2011/12	Electronic Documents and Records Management System (EDRM)	Borrowing				1,260	Approval is sort to reprofile the project as formal approval was made 23rd August 2011, project to end 2013, 2011/12 budget based on project plan
Commercial	2012/13	Electronic Documents and Records Management System (EDRM)	Borrowing				225	Approval is sort to reprofile the project as formal approval was made 23rd August 2011, project to end 2013, 2012/13 budget based on project plan
Children Services	2010/11	Urgent PP - Temporary Expansions	Borrowing			(158)		Approval sought to redirect funds in programme from temporary places to the Woodridge Modular Building project
Children Services	2010/11	Urgent PP - Woodridge Modular Building	Borrowing			158		Approval sought to redirect funds in programme from temporary places to the Woodridge Modular Building project
Children Services	2010/11	Urgent PP - Woodridge Modular Building	Schools Contribution			95		Approval sought to redirect funds in programme from temporary places to the Woodridge Modular Building project
Children Services	2010/11	PSCIP	Capital Receipt			(5,902)		Approval is sort to reduce the PSCIP programme to prioritise meeting the need for additional primary places pressures
Children Services	2011/12	PSCIP	Capital Receipt			(37,019)		Approval is sort to reduce the PSCIP programme to prioritise meeting the need for additional primary places pressures
Children Services	2010/11	14-19 SEN Oakleigh Special School	Grant	14-19 / SEN Targeted		1,000		Funding for 14 -19 SEN previously stated as Grant funded is required to be funded by borrowing

