

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>

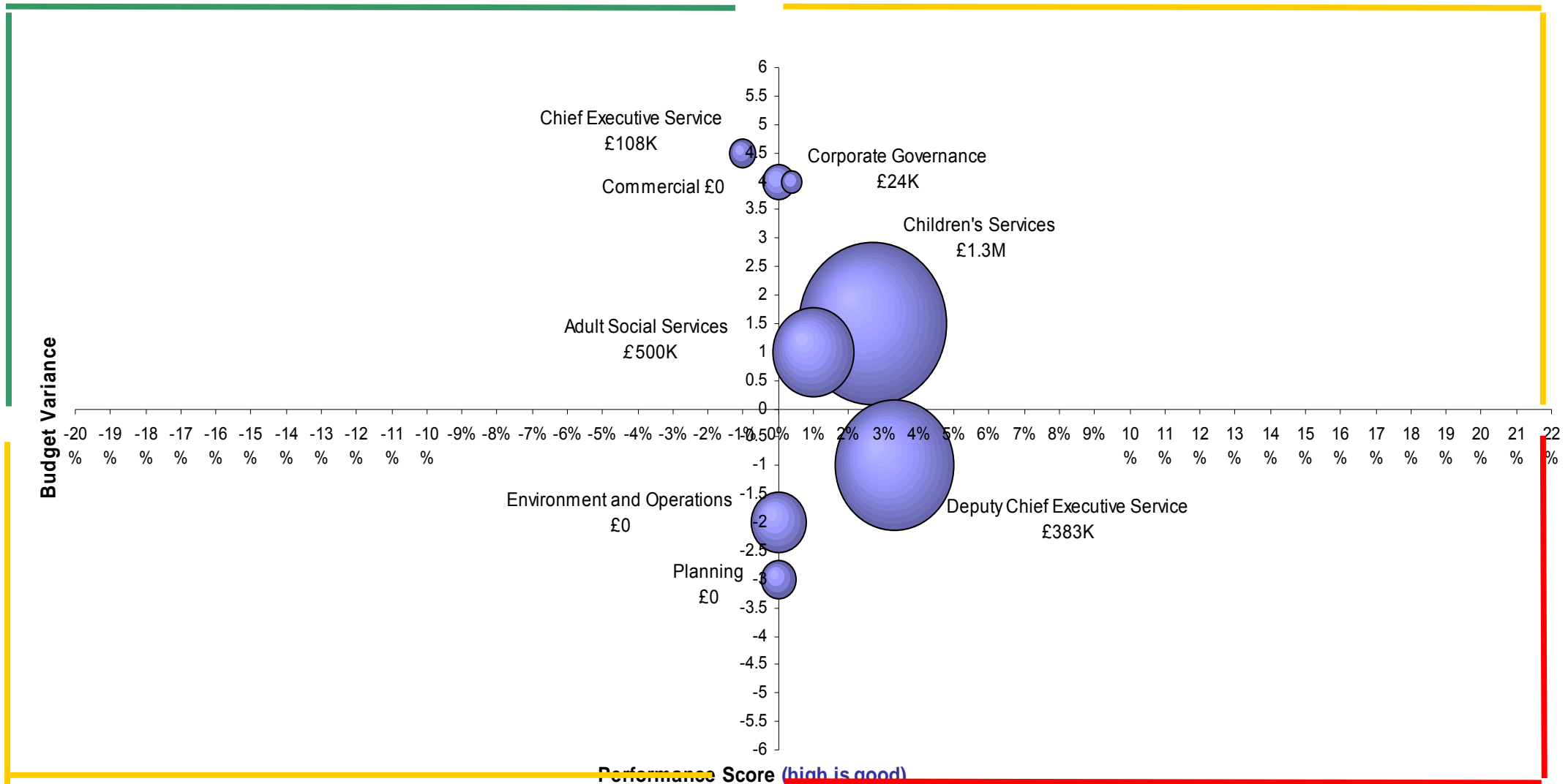
Affecting council efficiency and value for money

