

**MEETING**

**BUDGET AND PERFORMANCE OVERVIEW & SCRUTINY COMMITTEE**

**DATE AND TIME**

**TUESDAY 22<sup>ND</sup> FEBRUARY 2011**

**AT 7:00PM**

**VENUE**

**HENDON TOWN HALL, THE BURROUGHS, HENDON NW4 4BG**

**TO: MEMBERS OF THE COMMITTEE (Quorum 3)**

Chairman: Councillor Darrel Yawitch

Vice Chairman: Councillor Mark Shooter

**Councillors:**

Hugh Rayner

Alan Schneiderman

Brian Salinger

Alison Moore

John Marshall

Julie Johnson

Brian Schama

Daniel Seal

**Substitute Members:**

Eva Greenspan

Ansuya Sodha

Rowan Turner

Alex Brodkin

**You are requested to attend the above meeting for which an agenda is attached.**

**Aysen Giritli – Acting Democratic Services Manager**

Democratic Services contact: Jeremy Williams 020 8359 2042

Media Relations contact: Sue Cocker 020 8359 7039

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

**CORPORATE GOVERNANCE DIRECTORATE**

## ORDER OF BUSINESS

Item No.	Title of Report	Pages
1.	MINUTES	-
2.	ABSENCE OF MEMBERS	
3.	DECLARATION OF MEMBERS' PERSONAL AND PREJUDICIAL INTERESTS	-
4.	PUBLIC QUESTION TIME (If any)	-
5.	MEMBERS' ITEMS	-
6.	THE ATTAINMENT GAPS BETWEEN CHILDREN WITH SPECIAL EDUCATION NEEDS AND THEIR PEERS, AND CHILDREN ELIGIBLE FOR FREE SCHOOL MEALS AND THEIR PEERS	1 - 8
7.	VALUE FOR MONEY MONITORING	To Follow
8.	CORPORATE PERFORMANCE RESULTS FOR QUARTER THREE 2010/11	15 - 35
9.	CABINET FORWARD PLAN	36 - 38
10.	BUDGET AND PERFORMANCE OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMME 2010/11	39 - 49
11.	ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT	-

### FACILITIES FOR PEOPLE WITH DISABILITIES

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

### FIRE/EMERGENCY EVACUATION PROCEDURE

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

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

Do not stop to collect personal belongings.

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

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

**AGENDA ITEM: 6**

Page nos. 1 - 8

---

Meeting	Budget and Performance Overview & Scrutiny Committee
Date	22 February 2010
<b>Subject</b>	<b>The attainment gaps between children with special education needs and their peers, and children eligible for free school meals and their peers</b>
Report of	Director of Children's Service
Summary	This report details the work that has been undertaken to narrow attainment gaps between children with special education needs and their peers, and children eligible for free school meals and their peers and how gaps have narrowed. It also outlines future work to be carried out in order to further reduce attainment gaps.

---

Officer Contributors	Mick Quigley, Assistant Director, Schools and Learning John Paxton, Secondary Strategy Manager, Schools and Learning
Status (public or exempt)	Public
Wards Affected	All
Enclosures	None
Contact for Further Information:	Mick Quigley, Assistant Director, Schools and Learning 0208 3599 6350; <a href="mailto:Mick.Quigley@barnet.gov.uk">Mick.Quigley@barnet.gov.uk</a>

## **1. RECOMMENDATIONS**

- 1.1 That the Budget and Performance Overview and Scrutiny Committee note and comment on the actions being taken to narrow attainment gaps between children eligible for free school meals and children with special educational needs and their counterparts.

## **2. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

- 2.1 The Barnet Children and Young People Plan 2010-2013 contains the priority 'enable every child and young person to achieve their full potential, narrowing the gap for those whose attainment is at risk', which contributes to the corporate strategic objective of creating 'the conditions for children to develop skills and acquire knowledge to lead successful adult lives' as part of the corporate priority 'sharing opportunities and sharing responsibilities'. Ensuring every school is a good school for every child also contributes to the corporate priority a successful London suburb.

## **3. RELEVANT PREVIOUS DECISIONS**

- 3.1 None

## **4. RISK MANAGEMENT ISSUES**

- 4.1 Over the past five years there has been a general improvement in the attainment of pupils with SEN and those eligible for free school meals (FSM) at both Key Stage 2 and Key Stage 4. The attainment gap between pupils eligible for FSM and those not eligible is narrower at KS2 than at KS4 and at KS4 the gap is narrowing. Changes to the local authority capacity to support schools may impact on the pace of change. The 'Narrowing the Gap' consultants in the proposed new structure will have a key role in challenging schools to identify and support pupils eligible to FSM and SEN in order to maximise their attainment.
- 4.2 The level and number of children with complex needs in Barnet continues to rise, in common with the national picture, although the balance of children with SEN in mainstream provision has not changed. This increased complexity of needs in both Special and mainstream schools places significant demand on teachers in schools and on specialist support services.

## **5. EQUALITIES AND DIVERSITY ISSUES**

- 5.1 Data shows that children eligible for free school meals and children with special educational needs do less well than their counterparts at Key Stages 2 and 4. One of the Children's Service key priorities is to narrow attainment gaps, enabling all children and young people to achieve their potential. The actions set out in this report are aimed at narrowing attainment gaps, contributing towards the equalities agenda.

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

- 6.1 The Pupil Premium will be available to schools from April 1 2011. It is specifically targeted at pupils eligible for FSM and will allow the provision of additional resources to help ensure that such pupils make better than expected progress. Removal of ring-fence arrangements to grants within the DSG from April 1 2011 may also give schools greater flexibility in the way they are able to target spending.
- 6.2 The retained element of the DSG will fund the NtG Consultant posts within the new Children's Service structure.

## 7. LEGAL ISSUES

- 7.1 From 1 April 2011 the responsibility for school improvement is delegated to schools. The local authority's responsibility is to provide challenge.

## 8. CONSTITUTIONAL POWERS

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

## 9. BACKGROUND INFORMATION

- 9.1 There are several national indicators which enable Local Authorities, annually, to measure their success in narrowing attainment gaps between groups of pupils. They also enable Local Authorities to benchmark their outcomes against national performance and the performance of Local Authorities with a similar profile (statistical neighbours). These indicators relate to pupils with special educational needs and those eligible for free school meals and are as follows:
- National Indicator 102 - The attainment gap between those eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4
  - National Indicator 104 - The Special Educational Needs (SEN)/non-SEN gap – achieving KS 2 English and Maths threshold
  - National Indicator 105 The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A\*-C GCSE inc. English and Maths

### Pupils eligible for free school meals

- 9.2 Key Stage 2 – The table below sets out the attainment gap between pupils eligible for free school meals (FSM) and those not eligible for free school meals (NFSM) achieving Level 4+ in both English & maths at Key Stage 2.

	Barnet			National			Statistical Neighbours		
	Non FSM	FSM	Gap	Non FSM	FSM	Gap	Non FSM	FSM	Gap
2006	83	58	25	74	49	25	78	52	26
2007	83	53	30	75	51	24	78	53	25
2008	84	60	24	77	54	23	79	57	22

<b>2009</b>	81	58	23	75	53	22	79	55	24
<b>2010</b>	No data: SATs boycott								

- 9.3 Due to the 2010 KS2 SATs boycott, no data is available about the pupils' performance or the attainment gap between FSM and NFSM pupils.
- 9.4 Over the four years 2006 to 2009 the attainment of pupils at the end of KS2 eligible for free school meals (FSM) and that of those not eligible for free school meals (NFSM) has been above the national performance and that of our statistical neighbours. The attainment gap for FSM and NFSM pupils narrowed between 2007 and 2009 at a faster rate than our statistical neighbours whilst the national gap remained unchanged. Performance data for 2010 is not available, but it is expected that this trend will be reflected in 2011.
- 9.5 Analysis of the prior attainment of the 2009 Y6 cohort shows that almost the same percentage of FSM and NFSM pupils achieved Level 2+ at KS1 in both English and mathematics. This suggests that FSM pupils and NFSM pupils are progressing at a similar rate, with attainment gaps neither widening nor narrowing between Key Stage 1 and 2.
- 9.6 The data given above, shows the percentages of pupils who attained L4+ in BOTH English and mathematics. Further analysis, however, shows that in 2009 23% of Barnet FSM pupils did not attain Level 4 in either English OR mathematics compared with only 8% of NFSM pupils.
- 9.7 Key Stage 4 - The table below sets out the attainment gap between pupils eligible for free school meals (FSM) and those not eligible for free school meals (NFSM) achieving 5+ GCSEs at A\*-C including English and maths at Key Stage 4.