Capital Programme Adjustments

Appendix B

Directorate	Year	Capital Programme	Funding Type	Funding Detail	if Additions/Deletions		if Slippage/Accelerated Spend		Explanation for request
					Amount (£'000)		Amount (£'000)		
Children Services	2010/11	14-19 SEN Oakleigh Special School	Grant	14-19 / SEN Targeted		(250)			Funding for 14 -19 SEN previously stated as Grant funded is required to be funded by borrowing
Children Services	2010/11	14-19 SEN Targeted capital	Grant	14-19 / SEN Targeted		(750)			Funding for 14 -19 SEN previously stated as Grant funded is required to be funded by borrowing
Children Services	2010/11	14-19 SEN Targetted Capital - Oakleigh Special School	Borrowing			(1,000)			Funding for 14 -19 SEN previously stated as Grant funded is required to be funded by borrowing
Children Services	2010/11	14-19 SEN Targetted Capital - Oakleigh Special School	Borrowing			250			Funding for 14 -19 SEN previously stated as Grant funded is required to be funded by borrowing
Children Services	2010/11	14-19 SEN Targetted capital	Borrowing			750			Funding for 14 -19 SEN previously stated as Grant funded is required to be funded by borrowing
Children Services	2010/11	PCP - Various	Grant	PCP			(725)		Approval is sought to realign Primary capital programme and redirect resources to priority Urgent Primary places, in line with the Children Services Strategy as outlined in the Primary Places Cabinet Report 06/09/2010.
Children Services	2011/12	Urgent New Primary Places	Grant	PCP				725	Approval is sought to realign Primary capital programme and redirect resources to priority Urgent Primary places, in line with the Children Services Strategy as outlined in the Primary Places Cabinet Report 06/09/2010.
Children Services	2011/12	Urgent PP - Temporary Expansions	Borrowing					565	Approval is sought to realign Primary capital programme and redirect resources to priority Urgent Primary places, in line with the Children Services Strategy as outlined in the Primary Places Cabinet Report 06/09/2010.
Children Services	2010/11	14-19 Targetted capital 14 - 19 & SEN	Borrowing					(565)	Approval is sought to realign Primary capital programme and redirect resources to priority Urgent Primary places, in line with the Children Services Strategy as outlined in the Primary Places Cabinet Report 06/09/2010.
Children Services	2011/12	Urgent PP - Temporary Expansions	Grant	PCP				5	Approval is sought to realign Primary capital programme and redirect resources to priority Urgent Primary places, in line with the Children Services Strategy as outlined in the Primary Places Cabinet Report 06/09/2010.
Children Services	2010/11	PCP – Rebuild School Design Dev	Grant	PCP				(5)	Approval is sought to realign Primary capital programme and redirect resources to priority Urgent Primary places, in line with the Children Services Strategy as outlined in the Primary Places Cabinet Report 06/09/2010.
Children Services	2010/11	SEN 14-19	Borrowing			(25)			Approval is sought to realign the 14-19 SEN programme and increase resources at Bishops Douglas to deliver the post 16 curriculum
Children Services	2010/11	SEN 14-19 - Bishops Douglas	Borrowing			25			Approval is sought to realign the 14-19 SEN programme and increase resources at Bishops Douglas to deliver the post 16 curriculum
Children Services	2010/11	Urgent Primary Places - Akiva	Grant	Standards Fund		(1,000)			Akiva Project expansion no longer going ahead budget to be allocated to Primary expansions
