

**MEETING**

**BUDGET AND PERFORMANCE OVERVIEW & SCRUTINY COMMITTEE**

**DATE AND TIME**

**TUESDAY 5<sup>TH</sup> APRIL 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 – 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.	QUARTER THREE MONITORING 2010/11	1 - 12
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10.	ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT	-

### FACILITIES FOR PEOPLE WITH DISABILITIES

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**AGENDA ITEM: 6**

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Meeting	Budget and Performance Overview & Scrutiny Committee
Date	5 April 2011
<b>Subject</b>	<b>Q3 Monitoring 2010/11</b>
Report of	Deputy Chief Executive
Summary	To scrutinise the Monitoring 2010/11 report and provide any comments for consideration.

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Officer Contributors	Maria G. Christofi – Assistant Director, Financial Services Anisa Darr – Finance Manager, Closing & Monitoring
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Status (public or exempt)	Public
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Wards Affected

Enclosures	Enclosure 1 – Cabinet Resources Committee Report
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Contact for Further Information:	Contact for further information: Anisa Darr, Finance Manager, Closing & Monitoring, 020 8359 7106
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## **1. RECOMMENDATIONS**

- 1.1 The Committee is invited to note the Monitoring position forecast as at Quarter 3 2010/11, all the service information is detailed in Appendix A, and comment on any issues.**
- 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:
- Corporate Plan 2010/11;
  - 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 Cabinet Resources Committee, 30 November 2010 (Decision item 8) – approved Monitoring 2010/11.
- 3.7 Cabinet, 10 January 2010 (Decision item 7) – approved virements over £1m.
- 3.8 Council, 25 January 2010 (Decision item 5.1) – approved virements over £1m.
- 3.9 Cabinet Resources Committee, 2 March 2011 (Decision item 15) – approved Monitoring 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 included within Appendix A, section 1.4.

#### **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).

## **9. BACKGROUND INFORMATION**

### **9.1 2010/11 Revenue Monitoring**

- 9.1.1 There is a net overspend of £1.005m being forecast at the end of quarter 3. A breakdown of revenue monitoring by each service directorate is set out in Appendix A.

### **9.2 Commentary about Revenue Outturn and Corporate Plan Performance**

- 9.2.1 The Council's Commentary for Revenue and key performance indicators are set out in Appendix A .

### **9.3 Capital Monitoring Analysis**

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

## **10. LIST OF BACKGROUND PAPERS**

- 10.1 None

Legal: MM  
Finance: JH

## ENCLOSURE 1

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Meeting	Cabinet Resources Committee
Date	2 March 2011
<b>Subject</b>	<b>3<sup>rd</sup> Quarter Monitoring 2010/11</b>
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 Luke Ward – Corporate Performance Manager
Status (public or exempt)	Public
Wards affected	Not applicable
Enclosures	Appendix A – Performance Report Appendix B – Revenue Monitoring Directorate Appendix C – Capital Programme Adjustments Appendix D – Capital Monitoring Analysis
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 Directors take appropriate action to improve performance against those corporate performance, Human Resources (HR), project and risk measures where Quarter 3 performance has either deteriorated or remains a challenge. (Paragraphs 9.2, 9.3, 9.9 and Appendix A)**
- 1.3 That the following virements in excess of £1m be approved:**
  - The reduction of the Dedicated Schools Grant (DSG) by the Department of Education (DfE) in respect of three schools, the reduction in DSG is £5,647,450 with a compensating reduction in Individual Schools Budget (ISB) of £5,627,560 and in centrally retained budget of £19,890. (Paragraph 9.5.2)**
  - The Young People's Learning Agency (YPLA) pay the grant for sixth forms directly to academies rather than via the local authority. This will cause a reduction in the YPLA grant of £1,803,240 with a reduction in the ISB of an equivalent amount. (Paragraph 9.5.3)**
- 1.4 That the cost of agency staff procured through the Hays tempdesk be noted. (Paragraph 9.6.1)**
- 1.5 That the following drawdown's from contingency be approved:**
  - £494k for Planning, Housing and Regeneration (PHR) Services income shortfall in planning, building control and land charge fees caused by adverse housing market conditions and also, in the case of land charges, legislation revoking fees for personal searches. (Paragraph 9.7.2)**
  - £800k is requested from contingency for the impact of changes in Housing Benefits regulations on the level of subsidy that can be reclaimed in respect of temporary accommodation rents. (Paragraph 9.7.3)**
- 1.6 That the write off of debt for Temporary Accommodation £1.366m and the Private Sector Tenancy Scheme £0.762m approved under the Chief Finance Officer's authority be noted. (Paragraph 9.8.1)**
- 1.7 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)**
- 1.8 That the proposed Capital additions/deletions of £5.863m, slippage of £24.752m as set out in Appendix D and the related funding implications summarised in table 3 be approved.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Council, 2 March 2010 (Decision item 145) – approved the Council Budget and Council Tax 2010/11.**
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### **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.
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  - Debt Management Strategy;
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  - Risk Management Strategy; and
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### **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 included within Appendix A, section 1.4.