	% 5+A*-C including English & maths								
	Barnet			National			Statistical Neighbours		
	Non FSM	FSM	Gap	Non FSM	FSM	Gap	Non FSM	FSM	Gap
<b>2005</b>	59	24	35	44	18	26	53	23	30
<b>2006</b>	61	27	34	48	20	28	56	25	31
<b>2007</b>	63	32	31	49	21	28	57	29	28
<b>2008</b>	65	39	26	51	24	28	59	32	27
<b>2009</b>	67	34	33	54	27	27	63	33	30
<b>2010</b>	71	43	28	59	31	28	64	37	28

- 9.8 Over the past six years the attainment of Barnet FSM pupils and NFSM pupils has been above the national average and that of our statistical neighbours. The attainment gap narrowed between 2005 and 2009 at a faster rate than that of our statistical neighbours whilst the national gap remained unchanged. In 2009 the gap widened due to an improvement in the performance of NFSM pupils and a decline in the performance of FSM pupils. In 2010 there was an improvement of 7% in the attainment of pupils eligible for FSM, nearly double that of the national improvement and that of our statistical neighbours. The FSM – NFSM gap for Barnet pupils also narrowed by 5% against no change nationally and of 2% by our statistical neighbours.

- 9.9 Barnet is now in the top quartile nationally for the attainment of FSM pupils and in the top six nationally for NFSM. Of the other five Local Authorities in this group only two have FSM/NFSM gaps narrower than Barnet's.
- 9.10 The rate of improvement in outcomes for FSM pupils is faster than that of NFSM pupils. Between 2005 and 2010 FSM pupils made an improvement of nearly 18%; the improvement for NFSM pupils was almost 15%.

Action to reduce the attainment gap for children eligible for free school meals: KS2 and KS4

- 9.11 School leaders, teachers and other staff have been informed, through networking meetings, training sessions and School Improvement Partner (SIP) visits of the importance of tracking progress, identifying vulnerable groups, and intervening early and effectively where pupil performance falls below expectations. All schools are funded through the Standards Fund (Grants 1.7 and 1.8, Targeted Support) to provide appropriate support for those at risk of underachievement. Barnet primary and secondary consultants support those schools with the lowest rates of attainment in making the best use of available resources to raise the attainment of groups at risk of not achieving age-related expectations. Resources to support this work have been made available from the Standards Fund; advocated approaches, advice and materials to support teachers have been shared at networking meetings and made available via our Fronter website.
- 9.12 In the academic year 2009/10, and so far in 2010/11 a number of initiatives have taken place in Barnet schools to improve the progress of pupils at risk of not attaining their potential at both Key Stage 2 and Key Stage 4, helping to narrow gaps. These include:
- Primary Consultants have promoted Assessment for Learning alongside the practice of 'Pupil Progress Meetings'. Headteachers have found these to have a positive impact on the quality and accuracy of teacher assessments and on pupils' progress.
  - National Strategies' *Every Child a Reader* aimed at improving the reading skills of Year 1 pupils, and *Every Child Counts* and aimed at improving the maths skills of Year 2 pupils, projects supported by Standards Fund grants are being run in a total of 30 Barnet schools during 2010-11
  - A *Power of Reading* project, run in collaboration with The Centre for Literacy In Primary Education and supported by Barnet Literacy Consultants is running in 14 schools
  - The National Strategies' *Every Child A Writer* project, supported by Barnet literacy consultant is running in 10 schools in 2010-11 and aims to improve writing in years 3 and 4
  - One to One tuition, funded through DfES grant which prioritises FSM pupils and children in care is available to all primary and secondary schools.
  - Consultant support to improve teaching and learning in English, maths, science, ICT and the foundation subjects has been provided to the secondary schools in the Gaining Ground and London Challenge projects (The Ravenscroft School, Whitefield School, St Mary's CE High School, Bishop Douglass School, Friern Barnet School and St James' Catholic High School). These schools have Raising Achievement Plans which include identification of needs and targeted support including individual and small group tuition for pupils at risk of under-attainment, particularly in Year 11. This group of schools showed an average improvement (%5+A\*-C inc English and maths) of 8% against 6% across Barnet. FSM Pupils in these schools showed an average 3% improvement on 2009, although the average improvement for NFSM was 6%.

- Narrowing the Gap continues to be standing agenda item at secondary Strategy manager and subject leader networking meetings. Strategies and resources to help schools to improve outcomes for vulnerable groups have been discussed and distributed.
- A cross-phase conference to showcase the effective work of Barnet schools in addressing the needs of pupils with low socio-economic status was run in May 2010. There were also contributions from speakers involved in national programmes to address the under-attainment of children eligible for FSM.
- The Home Access initiative provides FSM pupils and their families with access to computers and broadband.
- For the academic year 2010-11, EMA partnership consultants and a Teaching and Learning consultant have been seconded to Whitefield School and a Secondary English consultant to St Mary's CE High School to help improve teaching and learning and to accelerate progress in narrowing the gap.

9.13 A Narrowing the Gap project in mathematics for those on FSM has been supported by Barnet Numeracy Consultants targeting four primary schools with high numbers of pupils eligible for FSM. Following analysis of teaching practices focusing on the engagement of several pupils eligible for FSM, a Continuing Professional Development session was run for teachers. Teachers who attended the session felt that as a consequence they were better able to make accurate assessments about pupils' knowledge and understanding.

#### **Pupils with Special Educational Needs**

9.14 There is no KS2 SEN data available for 2010 because of the SATs boycott

9.15 Key Stage 4 – The tables below set out the attainment gap between pupils with Special Educational Needs and those with achieving 5+ GCSEs at A\*-C including English and maths at Key Stage 4 in 2009 and in 2010.

9.16 SEN are categorised from least severe to most severe as follows:

- School Action -When a class teacher or the SENCO (Special Educational Needs Coordinator) identifies a child with SEN the class teacher should provide interventions that are additional to or different from those provided as part of the school's usual differentiated curriculum offer and strategies
- School Action Plus - Children identified in this category generally require more specialised support.
- Statements - Statements of SEN are made through a statutory assessment process organised by the local authority.

	<b>% 5+A*-C including English &amp; maths</b>						
<b>2009</b>	<b>Not SEN</b>	<b>School Action</b>	<b>School Action Plus</b>	<b>Statement</b>	<b>School Action Gap</b>	<b>School Action Plus</b>	<b>Statement</b>
<b>Barnet</b>	74	30	16	10	44	58	64
<b>England</b>	62	21	13	6	41	49	56
<b>Statistical neighbours</b>	71	25	14	7	46	57	64
<b>2010</b>	<b>Not</b>	<b>School</b>	<b>School</b>	<b>Statement</b>	<b>School</b>	<b>School</b>	<b>Statement</b>



	SEN	Action	Action Plus		Action Gap	Action Plus	
<b>Barnet</b>	80	34	25	12	46	55	68
<b>England</b>	66	26	17	7	40	49	59
<b>Statistical neighbours</b>	72	28	19	10	46	54	63

Source DfES SFR27

**National indicator 105: The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A\*-C GCSE inc. English and Maths**

	2009	2010
Barnet	53%	52%
England	47%	N/A

9.17 In both 2009 and 2010 the performance of Barnet pupils with SEN was better than that nationally and of statistical neighbours. The performance gap between pupils without SEN and those with SEN was inline with statistical neighbours, but wider than nationally.

9.18 There was a significant improvement in performance by pupils with SEN in all three categories in 2010 compared with 2009, making the rate of improvement in Barnet better than that nationally and of statistical neighbours. However, the attainment gap between Barnet pupils with SEN and those without on School Action and with statements widened in 2010 by comparison with 2009. The gap for pupils on School Action Plus narrowed by 3%.