Children Services	2011/12	Urgent Primary Places - Akiva	Borrowing			(1,000)			Akiva Project expansion no longer going ahead budget to be allocated to Primary expansions for 2011/12
Children Services	2011/12	Urgent Primary Places	Borrowing			1,000			Approval sought to redirect funds in programme to fund primary places 2011/12
Children Services	2010/11	Urgent Primary Places	Grant	Standards Fund		1,000			Approval sought to redirect funds in programme to fund primary places 2011/12
Children Services	2010/11	SEN 14-19 - Oak Lodge	Borrowing			(560)			Approval is sought to redirect resources from Oak Lodge, BSF project, no longer going ahead to Urgent Primary Places and PCP
Children Services	2010/11	Urgent Primary Places - Permanent Places	Borrowing			520			Approval is sought to redirect resources from Oak Lodge, BSF project, no longer going ahead to Urgent Primary Places and PCP. Will reduce borrowing requirement of Cabinet report 06/09/2010
Children Services	2010/11	PCP - Edgware Infants	Borrowing			40			Approval is sought to redirect resources from Oak Lodge, BSF project, no longer going ahead to PCP for new project with Edgware Infants
Children Services	2010/11	Urgent Primary Places	s106			200			Approval sought to realign programme to fund Primary Places previously BSF funding, will reduce borrowing as requested in cabinet report 06/09/10
Children Services	2010/11	Modernisation 10-11	s106			(200)			Approval sought to realign programme to fund Primary Places previously BSF funding, will reduce borrowing as requested in cabinet report 06/09/10
Children Services	2010/11	Modernisation 10-11 - Woodcroft	Grant	Standards Fund		20			Approval is sought to fund urgent H&S works. The additional expenditure can be contained within the childrens services capital programme
Children Services	2010/11	Modernisation 09-10 - Sunnyfields	Grant	Standards Fund		50			Approval is sought to fund urgent H&S works. The additional expenditure can be contained within the childrens services capital programme
Children Services	2010/11	Modernisation 10-11 - Health and Safety	Grant	Standards Fund		(220)			Approval is sought to fund urgent H&S works. The additional expenditure can be contained within the childrens services capital programme
Children Services	2010/11	Ravenscroft Windows	Grant	Standards Fund		150			Approval is sought to fund urgent H&S works. The additional expenditure can be contained within the childrens services capital programme
Children Services	2010/11	Urgent Primary places Garden Suburb	s106			150			Approval is sought to redirect s106 monies from the Modernisation programme to Urgent Primary Places to secure site in Graham Park Area for new school.
Children Services	2010/11	Modernisation 10-11	s106			(150)			Approval is sought to redirect s106 monies from the Modernisation programme to Urgent Primary Places to secure site in Graham Park Area for new school
Children Services	2010/11	Urgent Primary places Wessex Garden	Grant	Standards Fund		55			Approval sought to redirect funds in programme from temporary places to the Wessex Gardens project
Children Services	2010/11	Urgent Primary places Temporary Expansions	Grant	Standards Fund		(55)			Approval sought to redirect funds in programme from temporary places to the Wessex Gardens project
Children Services	2010/11	East Barnet Rebuild	Borrowing			1,058			Realign East Barnet programme in line with actual expenditure and is contained within the overall programme budget
Children Services	2010/11	East Barnet Rebuild	Grant	Standards Fund		270			Realign East Barnet programme in line with actual expenditure and is contained within the overall programme budget