### **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 £1.005m being forecast at the end of quarter 3. A breakdown of revenue monitoring by each service directorate is set out in Appendix B.

**Table 1: 2010/11 Revenue Outturn Analysis – Summary**

Description	Original Budget £000	Revised Budget as at 31/12/10 £000	Forecast Outturn as at 31/12/10 £000	Forecast Outturn Variation as at 31/12/10 £000	Performance			
					Green	Green Amber	Red Amber	Red
Adults	96,232	95,953	96,151	198	1			2
Central Expenses	53,659	51,361	48,823	(2,538)	n/a	n/a	n/a	n/a
Chief Executive	11,962	11,693	11,559	(134)	5			1
Childrens Services	48,945	47,583	49,039	1,456	4			1
Commercial Services	15,632	17,441	17,755	314	3		1	
Corporate Governance	5,951	5,898	5,861	(37)	3			1
Deputy Chief Executive	11,595	11,998	11,998	-	2			
Environment & Operations	23,351	23,423	25,169	1,746				2
Planning, Housing & Regeneration	2,028	1,977	1,977	-	1	2		3
<b>Total 2010/11 General Fund Forecast</b>	<b>269,355</b>	<b>267,327</b>	<b>268,332</b>	<b>1,005</b>	19	2	1	10
Allocations agreed from GF Balances	-	-	-	-				
General Fund Balances as at 01/04/10	-	-	-	(15,780)				
<b>Projected General Fund Balances (excluding schools balances) at 31/03/11</b>	-	-	-	<b>(14,775)</b>				

Description	Original Budget £000	Revised Budget as at 31/12/10 £000	Forecast Outturn as at 31/12/10 £000	Forecast Outturn Variation as at 31/12/10 £000
Dedicated Schools Grant	(124)	(142)	21	163
Housing Revenue Account	-	-	(301)	(301)

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 **Performance against the Corporate Plan targets**

9.2.1 The number of Corporate Plan performance targets reporting data remained the same in quarter 3 as in quarter 2 at 32 out of a total of 41. The balance of met and missed targets also remains similar at 59% met (19 targets) and 41% missed (13 targets) in Q2. There are nine indicators where no data has yet been reported, including on road maintenance and those that depended on the Place Survey for data.

9.2.2 Good performance has been maintained for the number of adult social care clients receiving self directed support. The number of children in care is also well within the target, and GCSE results for children in care last year met the target.

9.2.3 Targets that were red last quarter but which are now green are two in Commercial Services relating to reviewing and renegotiating major contracts (although meeting the year end targets on this will be challenging) and answering the phone to customers in 5 rings by the Council's call centres.

9.2.4 In quarter 3, the number of households accepted as homeless has increased from 60 to 77 between quarter 2 and quarter 3. Deterioration has also taken place on volunteering referrals for Adult social care clients. Performance on waste has continued to deteriorate compared to the same point last year, with the amount of residual waste generated per household (in kgs) increasing by 3%, whilst the recycling rate is the same as it was at quarter 3 last year. Performance for responding to customers' emails within 10 days has dropped below the 85% target in quarter 3, with performance deteriorating from 89% to 82.3%.

9.2.5 Indicators improving but still below target are the number of households re-housed in the private sector via housing services, the net number of additional homes added, and the proportion of children in care who are a Barnet Council foster placement.