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	Medium	High	Ensure effective governance arrangements with both Cabinet Members and senior management engaged. <i>In Progress (20% complete)</i>	31/03/2011 (Normal)	High	Medium	High
	3	2	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	Revenue Expenditure				
	(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	Capital Expenditure				
	(i) Cumulative Slippage	£'m	8.54	0.59	
3	Debt Management				
	(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	Creditor Payment Performance				
	(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 through 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%

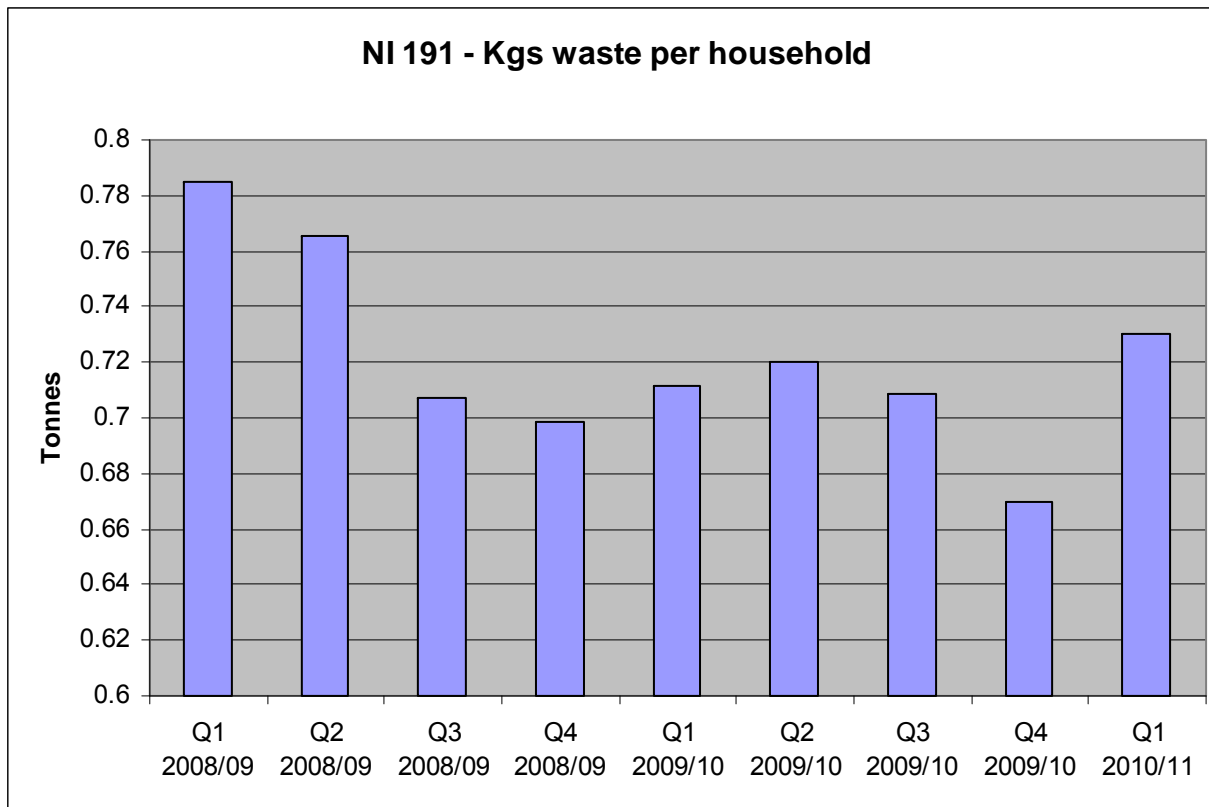
3. Projects

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) 01/04/2011 (Normal) 30/11/2010 (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</p> <p>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.</p> <p>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	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</p> <p>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</p> <p>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	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/Pedestrian 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)	-	