Action to reduce the attainment gap between children with special education needs and their peers

9.19 Support for school staff in the academic year 2010-11 and continuing into 2011-12 has included:

- Central training and support to school managers, Advisory Groups and SENCoS on ensuring that Progression Guidance for SEN pupils is implemented. Schools have been encouraged to disseminate this guidance among staff. A Senior Educational Psychologist is linked to work in this area.
- Support for the development of effective provision maps detailing the nature of support provided to pupils and to improve their monitoring processes. The monitoring of the progress of pupils with statements by schools has been improved
- Regular SENCo networking meetings have been run and additional support is available via the use of Fronter.
- Technical expertise and individual support for a range of issues and needs has been provided to SENCoS by Educational Psychologists and the High Incidence Support Team (HIST).
- There has been a focus on providing outstanding Special School and additional resource provision. Educational Psychologists and Specialist teams have supported the writing of Individual Education Plans across all schools.
- This year a virtual school system has been set up in the LA which allows the monitoring of the progress of all SEN pupils.

- EPs have contributed to the school review process providing support for the evaluation of inclusion, equalities and matters relating to the Disability Discrimination Act.
- Leading Edge Groups (LEG) which are designed to bring specialist professional staff and parent representatives together in consultation to consider up-to-date research on the implementation of evidence-based practice. LEGs currently address the following areas: Speech, Language, Communication and Dyslexia, Down's Syndrome, Vulnerable Children and Autism. Other groups consider physical, medical difficulties. It is expected that some of these will be elevated to LEG status in 2011-12.
- There have been developments within the Barnet Excellence Cluster (EiC) to support the needs of pupils with SEN. Schools have worked collaboratively and shared funding to secure additional services focussed on preventing exclusion and promoting attainment. These services include an additional Educational Psychologist (focussing on the resilience programme) a Speech and Language Therapist and Parental Support Advisers.

### Future

10 Due to national changes, the relationship between schools and the local authority is changing. Responsibility and funding for school improvement is moving from Local Authorities to schools. Under the proposed new model for the Children's Service there will be provision for Narrowing the Gap consultants in Early Years, Primary and Secondary phases. It is expected that they will continue the work of supporting schools to narrow the attainment gap for all groups of pupils, and to set ambitious targets for this.

## **11 LIST OF BACKGROUND PAPERS**

11.1 None

---

**AGENDA ITEM: 8** Page nos. 15 - 35

---

Meeting	Budget and Performance Overview and Scrutiny Committee
Date	22 February 2011
<b>Subject</b>	<b>Corporate Performance results for Quarter 3 2010/11</b>
Report of	Performance Team, Chief Executive's Service
Summary	This report presents progress against the Corporate Plan performance targets and improvement initiatives for quarter three 2010/11.

---

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

## **1. RECOMMENDATIONS**

**1.1. That the Committee reviews the quarter three performance results and decides the topic of one or more in-depth reports to be presented to it in quarter four. It is recommended that one or both of the following topics are selected:**

- Achieving independence for older people through rehabilitation/intermediate care (CPI 2)
- Resident satisfaction with opportunities for democratic engagement (CPI 16)

## **2. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

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

## **3. RELEVANT PREVIOUS DECISIONS**

- 3.1 The Annual Council meeting on 19 May 2009 agreed the new scrutiny arrangements, which includes the reporting of Corporate Plan performance measures to this Committee.
- 3.2 This Committee on 3 June 2010 agreed that the format and focus of reporting performance to this Committee change from a focus on whole council performance to a focus on particular themes, selected in advance by the Committee.

## **4. RISK MANAGEMENT ISSUES**

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

## **5. EQUALITIES AND DIVERSITY ISSUES**

5.1 The following performance indicators raise equalities concerns because people accepted as homeless are recognised as a marginalised group, and a disproportionate number are from black and minority ethnic backgrounds or are households led by women:

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

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

6.1 The following performance indicators raise use of resources concerns:

- CPI 11 - The percentage of our largest vendors under a formal Council contract
- CPI 19 – Amount of waste sent to landfill (basket)

## 7. LEGAL ISSUES

7.1 No legal issues are raised by this report.

## 8. CONSTITUTIONAL POWERS

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

## 9. BACKGROUND INFORMATION

9.1 Barnet's Corporate Plan 2010-13 sets out performance targets and improvement initiatives for the Council by corporate priority. Appendix A of this report sets out all progress against these targets at the end of quarter three. Appendix B sets out progress on the Corporate Plan Improvement Initiatives.

9.2 This quarter there is data available for 34 of the 41 indicators. Of these 34 two are proxy indicators for which no target has been set and limited data is available for. Of the 32 indicators where targets have been set nineteen have been met (59%) and thirteen (41%) have been missed. There are nine indicators where no data has been reported this quarter.

9.3 A summary of results by Directorate is presented in the table below:

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 Q3
Adult Social Service	3	3	1	2	2	3
Children's Service	6	9	4	1	0	5
Environment & Operations	4	6	0	2	1	4**
Planning, Housing & Regeneration	6	6	1	5	2	6
Commercial Service	3	4	3	1	1	4
Deputy Chief Executive	1	2	2	0	0	2
Chief Executive's Service	1	6	5	1	3	6
Corporate Governance	4	5	3	1	1	4
<b>Total</b>	<b>28</b>	<b>41</b>	<b>19</b>	<b>13</b>	<b>10</b>	<b>34**</b>

\* Some indicators are grouped into baskets and treated as a single target, which is why columns 1 and 2 are different.

\*\*This includes 2 proxy indicators with no targets.

- 9.4 Performance results are traffic lighted according to a four point traffic light scale: Green, Green Amber, Red Amber and Red. The mathematical method for allocating these traffic lights is derived and shown in the table below.

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

- 9.5 Any target that is met or exceeded achieves a Green traffic light. Targets that have not been met, but where 80% or more of the targeted improvement has been achieved, will be given a Green Amber traffic light. If the targeted improvement is below 80% but above 65% the indicator will get a Red Amber rating. For example, if the baseline is 80 people and the target is 100 people, the targeted improvement is 20 people. 80% of 20 is 16, so the outturn would need to be at least 96 people to achieve Green Amber and at least 93 people to achieve a Red Amber.
- 9.6 Whilst initial traffic lights will be based on these 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. This quarter, discretion has been used for traffic lighting ‘% of net additional homes suitable for families’ in Planning, Housing and Regeneration because the result is so close to the target and the deterioration in performance since quarter two has been so small.
- 9.7 Indicator results are also compared with the previous relevant results<sup>1</sup> in order to measure the Direction of Travel (DoT). This may show improvement (▲), deterioration (▼) or stability (▬).
- 9.8 Of the eleven priority improvement initiatives (reported in Appendix B) four have received a Green traffic light this quarter, meaning that all milestones have been met. In addition to the green improvement initiatives there are six green amber rated ones and two red amber ones. The red amber initiatives are:
- *“Implement a plan to improve transparency of the council’s administration and achieve the maximum number of relevant publications in the publications scheme in 2011-12.”*
- Which is owned by Corporate Governance, and:
- *“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”*
- Which is owned by Environment and Operations.

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

- 9.9 Cabinet Resources Committee receives a quarterly budget and performance monitoring report that also includes summary information on human resources, risks and project performance. This can be viewed here: <http://committeepapers.barnet.gov.uk/democracy/meetings/meetingdetail.asp?meetingid=6146>
- 9.10 The detailed quarter three performance results for each Council Directorate are published on the council's website here: <http://www.barnet.gov.uk/cp-annual-performance-monitors.htm>

**10. LIST OF BACKGROUND PAPERS**

- 10.1 None





## Appendix A – Directorate performance results

### Adult Social Services

CPI no	Performance Indicator	Period Covered	Numerator/denominator	Relevant previous outturn	Target	Outturn	Target Variance	DoT	Benchmark data
1	Number of social care clients and carers receiving Self Directed Support (service users receiving direct payments and personal budgets)	Apr 10-Dec 10	N/A	1249	1605	1649	2.7%	▲ 9.6% <sup>1</sup>	13% Outer London Avg
2	% Achieving independence for older people through rehabilitation/intermediate care	Apr 10-Sep 10	504/587	86.6%	87%	85.9%	1.3%	▼ 0.8%	82% Outer London Avg
3	% of volunteers referred to voluntary sector organisations supporting AdSS objectives (out of the total number of CommUNITY Barnet volunteering referrals in the period)	Oct 10-Dec 10	93/127	83%	85%	73.2%	13.9%	▼ 11.8%	No Benchmarking data available (unique to Barnet)

<sup>1</sup>The indicator is cumulative but the direction of travel variance is calculated on the basis of quarter by quarter change.