9.2.6 A summary of performance against corporate priorities can be found in Appendix A. Detailed performance reports for each Council Directorate are published on the Council's website here: <http://www.barnet.gov.uk/cp-annual-performance-monitors.htm>

## 9.3 **Performance on HR/People measures**

9.3.1 The average amount of absence per employee has reduced across the organisation from 8.2 days per year in quarter two to 7.8 days in quarter 3. The London Council average is 8.8 days. The percentage of managers submitting a monthly absence returns has deteriorated significantly in quarter three from over 87% to 55.6%. The Directorates in which quarterly absence figures have increased the most are Planning, Housing & Regeneration (+1 day from 1.4 to 2.4 days) and Chief Executive's Service (+0.9 days from 1.7 to 2.6 days). There have been decreases in quarterly absence days in both Adult Social Services and the Children's Service. These figures should be set in the

ee implications of the proposed budget. Managing this is a key issue for the Council.

#### **9.4 Commentary about Revenue Outturn**

9.4.1 The Council's overall position has improved from the projected over spend of £3.391m quarter 2. This has been reduced to £1.005m at quarter 3. The Council's target level of balances is to remain above £15m, however, the effect of the over spend is to reduce the general fund balances to below our target. More recovery work will need to be done quite quickly by service directorates, supported by Finance, in order to manage this over spend to come into balance by final outturn.

9.4.2 Specific areas for concern which are mainly driving the over spend are external family assessments, external placements for children in care and agency costs in social care division of Children's Services. There has also been an increase in pupils placed in the private and independent sector, which is the result of legal orders by Special Educational Needs (SEN) Tribunal. Management and performance costs in Environment and Operations have increased as a result of re-profiling work across the directorate. A severe winter has pushed up the highways maintenance costs and a shortfall in income on the Special Parking Account has compounded the issue in the service. The purchase of additional licences in Information Systems has resulted in Commercial over spending.

9.4.3 These are high risk areas and while spend needs to be monitored and managed this year, it is important to ensure the situation is managed so it isn't a continuing budget pressure into next years budget.

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

#### **9.5 Virements**

9.5.1 The virement below is in excess of £1m and requires member approval.

9.5.2 During 2010/11 three schools converted to academy status (QE Boys, Ashmole and The Compton). The Department for Education (DfE) has reduced the Dedicated Schools Grant (DSG) for the budget share that would have been paid to the three schools and an element of the centrally retained budget had they remained maintained. The reduction in DSG is £5,647,450 with a compensating reduction in Individual Schools Budget (ISB) of £5,627,560 and in centrally retained budget of £19,890.

9.5.3 In addition the Young People's Learning Agency (YPLA) pay the grant for sixth forms directly to academies rather than via the local authority. This will cause a reduction in the YPLA grant of £1,803,240 with a reduction in the ISB of an equivalent amount.

#### **9.6 Agency Costs**

9.6.1 The table below details agency costs of temporary staff procured through Hays tempdesk. Expenditure has decreased in December, though this was always likely to occur due to the Christmas break with many services closed between Christmas & New Year. When compared to expenditure in December 2009, it has reduced by 30%.

If current spend is projected, the estimated outturn for the year ending 2010/11 would be approximately £9.3m, this is £2.39m less than in 2009/10

#### **Table 2: Agency Costs to 31 December 2010**

Service	Qtr 1	Qtr 2	Qtr 3
	Agency Spend	Agency Spend	Agency Spend
	£	£	£
Adult Social Services	471,086	432,085	438,876
Chief Executive's Service	85,347	84,218	55,040
Children's Service	620,824	588,781	616,518
Commercial	348,093	314,808	193,322
Corporate Governance	55,134	52,007	38,175
Deputy Chief Executive	289,695	269,194	261,282
Environment & Operations	408,392	417,781	435,982
Planning, Housing and Regeneration	181,796	160,123	131,198
<b>Grand Total</b>	<b>2,460,367</b>	<b>2,318,997</b>	<b>2,170,393</b>

## **9.7 Drawdown from Contingency**

9.7.1 The drawdown from Contingency requested below has been assumed in the Revenue Monitoring in Table 1 and Appendix B.

9.7.2 £494k for the PHR Services income shortfall in planning, building control and land charge fees caused by adverse housing market conditions and also, in the case of land charges, legislation revoking fees for personal searches. This is likely to be an ongoing budget requirement.

9.7.3 A drawn down of £800k is requested from contingency for the impact of changes in Housing Benefits regulations on the level of subsidy that can be reclaimed in respect of temporary accommodation rents. The subsidy loss related to these changes is estimated to be approximately £1.7m, part of which is being contained.

## **9.8 Write off of debt under Chief Finance Officer's Authority**

9.8.1 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-Legal and reporting this action retrospectively to Cabinet Resources Committee.