Capital Programme Adjustments

Appendix B

Directorate	Year	Capital Programme	Funding Type	Funding Detail	if Additions/Deletions		if Slippage/Accelerated Spend		Explanation for request
					Amount (£'000)		Amount (£'000)		
Children Services	2010/11	East Barnet Rebuild	Borrowing			(1,058)			Realign East Barnet programme in line with actual expenditure and is contained within the overall programme budget
Children Services	2010/11	East Barnet Rebuild	Grant	Standards Fund		(270)			Realign East Barnet programme in line with actual expenditure and is contained within the overall programme budget
Children Services	2010/11	PSCIP - Northway/Fairway	Borrowing			(11)			Approval is sought to realign PSCIP programme budgets in light of projected outturns
Children Services	2010/11	PSCIP - Whittings Hill	Borrowing			11			Approval is sought to realign PSCIP programme budgets in light of projected outturns
Children Services	2010/11	Sure Start - Phase 3 Sweets way Community Centre	Grant	Sure Start		(219)			Reduction in Govt grant - Childrens Services Capital Programme will be realigned to take into account the recent reduction in government grant. Reduction in the Sweetsway project
Children Services	2010/11	Sure Start - Church End Library	Grant	Sure Start		(150)			Reduction in the Church End Library project to realign the programme due to the reduction in government grant announcement
Children Services	2010/11	Sure Start - Chipping Barnet	Grant	Sure Start		(140)			Reduction in the Church End Library project to realign the programme due to the reduction in government grant announcement
Children Services	2010/11	Sure Start - Maintenance	Grant	Sure Start		(245)			Reduction in the maintenance budget to realign the programme due to the reduction in government grant announcement
Children Services	2010/11	Sure Start - Unallocated	Grant	Sure Start		(68)			Removal of unallocated budget to realign the programme due to the reduction in government grant announcement
Children Services	2010/11	Early Years - Strand 1	Grant	Sure Start		21			Approval is sought to realign the Early Years budget profiled as a result of the government grant reduction
Children Services	2010/11	Early Years - Strand 2	Grant	Sure Start		101			Approval is sought to realign the Early Years budget profiled as a result of the government grant reduction
Children Services	2010/11	Early Years - Strand 4	Grant	Sure Start		(229)			Approval is sought to realign the Early Years budget profiled as a result of the government grant reduction
Children Services	2010/11	Early Years - Strand 5	Grant	Sure Start		(167)			Approval is sought to realign the Early Years budget profiled as a result of the government grant reduction
Children Services	2010/11	Early Years - Strand 6	Grant	Sure Start		(410)			Approval is sought to realign the Early Years budget profiled as a result of the government grant reduction
Children Services	2010/11	Early Years - Strand 7	Grant	Sure Start		(138)			Approval is sought to realign the Early Years budget profiled as a result of the government grant reduction
Children Services	2010/11	Early Years - various	Grant	Sure Start		260			Approval is sought to realign the Early Years budget profiled as a result of the government grant reduction
Children Services	2010/11	Early Years - Strand 4	Grant	Sure Start		(681)			Approval is sought to realign the Early Years budget profiled as a result of the government grant reduction
Children Services	2010/11	Urgent Primary places	Borrowing			-	(2,100)		Approval is sought to reprofile budget over future years as per cabinet report to complete 2012. willn ot reduce cabinet reports request for borrowing
Children Services	2011/12	Urgent Primary places	Borrowing			-	2,100		Approval is sought to reprofile budget over future years as per cabinet report to complete 2012. willn ot reduce cabinet reports request for borrowing
Children Services	2010/11	Urgent Primary places	Grant	PCP		-	(400)		Approval is sought to reprofile budget over future years as per cabinet report to complete 2012. willn ot reduce cabinet reports request for borrowing
Children Services	2011/12	Urgent Primary places	Grant	PCP		-	400		Approval is sought to reprofile budget over future years as per cabinet report to complete 2012. willn ot reduce cabinet reports request for borrowing
Children Services	2010/11	Modernisation - Monkfrith	Grant	Standards Fund		20			- Approval is sought to realign the Modernisation programme to better reflect actual expenditure
Children Services	2010/11	Modernisation - Holly Park	Grant	Standards Fund		(20)			- Approval is sought to realign the Modernisation programme to better reflect actual expenditure
Children Services	2010/11	Modernisation - Courtland	Grant	Standards Fund		-	(35)		Approval is sought to reprofile the Moderisation project to complete in 2011/12
Children Services	2011/12	Modernisation - Courtland	Grant	Standards Fund		-	35		Approval is sought to reprofile the Moderisation project to complete in 2011/12
Children Services	2010/11	Aiming High for Disabled Children - Drop in centre	Grant	Sure Start		(100)			Reduction in Govt grant - Drop in centre no longer going ahead.
Children Services	2010/11	Aiming High for Disabled Children - Sensory Rooms	Grant	Sure Start		(20)			Reduction in Govt grant - Sensory rooms at Greentops no longer going ahead.
Children Services	2010/11	Aiming High for Disabled Children various	Grant	Sure Start		(10)			Reduction in Govt grant - Minor realignment to other projects in the Aiming High for Disabled Children programme previously agreed
Planning, Housing & Regeneration	2010/11	General Fund Regeneration	Capital Receipt				(1,269)		Spend is tied into the Regen acquisition programme, defer spend to 2011/12
Planning, Housing & Regeneration	2011/12	General Fund Regeneration	Capital Receipt				1,269		Spend is tied into the Regen acquisition programme, defer spend to 2011/12
Planning, Housing & Regeneration	2010/11	Housing Association Programme	s106				(1,650)		Not enough S106 money, defer spend to 2011/12
Planning, Housing & Regeneration	2011/12	Housing Association Programme	s106				1,650		Not enough S106 money, defer spend to 2011/12
Planning, Housing & Regeneration	2010/11	Housing Management System	Capital Receipt				(314)		£20k Pilot Scheme commissioned in 10/11 to Home Connection, no further spend expected in year
Planning, Housing & Regeneration	2011/12	Housing Management System	Capital Receipt				314		£20k Pilot Scheme commissioned in 10/11 to Home Connection, no further spend expected in year
Total CRC Changes						(44,039)			