### Children's Service

CPI no	Performance Indicator	Period Covered	Numerator/denominator	Relevant previous outturn	Target	Outturn	Target Variance	DoT	Benchmark data
4	<b>Attainment gap between children with the greatest disadvantage and average attainment</b>								
4a	<i>% achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2</i>	Sep 09-Jul 10	No data	23%	19%	There is no data published for Barnet due to the large number of schools who boycotted the Statutory Assessment Tests in Summer 2010			
4b	<i>% point gap between pupils with special educational needs achieving 5 A*-C GCSE, including English and Maths, and their</i>	Provisional data was reported at quarter 2. The target was missed (52% outturn achieved against a target of 47%). Final data will be available in quarter 4.							

CPI no	Performance Indicator	Period Covered	Numerator/denominator	Relevant previous outturn	Target	Outturn	Target Variance	DoT	Benchmark data
	<i>peers</i>								
4c	<i>% achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4</i>	Provisional data was reported at quarter 2. The target was missed (28.7% outturn achieved against a target of 18%) Final data will be available in quarter 4.							
4d	<i>% of children in care achieving 5 A*-C (or equiv) at KS4 inc English and Maths</i>	Sep 09-Jul 10	4/25	16%	16%	16.0%	0.0%	- 0.0%	12% National Avg (DfE)
5	% Schools inspected in the previous academic year given an overall effectiveness rating by Ofsted of good or outstanding	This is only reported in quarter 1 for the previous academic year. The target was exceeded (88% outturn against a target of 84%)							
6	% achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold) - final	Sep 09-Jul 10	Not provided by DCSF	61.4%	66%	67.0%	1.5%	▲ 9.1%	53% National Avg (DfE)
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 - final	Sep 09-Jul 10	Not provided by DCSF	57%	56%	64.0%	13.7%	▲ 12.3%	56% National Avg (DfE)
8	% of children in care, aged under 16, who are in LBB foster placement	31 Dec 10	106/234	43.5%	54%	45.3%	16.1%	▲ 4.1%	Unique to Barnet
9	Number of children in care	31 Dec 10	N/A	316	320	307	4.1%	▲ 2.8%	Barnet 40 per 10,000 (under 18 pop) England 58, London 66 (2010 data), National avg (DfE)

## Environment and Operations

CPI no	Performance Indicator	Period Covered	Numerator/denominator	Relevant previous outturn	Target	Outturn	Target Variance	DoT	Benchmark data
19	<b>Amount of waste sent to landfill (basket</b>								
19a	<i>Number of kgs of residual household waste per household</i>	Jul 10-Sep 10	N/A	720	625	742.6	18.8%	▼ 3%	Ranked 18th out of 22 of London boroughs (WasteDataFlow as at 19 Jan 11)
19b	<i>% of household waste sent for reuse, recycling and composting (tonnes)</i>	Jul 10-Sep 10	13151.9/38713.9	34%	40%	34.0%	15.0%	- 0%	Ranked 11th out of 22 London boroughs (WasteDataFlow as at 19 Jan 11)
20	% (overall) satisfaction with the local area	This was measured through the biannual Place Survey. An alternative Perception Survey is being run in quarter 4.							
21	Dealing with local concerns about anti-social behaviour & crime by the local council & police	This indicator is not continuing because no data is available. New indicators will be introduced in Q4 to monitor levels of crime and burglary.							
22a	Principal roads where maintenance should be considered	Due to be reported in Q4 – all roads to be visually inspected to identify the extent of existing defects. This will be converted into a condition score for each road. Defects level will be considered as a percentage of overall road length to determine overall condition. Each road will be given a high medium or low rating based on the condition score. Those with a high score will be considered as those requiring maintenance.							
22a proxy	Proxy indicators for Principal Roads road condition: a) % of potholes repaired on <b>principal roads</b> b) number of service requests relating to potholes on <b>principal roads</b> c) number of potholes on <b>principal roads</b> identified by Inspections & other sources	Oct 10-Dec 10	a) 9/9 b) Not available c) Not available	N/A	a) 100% b) no target c) no target	a) 100% b) 4 c) 5	N/A	N/A	New indicator
22b	Non-principal roads where maintenance should be considered	As with 22a: Due to be reported in Q4. No proxy data is available.							

## Planning Housing and Regeneration

CPI no	Performance Indicator	Period Covered	Numerator/denominator	Relevant previous outturn	Target	Outturn	Target Variance	DoT	Benchmark data
23	% of net additional homes suitable for families (whole year projection)	Apr 10-Mar 11	543/792	70%	70%	68.6%	2%	▼ 2%	Unique to Barnet
24	Number of net additional homes provided (whole year projection)	Apr 10-Mar 11	N/A	1015	1388	1310	5.6%	▲ 29.1%	Ranked 9 out of 20 London boroughs. LAPS Q4 2009/10 YTD
25	Number of households living in temporary accommodation	31 Dec 10	N/A	2150	2012	2156	7.2%	▼ 0.3%	Ranked 29 out of 33 London boroughs (27/33 per 1000 households). London average 1,120 (Q2 2010/11 YTD) CLG data
	<i>Households in TA Regeneration Stock</i>			924	N/A	946	N/A	▼ 2.5%	Not available
	<i>Households in TA outside of regeneration estates</i>			1226	N/A	1210	N/A	▲ 4.6%	
26	Number of households accepted as homeless under the provision of the 1996 Housing Act	Oct 10-Dec 10	N/A	60	55	77	40.0%	▼ 28.3%	Ranked 17 out of 33 London boroughs (11/33 per 1000 households). (Q2 2010/11 YTD) CLG data
27	Number of households being re-housed in the private sector via the Housing Service	Oct 10-Dec 10	N/A	92	213	94	55.9%	▲ 2.2%	Other London boroughs have seen falls. Estimates: Westminster - 50% Islington - 17% Haringey - 24%
28	Satisfaction of businesses with local authority regulation services	Apr 10-Dec 10	3.7/4	91.5%	80%	93.4%	16.8%	▲ 2.1%	Ranked 10 out of 26. LAPS Q4 2009/10 YTD-London