The amounts written off for Temporary Accommodation and the Private Sector Tenancy Scheme are £1.366m and £0.762m respectively.

A separate report has been submitted to Cabinet Resources Committee (02/03/2011) seeking approval to write off individual Temporary Accommodation debts of £5,000 and over totalling £0.575m.

## **9.9 Performance on key projects, including those in the OneBarnet Programme**

9.9.1 There are 54 major projects in total including the 12 within the One Barnet Programme. Of the 54, three have a red rating for their current status and one has a red rating for both the current and future status:

- Pericles Replacement (Current)
- Mayor of London, Help a London Park project (Current)
- Recruitment & Advertising (Both)

## **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 Capital Monitoring Analysis**

9.11.1 The Capital Monitoring summary and details by service directorate is set out in Appendix D.

## **9.12 Proposed changes to the Capital Programme**

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

**Table 3: Capital Funding Changes**

	Grants £000	S106 / Other £000	Capital Receipts £000	Revenue £000	Borrowing £000	Total £000
Adult Social Services	(740)					(740)
Central Expenses						-
Chief Executive			(465)			(465)
Children's Service	(500)	(2,408)	(1,620)		(7,512)	(12,040)
Corporate Governance			(30)			(30)
Commercial Services			(818)		(269)	(1,087)
Deputy Chief Executive			(341)			(341)
Environment & Operations	(409)	(67)	(184)		(770)	(1,430)
Planning, Housing and Regeneration	3,850		(245)		(249)	3,356
<b>General Fund Programme</b>	<b>2,201</b>	<b>(2,475)</b>	<b>(3,703)</b>	<b>-</b>	<b>(8,800)</b>	<b>(12,777)</b>
HRA Capital	(3,874)	-	(102)	(5,411)	3,275	(6,112)
<b>Total Capital Programme</b>	<b>(1,673)</b>	<b>(2,475)</b>	<b>(3,805)</b>	<b>(5,411)</b>	<b>(5,525)</b>	<b>(18,889)</b>

## 10. LIST OF BACKGROUND PAPERS

10.1 None.

Legal – MM

CFO – MC/JH

**Performance report, Quarter Three, 2010-11**

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## 1. Corporate performance overview

### 1.1 Overall health rating overview

The methodology for calculating these health ratings is contained in section three of this Appendix.

Directorate	Revenue budget actual variance £'000	Capital actual variance £'000	Corporate Plan performance	HR/People	Key project rating
Adult Social Services	198	(740)	-1	-3	4
Children's Service	1,456	(12, 040)	3	1.5	11.5
Environment & Operations	1,746	(1,430)	-2	-3	1
Planning, Housing & Regeneration	GF -	GF 3,356	-1	-2.5	1.5
	HRA (301)	HRA (6,112)			
Commercial	314	(1087)	2.5	-2.5	2
Deputy Chief Executive's Service	-	(341)	2	-4	1
Chief Executive's Service (incl. Customer Services & Libraries)	(134)	(465)	4	-5	3
Corporate Governance	(37)	(30)	2	-4.5	No key projects
Central Expenses	(2538)	-	n/a	n/a	n/a
<b>Totals<sup>1</sup></b>	<b>1,005</b>	<b>(18,889)</b>	<b>Green</b>	<b>Red</b>	<b>Green</b>

<sup>1</sup> Organisational totals are based on a simple sum of overall RAG ratings for each service, where each colour is given a number e.g. green equals 1, red equals -1 as set out in section three (page 20) of this appendix.