AGENDA ITEM: 8

Page nos. 17 - 19

Meeting	Budget and Performance Overview & Scrutiny Committee
Date	20 th December 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 November 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 29 November 2010					
Sustainable Community Strategy	Recommend Council to approve new 2010 – 2020 Strategy.	Leader, Customer Access & Partnerships Andrew Nathan			Full report
Future of Barnet's Allotments	Initiate new management model based on allotment site management by users	Environment Jenny Warren			Full report
One Barnet Business Case	Approve Business Case	Customer Access & Partnerships Claire Johnstone			Full report
Development & Regulatory Services	Initiate Procurement	Housing, Planning & Regeneration Linda Spiers			Full report

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
Passenger Transport Service	Initiate Procurement	Environment Susanne hope			Full report
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 http://www.barnet.gov.uk/index/council-democracy/consultations/planning-consultations/finchley-church-end-issues-opportunities.htm		Full report
Adults In-House Service Review	Initiate Business Case	Adults Kate Kennally			Full report
Broadfields School	Approve arrangements for permanent expansion of the school	Education, Children & Families Elaine Tuck			Full report

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
Hampstead Garden Suburb Conservation Area	Receive recommendations from Finchley & Golders Green Area Environment Sub-Committee on the Conservation Area Boundaries	[Report of Sub-Committee, enc report of Cabinet Member for Plg Hsg & Regen.]	Report includes details of consultation response		Full report
Mill Hill East Regeneration –	Landowner Agreement and Depot Relocation	Hsg. Planning & Regeneration Stewart Murray			
Gold Resolution	Amend Pan London “Gold” Emergency Planning Resolution. Approve agreement on mutual aid between boroughs in emergencies	Governance & Civic Affairs Jeff Lustig			
Future of Parking	Commence Procurement	Environment Suzanne Hope			Full report
Cabinet Resources Committee 30 November 2010					
Letting of Park House	Letting to third party organisations for a commercial rent.	Resources and Performance Simon Shaer			Full report

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
Frith Manor School – Granting a ground lease of land within the school grounds for a Swimming Pool	Confirm 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
Land East of Arkley Lane	Agree the disposal of the freehold interest	Resources and Performance Suzanna Ellis			Full report
Stanley Road Playing Fields and Former Herbert Wilmot Centre, East Finchley N2	Agree to declare the freehold interest in the land surplus to requirement, the land be marketed and disposed.	Resources and Performance Suzanna Ellis			Full report
Treasury Management Strategy	Approve the new Treasury Management Strategy.	Resources and Performance Karen Bannister			Full report
West Hendon PDA Extension	Approve an extension of the PDA for 12 months with a further option to extend by a further 12 months.	Resources and Performance Colin Ross			Full report
Award of the One Barnet Legal Partner Contract	Award the contract for the provision of legal services to the One Barnet Programme	Resources and Performance Martyn Carter			Full report

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
Monitoring 2010/11	Consider the current monitoring report.	Resources and Performance Maria Christofi			Full report
Treasury Management Activity	Consider the current Treasury Management activity.	Resources and Performance Karen Bannister			Full report
Cabinet 13 December 2010 (special meeting)					
Budget 2011/12	Announce budget headlines	Leader, Resources and Performance Andrew Travers			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
New Support Organisation and Customer Services Organisation	Initiate procurement	Customer Access & Partnerships Andrew Cox			Full Report
Edgware Town Centre Strategy	Approve Strategy	Housing, Planning & Regeneration Lucy Shomali			Full report
Regeneration & Enterprise Strategy	Approve Strategy	Hsg, Planning & Regeneration Colin Ross, Jodie Yandall			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
North London Waste Authority	Consider Inter-Authority Agreement	Environment Michael Lai			Full report
Domestic Violence	Consider recommendations of Scrutiny Task and Finish group	[Report of Scrutiny Office]			Full report
Local Development Framework – site allocations document	Consider preferred options	Housing, Planning & Regeneration Nick Lynch	Consultation ended March 2010 http://www.barnet.gov.uk/index/council-democracy/consultations/planning-consultations/ldf-site-allocations-development-plan-document.htm		Full report
Cabinet Resources Committee 13 January 2010					
West Hendon Regeneration – Phase 2a – Release of Restrictive Covenants	To approve the release of the restrictive covenants on the following properties: 1-7, 10,12 Rosemead 1-10 Warner Close	Resources and Performance Siobhan O'Donoghue			Full Report
Catalyst Arbitration	Update on outstanding arbitration issues	Adults Kate Kennally			Full Report