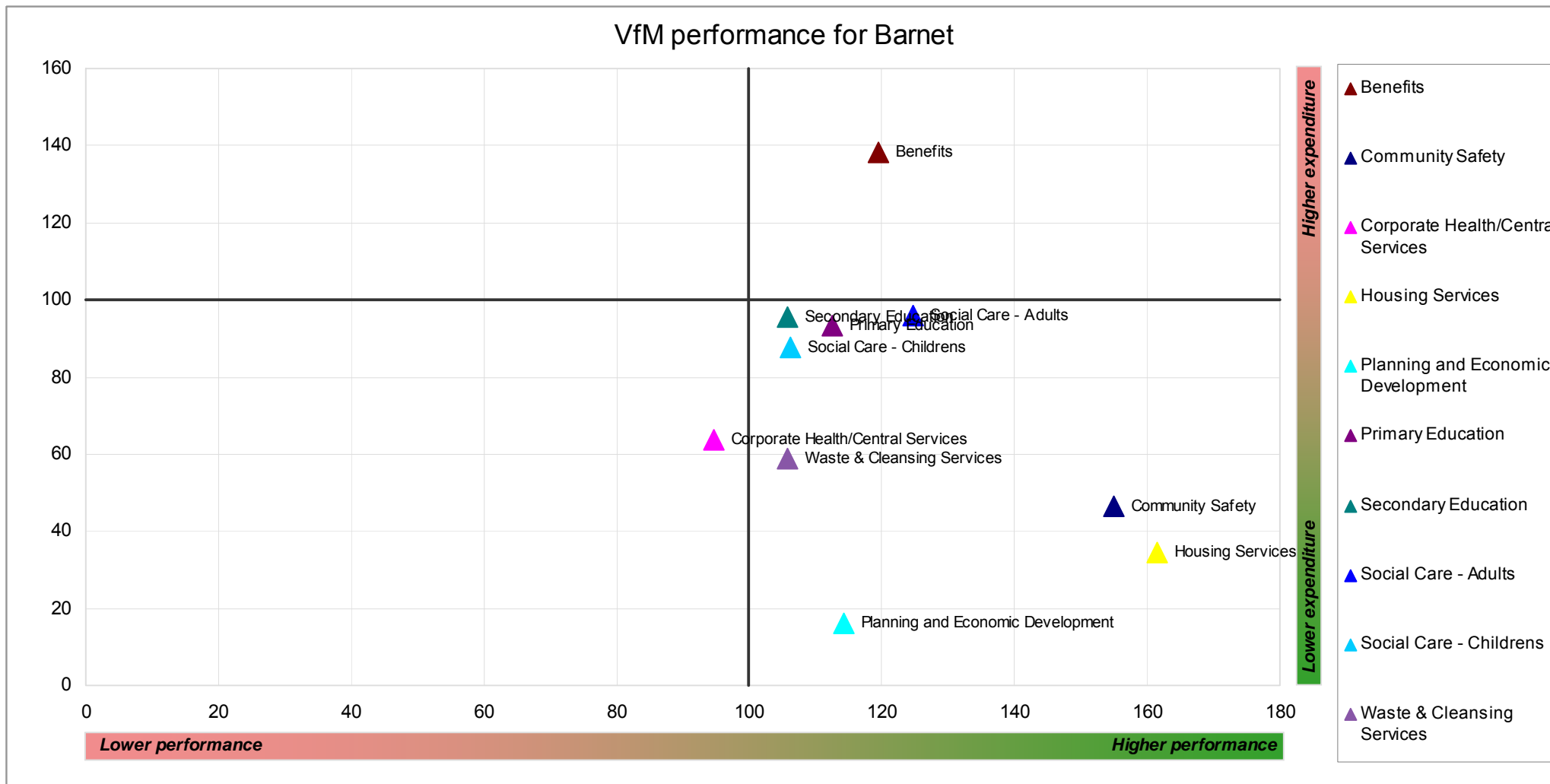
### Commercial Services

CPI no	Performance Indicator	Period Covered	Numerator/denominator	Relevant previous outturn	Target	Outturn	Target Variance	DoT	Benchmark data
10	<b>Effective contract management (basket)</b>								
10a	<i>% of contracts held by the Council have been reviewed</i>	Apr 10-Dec 10	56/180	10%	30%	31.1%	3.7%	▲ 211.1%	Local indicator
10b	<i>% of contracts deemed to require renegotiation have commenced renegotiation</i>	Apr 10-Dec 10	14/90	5%	15%	15.6%	3.7%	▲ 211.1%	Local indicator
11	% of 50 largest vendors under formal contract	Apr 10-Dec 10	8/50	5%	20%	16.0%	20.0%	▲ 220.0%	Local indicator
12	% rental voids on Commercial property portfolio	Oct 10-Dec 10	9/202	0.5%	<5%	4.5%	10.9%	▼ 791.1%	Not participating in benchmarking

### Deputy Chief Executive's Service

CPI no	Performance Indicator	Period Covered	Numerator/denominator	Relevant previous outturn	Target	Outturn	Target Variance	DoT	Benchmark data
17	Value for money basket								
17a	<i>% of services that are in the high performance/low spend quadrant of the Capital Ambition analysis</i>	July 10-Sept 10	8/10	57% (4 out of 7 services)	80%	80%	0%	▲	Indicator is based on London benchmark data for Q2 – see Graph 1 below
17b	<i>Cost per head of back office support</i>	Oct 10 – Dec 10	20,368,606 / 345,800	£59.40	£59.21	£58.90	0.5%	▲	Unavailable - unique to Barnet

**Graph 1: % of services that are high performance/low spend (CPI 17a, above) - this is a new indicator of value for money, and is compiled across all London councils comparing a set of national performance indicators with costs of services per resident. The bottom right quadrant of the graph represents good value for money (low cost, high performance), and our aim is for 80% of services to be in this quadrant:**



### Chief Executive's Service

CPI no	Performance Indicator	Period Covered	Numerator/denominator	Relevant previous outturn	Target	Outturn	Target Variance	DoT	Benchmark data
18	<b>Customer services accessibility &amp; satisfaction</b>								
18a	<i>% demand met by telephone within corporate ring time (5 rings) by all council call centres</i>	Oct 10- Dec 10	168299/236375	64.7%	65%	71.2%	9.5%	▲ 10.0%	79% - see call centre breakdown on next page
18b	<i>Percentage of emails acknowledged within 1 working day by corporate customer services</i>		3776/4160	97.4%	90%	90.8%	0.9%	▼ 6.8%	81%-London Avg
18c	<i>Percentage of emails responded to within 10 days by all council services</i>		2809/3398	89.2%	85%	82.7%	2.7%	▼ 7.3%	88%-Outer London Avg
18d	<i>% Satisfaction with face-to-face customer service at Barnet House and Burnt Oak</i>		250/279	93.6%	85%	89.6%	5.4%	▼ 4.2%	86%-Outer London Avg
18e	<i>% Satisfaction with contact centre telephone service by corporate customer services</i>		127/136	85%	85%	93.4%	9.9%	▲ 9.9%	92%-London Avg
18f	<i>Average time (in minutes) spent waiting at the corporate reception points at Barnet House and Burnt Oak</i>		N/A	6.0	11.0	3.5	68.4%	▲ 42.0%	3.41 mins-Outer London Avg

The table below displays the percentage of calls answered within 20 seconds/ 5 rings for all call centres across the council. The first 3 call centres are managed by corporate customers services based in the Chief Executive's Service, the remaining 8 are managed by various Directorates.

Performance Indicator	Period Covered	Numerator/denominator	Relevant previous outturn	Target	Outturn	Target Variance	DoT	Benchmark data
Overall corporate outturn	Oct 10- Dec 10	168299/236375	64%	65%	71.2%	10%	▲ 11.3%	79% - 5 local authorities: Winchester, Southampton, Wakefield, Dacorum, Richmond Upon Thames – chosen because they all have targets similar to Barnet Council
Switchboard		59090/73707	80%	65%	80.2%	23%	▲ 0.3%	
Environment & Transport, Street Based Services		12333/16466	59%	65%	74.9%	15%	▲ 26.9%	
Planning		4341/5796	53%	65%	74.9%	15%	▲ 41.3%	
Registrars		4545/7288	67%	65%	62.4%	4%	▼ 6.9%	
Parking		6503/23736	22%	65%	27.4%	58%	▲ 24.5%	
Adult Social Services		7677/9420	62%	65%	81.5%	25%	▲ 27.3%	
Council Tax		23533/33499	71%	65%	70.3%	8%	▼ 1.0%	
Housing Benefits		23801/27453	88%	65%	86.7%	100%	▼ 1.5%	
Housing Advice		3933/5734	49%	65%	68.6%	6%	▲ 40.0%	
Out of Hours		727/829	83%	65%	87.8%	35%	▲ 5.8%	
Barnet Homes		22258/32447	73%	65%	68.6%	6%	▲ 6.0%	



## Corporate Governance

CPI no	Performance Indicator	Period Covered	Numerator/denominator	Relevant previous outturn	Target	Outturn	Target Variance	DoT	Benchmark data
13	<b>Effectiveness and transparency of decision making within the council by ensuring that overview and scrutiny over the year 2010/11 (basket)</b>								
13a	<i>Number of decisions considered by Overview and Scrutiny prior to being taken by Cabinet (annual target)</i>	July 10- Dec 10	N/A	2	3	6	100%	▲ 200%	Unique to Barnet
13b	<i>Number of policy developments initiated by Overview and Scrutiny (annual target)</i>		N/A	2	3	4	33%	▲ 100%	Unique to Barnet
14	% of households returning completed electoral registration forms	Oct 10- Dec 10	124257/139284	90%	91%	89.2%	2%	▼ -1%	
15	Increase the % of additional items in the Publication Scheme	Oct 10- Dec 10	31/71	36.6%	40%	43.7%	9%	▲ 19.4%	Unique to Barnet
16	% increase in resident satisfaction with opportunities for democratic engagement	N/A	N/A	29%	35%	Due to be reported in Q4	N/A	N/A	No data available

<sup>1</sup> The indicator is cumulative but the direction of travel variance is calculated on the basis of quarter by quarter change.

## Appendix B - Corporate Plan improvement initiative progress

### Adult Social Care

Corporate Priority & Strategic Objective	Top Project/ Top improvement initiative	Quarter 3 milestone/s	Status	Commentary	Quarter 4 milestone/s
<p>A Successful London Suburb</p> <p><i>Work with NHS Barnet to make sure residents can access good quality healthcare provision</i></p>	<p><b>Promote volunteering as a means to empower individuals, contributing to strong communities, adding value in the delivery of public services.</b></p>	<p>AdSS SMT / Grants Unit agreement of commissioning strategy and performance framework for volunteer management, coordination and support First quarterly performance report – corporate PI</p>	<p>Achieved</p>	<p>Agreement with CommUNITY Barnet in place for volunteer management, coordination and supporting quarterly performance reporting of corporate PI. Embedding of processes underway.</p>	<p>*AdSS SMT / Grants Unit agreement of procurement plan to implement commissioning strategy</p> <p>*AdSS specification of volunteering targets within 2011/12 SLAs with voluntary organisations</p>

## Children's Service

Corporate Priority & Strategic Objective	Top Project/ Top improvement initiative	Quarter 3 milestone/s	Status	Commentary	Quarter 4 milestone/s
<p><i>Better services with less money</i></p> <p><i>Intervene early to strengthen families and ensure that children and young people are able to achieve their potential</i></p>	Launch new foster carer recruitment campaign to increase opportunities for stable, local placements	New recruitment strategy for foster carers finalised	Achieved	Recruitment strategy implemented. Practice has been revised in dealing with enquires and initial assessments.	Implement action plan arising from FirstStat
<p><i>Sharing opportunities and sharing responsibilities</i></p> <p><i>Embed a safeguarding culture throughout Barnet to make sure our children, young people and adults remain safe</i></p>	Strengthen multi-disciplinary support for vulnerable families	Secure full and committed multi-agency representation on MAGs	Work initiated/ mostly achieved	Cross agency representation on MAGs has been successful, work underway to engage Adult Social Care.	MAGs embedded and in place, reviewing Common Assessment Frameworks and monitoring and evaluating success of interventions

Corporate Priority & Strategic Objective	Top Project/ Top improvement initiative	Quarter 3 milestone/s	Status	Commentary	Quarter 4 milestone/s
<p><i>Sharing opportunities and sharing responsibilities</i></p> <p><i>Embed a safeguarding culture throughout Barnet to make sure our children, young people and adults remain safe</i></p>	Use video technology to empower families to effectively participate in child protection planning	Research new model of improving the overall participation of families in child protection planning. Setup pilot of new model.	Work initiated/ mostly achieved	Video conferencing has been researched and concluded that there are significantly better models to be adopted in order to achieve empowerment of families. This new model is currently in the process of being piloted.	Pilot new approach to carrying out child protection conferences - linking with Future Shape transport workstream
<p><i>A Successful London Suburb</i></p> <p><i>Ensure every school a good school for every child</i></p>	Ensure sufficient primary school places are available in the right areas	Investment strategy for future years approved	Achieved	An investment strategy to meet the demand for primary school places was approved at Cabinet in September 2010.	Plans in place for providing sufficient Reception places for September 2011

## Environment and Operations

Corporate Priority & Strategic Objective	Top Project/ Top improvement initiative	Quarter 3 milestone/s	Status	Commentary	Quarter 4 milestone/s
<p><i>Sharing opportunities and sharing responsibilities</i></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>	Work with the Metropolitan Police and engage residents to achieve successful outcomes around shared objectives and community issues	Implement plan and monitor delivery	Work initiated/ mostly achieved	Burglary project delivered since September ongoing to 31st March 2011.	Burglary action plan will cease February 2011, evaluation to commence March 2011.
<p><i>A Successful London Suburb</i></p> <p><i>Protect and enhance our natural environment so that the borough is clean and green</i></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>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>	Work initiated/ mostly achieved	EcoTeams event was held on 13 October. 16 enthusiastic residents from across the borough congregated to discuss the proven environmental and social benefits EcoTeams brings and ways in which they could get people together to create their own local teams with friends, colleagues and neighbours. The event went very well and it is hoped that a number of residents who attended the launch event will set up EcoTeams in quarter 4. The Barnet Traders Association (BTA) successfully participated as part of the organising committee for the Barnet Christmas Street Fayre in Dec 2010. It has been decided at this stage to postpone the release of the remaining funding whilst we address concerns about proper representation on BTA.	<p>1. Consensus achieved with all represented parties on Barnet Traders Group.</p> <p>2. Breakdown on spend relating to initial £5k grant.</p> <p>3. Additional EcoTeams running in Barnet</p>

### Planning Housing and Regeneration

Corporate Priority & Strategic Objective	Top Project/ Top improvement initiative	Quarter 3 milestone/s	Status	Commentary	Quarter 4 milestone/s
<i>Sharing opportunities and sharing responsibilities</i>  <i>Promote mixed communities</i>	Review housing allocations policy	Cabinet Report to agree new policy following implementation	Achieved	Cabinet report drafted December 2010 and agreed by Cabinet 10 January 2011	New Allocations policy fully implemented
<i>A Successful London Suburb</i>  <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 ( economic insight)	Complete data collection for Edgware, Finchley North and Central.	Work initiated/ mostly achieved	Data collection complete for Central Finchley and Edgware. Changing priority from North Finchley to Golders Green has delayed start on third centre	Complete scoping studies and draft issues papers.

### Commercial Services

There are no Corporate Plan improvement initiatives for Commercial Services

### Deputy Chief Executives Service

There are no Corporate Plan improvement initiatives for Deputy Chief Executive's Service

### Chief Executives Service

Corporate Priority & Strategic Objective	Top Project/ Top improvement initiative	Quarter 3 milestone/s	Status	Commentary	Quarter 4 milestone/s
<p><i>Better services with less money</i></p> <p><i>Improve customers' access to the council, and encourage more contact and transactions to be carried out online</i></p>	Develop an organisational dashboard and indicators for better measuring of customer satisfaction and value for money	Additional push to populate data gaps to be addressed at advisory board meetings	Work initiated/ mostly achieved	Data gaps still outstanding awaiting services for the requested data.	Review/Re-evaluate the dashboard and implement an improvement plan.

### Corporate Governance

Corporate Priority & Strategic Objective	Top Project/ Top improvement initiative	Quarter 3 milestone/s	Status	Commentary	Quarter 4 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>	<b>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.</b>	<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>	Work initiated/ partially achieved	<p>1. Scheme has progressed as expected and updates published. Where documents have been identified as ready for publication, that is, where they set out fees and charges or Council strategies and have been approved at the relevant meeting, they have been included in the Publication Scheme.</p> <p>2. The Governance team is continuing to identify areas where version control protocols and mechanisms for the speedy sign off and uploading of information is required and is liaising with the Web Team to determine how best to advance this item.</p> <p>3. The Governance team is liaising with the Web Team to determine strategies for the updating/replacing of outdated information that link with strategies for updating/replacing web content.</p>	<p>1. Identify all information agreed for publication that is still outstanding.</p> <p>2. Publish all information that has been identified.</p> <p>3. Identify on-going milestone to continue with the expansion and on-going updating of the scheme.</p>





**AGENDA ITEM: 9**

Page nos. 36 - 38

---

Meeting	Budget and Performance Overview & Scrutiny Committee
Date	22 <sup>nd</sup> February 2011
<b>Subject</b>	<b>Cabinet Forward Plan</b>
Report of	Scrutiny Office
Summary	This report provides Members with the current published Cabinet Forward Plan. The Committee is asked to comment on and consider the Cabinet Forward Plan when identifying future areas of scrutiny work.