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
North London Sub-Region: RE:NEW Programme	To report on the outcome of the LDA's Framework Contract to appoint contractors for the scheme.	Housing, Planning and Regeneration Lesley Mallett			Full Report
Right-to-buy	Consider mortgage provisions for Right-to-Buy applicants	Housing, Planning and Regeneration Chloe Horner			Full Report
Extension of use of the Corporate Project Management Tool through seeking a waiver of Corporate Procedure Rules	Approve an extension of the current contract / licences for the Corporate Project Management Software: Hydra in order to continue in effectively monitoring all key capital projects in Barnet.	Resources and Performance Nandu Valji			Full report
Developing Adult IT Infrastructure	Procure Project Management	Adults Ed Gowan			Full report
Hendon Football Club Ground, Claremont Road, Hendon	To consider the options for the future of this asset including a possible disposal.	Resources and Performance Philip Stanbridge			Full report

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
Development & Regulatory Services	Approve Business Case	Housing, Planning & Regeneration Linda Spiers			Full Report
Passenger Transport	Approve Business Case	Environment Suzanne Hope			Full Report
Parking Service	Approve Business Case	Environment Suzanne Hope			Full Report
Adults In-house Services	Approve Business Case	Adults Kate Kennally			Full Report
Cabinet 14 February 2010					
Local Development Framework – North London Waste Plan	Publication Pre-Submission Stage	Housing, Planning & Regeneration Nick Lynch	Report will propose consultation	TBA	Full report
Local Development Framework – Core Strategy	Approve consultation on pre-submission amendments	Housing, Planning & Regeneration Nick Lynch	Please see http://www.barnet.gov.uk/index/council-democracy/consultations/planning-consultations/ldf-core-strategy-publication-stage-consultation.htm		Full report

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
Local Development Framework – Management Policies	Take to Publication Stage	Housing, Planning & Regeneration Nick Lynch	Please see http://www.barnet.gov.uk/index/council-democracy/consultations/planning-consultations/ldf-development-management-policies-preferred-approach-consultation.htm	25/11/10	Full Report
Financial & Business Planning	Review financial and business planning issues/processes	Leader Andrew Travers			Full report
Corporate Plan	Approve latest version of Plan	Leader Julie Pal			Full report
Fairer Contributions policy	Receive results of consultation and adopt new policy	Adults Kate Kennally			Full report
Budget	Recommend budget & Council Tax to full council	Leader, Resources & Performance Andrew Travers	Proposed consultation arrangements are set out in report to Cabinet on 20 October 2010 http://committeepapers.barnet.gov.uk/democracy/reports/reportdetail.asp?ReportID=9712 See also http://www.barnet.gov.uk/index/council-democracy/consultations/budget.htm		Full report including draft revenue and capital budget and recommendations on Council Tax

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
Cabinet 29 March 2011					
Finchley Church End Town Centre Strategy	Approve Strategy	Housing, Planning & Regeneration Lucy Shomali	Consultation carried out February/March 2010 http://www.barnet.gov.uk/index/council-democracy/consultations/planning-consultations/finchley-church-end-issues-opportunities.htm		Full report
Chipping Barnet Town Centre Strategy	Approve Strategy	Hsg, Plg & Regen Lucy Shomali			Full report
Strategic Review of Libraries	Receive results of consultation authorised by Cabinet on 6 September and proposed Library Strategy	Customer Access & Partnerships Tom Pike, Richard Grice	http://www.barnet.gov.uk/index/council-democracy/consultations/libraries-survey.htm	30/11/10	Full report

AGENDA ITEM: 9

Page nos. 20 - 30

Meeting	Budget and Performance Overview & Scrutiny Committee
Date	20 th December 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 CONSIDERED	INFORMATION	REPORT ORIGIN	LINK TO CABINET / CORPORATE PLAN
Quarter One Performance Information	<p>The Committee focussed their attention in particular on the rising levels of Children’s Social Care in Barnet, and recommend that the authority encourage the provision of mentoring and vocational schemes by local businesses for children in care, particularly those businesses contracted by the authority.</p> <p>The Committee also scrutinised recycling rates in the borough and made a number of recommendation in respect of this area.</p>	Internal – Performance	Better services with less money
Parking Policy and Performance	The Committee strongly supported the proposal to move to cashless parking operations, and encouraged the authority to balance the need to generate revenue from parking without placing an undue burden on residents of the borough.	Internal – Parking	Better services with less money