---

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

## **1. RECOMMENDATIONS**

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

## **2 CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

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

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

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

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

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

## **3. RELEVANT PREVIOUS DECISIONS**

- 3.1 None.**

## **4. RISK MANAGEMENT ISSUES**

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

## **5. EQUALITIES AND DIVERSITY ISSUES**

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

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

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

6.1 None.

**7. LEGAL ISSUES**

7.1 None.

**8 CONSTITUTIONAL POWERS**

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

**9. BACKGROUND INFORMATION**

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

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

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

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

**10. LIST OF BACKGROUND PAPERS**

10.1 None.



**London Borough of Barnet  
Forward Plan of Key Decisions  
15 January 2011**

Contact: Nick Musgrove, Democratic Services, 020 8359 2024

[nick.musgrove@barnet.gov.uk](mailto:nick.musgrove@barnet.gov.uk)

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
<b>Cabinet 14 February 2010</b>					
Budget <ul style="list-style-type: none"> <li>○ <b>Fairer Contributions policy</b></li> <li>○ <b>Housing Support Options for Older People</b></li> <li>○ <b>Children's Centres</b></li> </ul>	Receive results of consultation and consider new policy  Receive results of consultation, consider Business Case for Sheltered Plus and charged services for older people  Review budget proposals in light of outcome of consultation	Adults Kate Kennally  Adult Services Kate Kennally  Education, Children & Families  Robert McCulloch-Graham	Please see <a href="http://www.barnet.gov.uk/index/health-social-care/adult-social-services/fairer-contributions.htm">http://www.barnet.gov.uk/index/health-social-care/adult-social-services/fairer-contributions.htm</a>  <a href="http://www.barnet.gov.uk/index/council-democracy/consultations/consultation-housing-support-older-people-2.htm">http://www.barnet.gov.uk/index/council-democracy/consultations/consultation-housing-support-older-people-2.htm</a>	27/1/11  27/1/11	Full report  Full report

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
<ul style="list-style-type: none"> <li>○ <b>Budget, Council Tax and Medium Term Financial Strategy 2011/12 to 2013/14</b></li> </ul>	Recommend budget & Council Tax to full Council	Leader, Resources & Performance  Andrew Travers	Proposed consultation arrangements are set out in report to Cabinet on 20 October 2010  <a href="http://committeepapers.barnet.gov.uk/democracy/reports/reportsdetail.asp?ReportID=9712">http://committeepapers.barnet.gov.uk/democracy/reports/reportsdetail.asp?ReportID=9712</a>  See also  <a href="http://www.barnet.gov.uk/index/council-democracy/consultations/budget.htm">http://www.barnet.gov.uk/index/council-democracy/consultations/budget.htm</a>		Full report including draft revenue and capital budgets, consultation outcomes and recommendations on Council Tax
Anticipated references from Scrutiny  <ul style="list-style-type: none"> <li>○ Domestic Violence</li> <li>○ Social Housing Standards</li> </ul>	Consider TFG recommendations	Scrutiny office			Full report
Health Issues	Consider Health Vision for Barnet, inc Health and Wellbeing Board	Public Health Irene Findley			Full report
Parks charging	Review policy on charging for use of parks	Environment Pam Wharfe			Full report
New Support Organisation and Customer Services Organisation	Consider options appraisal	Customer Access & Partnerships  Andrew Cox			Full report

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
Housing Service	Consider future of Service and Barnet Homes	Housing, Planning & Regeneration  Paul Shipway			Full report
<b>Cabinet Resources Committee 2 March 2011</b>					
Athletics Stadium, Greenlands Avenue, Cophall, London NW7 4RL	Approval, in principle, for the occupation by and lease to Saracens' Rugby Football Club. to include refurbishment of Barnet Cophall Stadium.  Begin discussions to agree allow Saracens to use the stadium for home games and whilst ensuring continued sports and community use.	Resources and Performance  Julie Oldale			Full report
West Hendon Regeneration – Phase 2a – Release of Restrictive Covenants	To approve the release of the restrictive covenants on the following properties: 1-7, 10,12 Rosemead 1-10 Warner Close	Resources and Performance  Siobhan O'Donoghue			Full report



<b>Subject</b>	<b>Decision requested</b>	<b>Cabinet Member/ author</b>	<b>Consultation</b>	<b>Last date for reps</b>	<b>Documents to be considered</b>
Hendon Football Club Ground, Claremont Road, Hendon	To consider the options for the future of this asset including a possible disposal.	Resources and Performance  Philip Stanbridge			Full report
Integrated Community Equipment contract variation and extension	Approve variation and contract extension	Adults  Mildred Asimwe-Katumba			Full report
Catalyst Arbitration	To update on outstanding arbitration issues.	Adults  Kate Kennally			Full report
North London Sub-Region: RE:NEW Programme	Award contract.	Housing, Planning and Regeneration  Lesley Mallett			Full report
Adults In House Services	Approve the business case following Cabinet decision 29/11/10.	Customer Access and Partnerships  Richard Harrison			Full report

<b>Subject</b>	<b>Decision requested</b>	<b>Cabinet Member/ author</b>	<b>Consultation</b>	<b>Last date for reps</b>	<b>Documents to be considered</b>
Development and Regulatory Services	Approve the business case following Cabinet decision 29/11/10.	Customer Access and Partnerships  Linda Spiers			Full report
Passenger Transport	Approve the business case following Cabinet decision 29/11/10.	Customer Access and Partnerships  Suzanne Hope			Full report
Parking Service	Approve the business case following Cabinet decision 29/11/10.	Customer Access and Partnerships  Suzanne Hope			Full report
Land at Trott Road, Finchley	Transfer of park to allotment.	Resources and Performance  Judith Ellis			Full report

<b>Subject</b>	<b>Decision requested</b>	<b>Cabinet Member/ author</b>	<b>Consultation</b>	<b>Last date for reps</b>	<b>Documents to be considered</b>
Land at East Road, Burnt Oak	To approve the disposal of land at East Road.	Resources and Performance Simon Shaer			Full report
Watling Boys Club, Dryfield Road	To approve the disposal of premises.	Resources and Performance Richard Malinowski			Full report
Grahame Park Regeneration Project	Deferral of historic costs owed to the Council in relation to the regeneration and redevelopment of the Grahame Park Estate.	Housing, Planning and Regeneration Noreen Twomey			Full report
Tax Increment Financing (TIF)	To consider TIF options.	Housing, Planning and Regeneration Colin Ross			Full report

<b>Subject</b>	<b>Decision requested</b>	<b>Cabinet Member/ author</b>	<b>Consultation</b>	<b>Last date for reps</b>	<b>Documents to be considered</b>
Children's Service Fees and charges	To approve the Children's Service fees and charges	Education, Children and Families Elaine Tuck			Full report
Monitoring 2010/11	To consider the current monitoring report.	Resources and Performance Maria Christofi			Full report
Treasury Management Activity	To review current Treasury Management activity.	Resources and Performance Karen Bannister			Full report
<b>Cabinet Resources Committee 28 March 2010</b>					
Update report on GAF3 funding	To report an update on GAF3 funding.	Housing, Planning and Regeneration Lucy Shomali			Full report

<b>Subject</b>	<b>Decision requested</b>	<b>Cabinet Member/ author</b>	<b>Consultation</b>	<b>Last date for reps</b>	<b>Documents to be considered</b>
Provisional Outturn Report 2010/11	To consider the current monitoring report.	Resources and Performance Maria Christofi			Full report
Treasury Management Activity	To consider the current Treasury Management activity.	Resources and Performance Karen Bannister			Full report
<b>Cabinet 29 March 2011</b>					
Finchley Church End Town Centre Strategy	Approve Strategy	Housing, Planning & Regeneration Lucy Shomali	Consultation carried out February/March 2010 <a href="http://www.barnet.gov.uk/index/council-democracy/consultations/planning-consultations/finchley-church-end-issues-opportunities.htm">http://www.barnet.gov.uk/index/council-democracy/consultations/planning-consultations/finchley-church-end-issues-opportunities.htm</a>		Full report
Chipping Barnet Town Centre Strategy	Approve Strategy	Hsg, Plg & Regen Lucy Shomali			Full report

<b>Subject</b>	<b>Decision requested</b>	<b>Cabinet Member/ author</b>	<b>Consultation</b>	<b>Last date for reps</b>	<b>Documents to be considered</b>
Edgware Town Centre Strategy	Approve Strategy	Hsg, Planning & Regeneration  Lucy Shomali			Full report
Strategic Review of Libraries	Receive results of consultation authorised by Cabinet on 6 September and proposed Library Strategy	Customer Access & Partnerships  Tom Pike, Richard Grice	<a href="http://www.barnet.gov.uk/index/council-democracy/consultations/libraries-survey.htm">http://www.barnet.gov.uk/index/council-democracy/consultations/libraries-survey.htm</a>	30/11/10	Full report
Corporate Plan	Approve latest version of Plan	Leader  Julie Pal			Full report
Local Development Framework – North London Waste Plan	Publication Pre-Submission Stage	Housing, Planning & Regeneration  Nick Lynch	Report will propose consultation	Full report	Full report

<b>Subject</b>	<b>Decision requested</b>	<b>Cabinet Member/ author</b>	<b>Consultation</b>	<b>Last date for reps</b>	<b>Documents to be considered</b>
Local Development Framework – site allocations document	Consider preferred options	Housing, Planning & Regeneration  Nick Lynch	Consultation ended March 2010  <a href="http://www.barnet.gov.uk/index/council-democracy/consultations/planning-consultations/ldf-site-allocations-development-plan-document.htm">http://www.barnet.gov.uk/index/council-democracy/consultations/planning-consultations/ldf-site-allocations-development-plan-document.htm</a>	Full report	
Local Development Framework – Core Strategy	Approve consultation on pre-submission amendments	Housing, Planning & Regeneration  Nick Lynch	Please see  <a href="http://www.barnet.gov.uk/index/council-democracy/consultations/planning-consultations/ldf-core-strategy-publication-stage-consultation.htm">http://www.barnet.gov.uk/index/council-democracy/consultations/planning-consultations/ldf-core-strategy-publication-stage-consultation.htm</a>		Full report
Local Development Framework – Management Policies	Take to Publication Stage	Housing, Planning & Regeneration  Nick Lynch	Please see  <a href="http://www.barnet.gov.uk/index/council-democracy/consultations/planning-consultations/ldf-development-management-policies-preferred-approach-consultation.htm">http://www.barnet.gov.uk/index/council-democracy/consultations/planning-consultations/ldf-development-management-policies-preferred-approach-consultation.htm</a>	25/11/10	Full Report
One Barnet Strategic Partnership Governance	Address position of LSP in One Barnet Governance	Customer Access & Partnerships  Andrew Nathan			Full report

<b>Subject</b>	<b>Decision requested</b>	<b>Cabinet Member/ author</b>	<b>Consultation</b>	<b>Last date for reps</b>	<b>Documents to be considered</b>
Regeneration & Enterprise Strategy	Approve Strategy	Housing, Planning & Regeneration  Colin Ross, Jodie Yandall			Full report



**AGENDA ITEM: 10**

Page nos. 39 - 49

---

Meeting	Budget and Performance Overview & Scrutiny Committee
Date	22 <sup>nd</sup> February 2011
<b>Subject</b>	<b>Budget and Performance Overview &amp; Scrutiny Committee Forward Work Programme 2010/11</b>
Report of	Scrutiny Office
Summary	This report outlines the Committee's work programme during 2010/11.

---

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

## **1. RECOMMENDATIONS**

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

## **2 CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

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

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

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

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

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

## **3. RELEVANT PREVIOUS DECISIONS**

- 3.1 None.**

## **4. RISK MANAGEMENT ISSUES**

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

## **5. EQUALITIES AND DIVERSITY ISSUES**

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

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

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

6.1 None in the context of this report.

**7. LEGAL ISSUES**

7.1 None in the context of this report.

**8 CONSTITUTIONAL POWERS**

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

**9. BACKGROUND INFORMATION**

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

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

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

**10. LIST OF BACKGROUND PAPERS**

10.1 None.



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

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

<b>Forward Plan Update</b>	term strategic and financial issues for the Council, information on the financial and business planning context and an explanation of the affect of the national context upon the finances of the Authority.		less money
<b>1 SEPTEMBER 2010</b>			
<b>ITEMS CONSIDERED</b>	<b>INFORMATION</b>	<b>REPORT ORIGIN</b>	<b>LINK TO CABINET / CORPORATE PLAN</b>
<b>Quarter One Performance Information</b>	<p>The Committee focussed their attention in particular on the rising levels of Children’s Social Care in Barnet, and recommend that the authority encourage the provision of mentoring and vocational schemes by local businesses for children in care, particularly those businesses contracted by the authority.</p> <p>The Committee also scrutinised recycling rates in the borough and made a number of recommendation in respect of this area.</p>	Internal – Performance	Better services with less money
<b>Parking Policy and Performance</b>	The Committee strongly supported the proposal to move to cashless parking operations, and encouraged the authority to balance the need to generate revenue from parking without placing an undue burden on residents of the borough.	Internal – Parking	Better services with less money

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

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



	the voluntary sector.		
<b>Monitoring 2010/11</b>	The Committee scrutinised and noted the financial position set out in the Monitoring report.	Internal – Finance	Better Services with Less Money
<b>27 JANUARY 2011</b>			
<b>ITEMS TO BE CONSIDERED</b>	<b>INFORMATION</b>	<b>REPORT ORIGIN</b>	<b>LINK TO CABINET / CORPORATE PLAN</b>
<b>Budget Consultation: Voluntary Sector</b>	To receive evidence from CommUNITY Barnet and Kisharon and made a number of comments to Cabinet.	Internal - Scrutiny office	All priorities
<b>One Barnet Forward Plan Principles</b>	The Committee considered the proposed approach for developing a One-Barnet Forward Plan and requested that the necessary consideration be given to transparency of decision-making when formulating partnership governance arrangements. The Committee requested further opportunities to comment as the One Barnet Forward Plan is formulated.	Internal - Assistant Chief Executive	All priorities
<b>Barnet Homes Q2 Performance Information</b>	The Committee received the Q2 Performance information for Barnet Homes, and suggested that the end of year target for Relet Time (average time it takes to relet an empty property) be revised from 49 to 28 days. The Committee	Internal - PHR / External - Barnet Homes	All priorities

	<p>also suggested that future Barnet Homes performance reports include:</p> <ul style="list-style-type: none"> <li>• An annual moving target</li> <li>• Actions taken to combat missed targets</li> </ul>		
<b>22 FEBRUARY 2011</b>			
<b>ITEMS TO BE CONSIDERED</b>	<b>INFORMATION</b>	<b>REPORT ORIGIN</b>	<b>LINK TO CABINET / CORPORATE PLAN</b>
<b>Quarter Three Performance Information</b>	<p>To include in depth reports on:</p> <ul style="list-style-type: none"> <li>• Value for Money</li> <li>• The attainment gaps between children with special education needs and their peers, and children eligible for free school meals and their peers.</li> </ul>	Internal - Performance	Better services with Less Money
<b>5 APRIL 2011</b>			
<b>ITEMS TO BE CONSIDERED</b>	<b>INFORMATION</b>	<b>REPORT ORIGIN</b>	<b>LINK TO CABINET / CORPORATE PLAN</b>
<b>Cashless Operations</b>	Report on Council moves towards cashless operations, including methods of payment	Internal – Finance / E&O	Better services with less money

<b>FUTURE MEETINGS</b>			
	<b>INFORMATION</b>	<b>REPORT ORIGIN</b>	<b>LINK TO CABINET / CORPORATE PLAN</b>
<b>Budget and Financial Forward Plan</b>	To receive regular reports on the Budget, Financial Forward Plan, Risk Register and Out-Turn.	Internal - Finance	Better Services with Less Money
<b>Budget Scrutiny</b>	<ul style="list-style-type: none"> <li>- Receiving a report on the draft budget headlines and discussing any issues arising</li> <li>- Reviewing the budget consultation proposals, including the involvement of Scrutiny</li> <li>- Reviewing the results of the consultation and the impact on budget decisions of Cabinet.</li> </ul>	Internal – Finance	All priorities
<b>Quarterly Performance Information</b>	To receive performance information reported on a quarterly basis.	Internal – Performance	Better services with less money
<b>Scrutiny of Partnerships</b>	To receive the Annual Report of Partnerships, and to examine Council partnerships with other organisations.	Internal – Partnerships	A successful London suburb
<b>Barnet Homes Performance Information and Business</b>	To consider annual Barnet Homes Performance Information and Business Plan.	External – Barnet Homes	‘One Barnet’

<b>Plan</b>			
<b>Restructure of Human Resources</b>	To be consider the restructure of Human Resources	Internal - Finance	Better services with less money
<b>Information Systems</b>	To receive a report on Information Systems in the authority	Internal – Information Systems	Better services with less money
<b>Major Projects in Progress</b>	To be updated on the progress of Major Projects currently operating.	Internal - Finance	Better services with less money
<b>Cashless Operations</b>	Report on Council moves towards cashless operations, including methods of payment	Internal – Finance	Better services with less money
<b>Medium Term Financial Strategy</b>	To receive the Medium Term Financial Strategy	Internal – Finance	Better services with less money
<b>Estates Strategy</b>	To receive final strategy following Scrutiny of the draft Strategy on 1/9/10.	Internal – Commerical Services	Better services with less money
<b>North London Waste Authority</b>	To receive a report on the North London Waste Authority contract.	Internal – Environment & Operations	Better services with less money

--	--	--	--

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

**Future meeting dates:**

- 5 April 2011