Draft Estates Strategy	In receiving the draft estates strategy, the Committee requested that consideration be given by the authority as to options for assets not required for the authority's operational portfolio. The Committee was encouraged to communicate any further views to officers on the draft documentation and requested that the full Strategy be considered further at a future meeting.	Internal – Commercial Services	Better services with less money
27 OCTOBER 2010			
ITEMS CONSIDERED	INFORMATION	REPORT ORIGIN	LINK TO CABINET / CORPORATE PLAN
Budget and Financial Forward Plan	The Committee received the budget and financial forward plan, including the risk list and financial and business planning document considered by the Cabinet.	Internal – Finance	All priorities
25 NOVEMBER 2010			
ITEMS CONSIDERED	INFORMATION	REPORT ORIGIN	LINK TO CABINET / CORPORATE PLAN
Quarter Two Performance Information	The Committee scrutinised in detail performance in Housing & Homelessness and Customer Services, and agreed to scrutinise in depth the following areas at its meeting of 22 nd February 2011:	Internal – Performance	Better services with less money

	<ul style="list-style-type: none"> • Value for Money • The attainment gaps between children with special education needs and their peers, and children eligible for free school meals and their peers. 		
Sustainable Communities Strategy	The Committee commented on the Sustainable Communities Strategy prior to its consideration by the Cabinet, recommending that it be amended to take account of the role of Middlesex University.	Internal – Partnerships	All priorities
Treasury Management Strategy	That the Committee agree that the approach to Treasury Management, recommended that briefings be offered to the relevant opposition spokesman and expressed some concerns in depositing in Nordia bank.	Internal – Finance	Better Services with Less Money
20 DECEMBER 2010			
ITEMS TO BE CONSIDERED	INFORMATION	REPORT ORIGIN	LINK TO CABINET / CORPORATE PLAN
Financial and Business Planning 2011/12 – 2013/14	To scrutinise the Financial and Business Planning report.	Internal – Finance	All

Quarter 2 Monitoring Report	To scrutinise the Quarter 2 Monitoring report.	Internal – Finance	Better Services with Less Money
27 JANUARY 2011			
ITEMS TO BE CONSIDERED	INFORMATION	REPORT ORIGIN	LINK TO CABINET / CORPORATE PLAN
Draft Corporate Plan 2011/12	To consider and comment on the Draft Corporate Plan.	Assistant Chief Executive	All priorities
22 FEBRUARY 2011			
ITEMS TO BE CONSIDERED	INFORMATION	REPORT ORIGIN	LINK TO CABINET / CORPORATE PLAN
Quarter Three Performance Information	To include in depth reports on: <ul style="list-style-type: none"> • Value for Money • The attainment gaps between children with special education needs and their peers, and children eligible for free school meals and their peers. 	Internal - Performance	Better services with Less Money
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, Risk Register and Out-Turn.	Internal - Finance	Better Services with Less Money
Budget Scrutiny	<ul style="list-style-type: none"> - 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
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

Information Systems	To receive a report on Information Systems in the authority	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
Estates Strategy	To receive final strategy following Scrutiny of the draft Strategy on 1/9/10.	Internal – Commercial Services	Better services with less money
North London Waste Authority	To receive a report on the North London Waste Authority contract.	Internal – Environment & Operations	Better services with less money

The Chairman issue regular invitations to external stakeholders to participate in discussions on relevant items where useful.

Future meeting dates:

- **27 January 2011**
- **22 February 2011**
- **5 April 2011**