1.2 Top corporate achievements, issues and actions

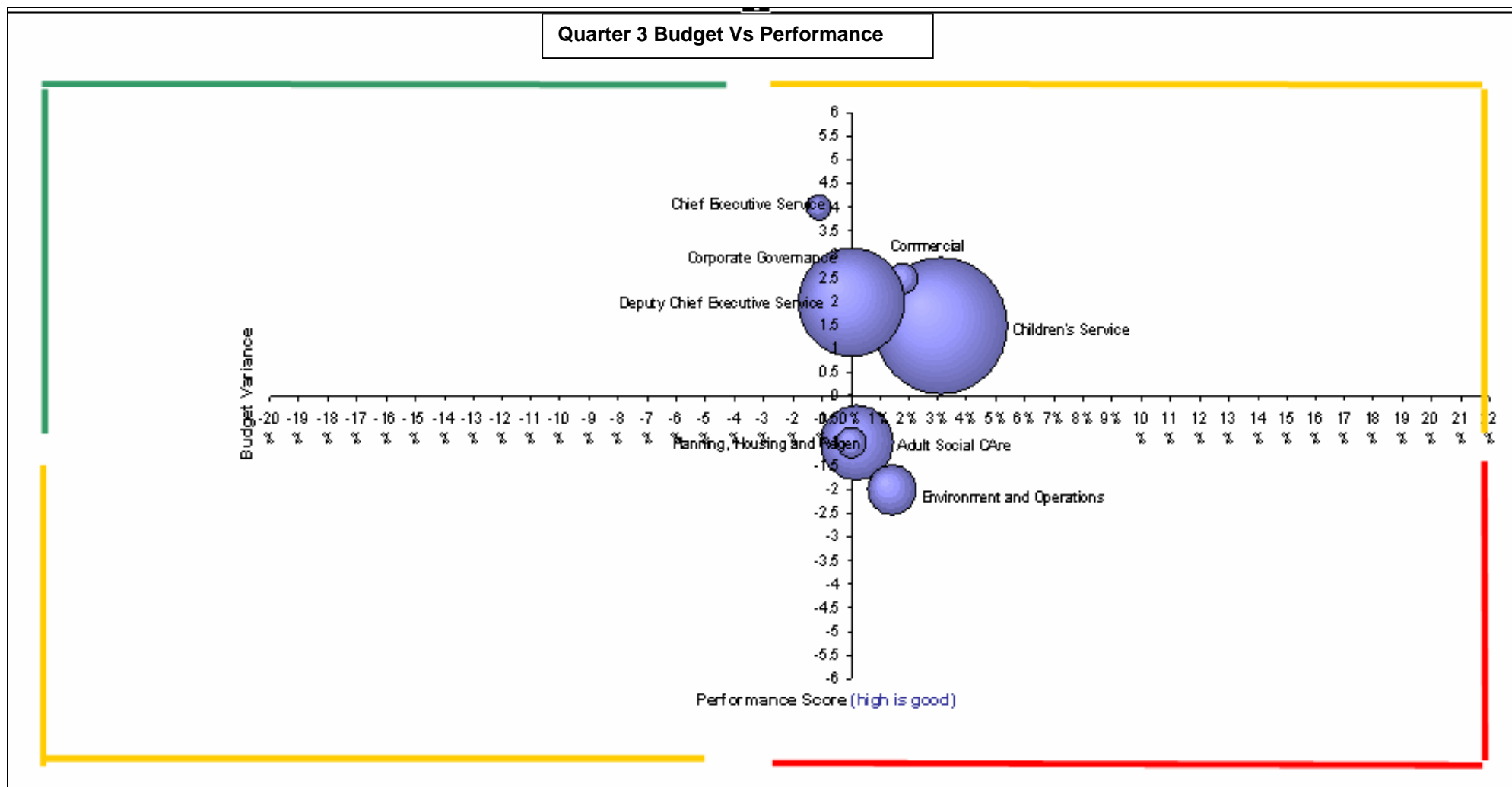
**Affecting the customer experience**

Achievements	Issues	Actions needed
<p>“Excellent” rating for Adult Social Services by Care Quality Commissioning as part of its Annual Performance Assessment for 2009/10.</p> <p>Ofsted annual rating of children’s services has improved to the highest possible rating of 4 ‘performs excellently’ – previous rating was 3.</p> <p>Successful launch of the national trailblazer <i>Right to Control</i> in partnership with the JobCentre Plus and Barnet Centre for Independent Living on 13 December 2010.</p> <p>During the recent snowfall there was no disruption to the refuse and street cleansing services. Town Centres were hand gritted by street cleansing operatives who also supported the refuse service by hand gritting. Green Spaces also provided staff to help hand grit.</p> <p>Ofsted ratings of ‘good’ or ‘outstanding’ of our schools remains among the best in London</p> <p>Q3 performance for customer contacts show 71.20% of calls answered within target – a very substantial improvement on previous performance.</p>	<p>In-year demand for primary places and secondary places in year 11, in addition to known demand for reception aged pupils</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. Project commenced to expand Broadfields School.</p>
	<p>Significant increase in court activity associated with child protection cases</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>Sustained increased number of referrals to children’s social care. This is impacting on the timeliness of assessments on cases referred into the service</p>	<p>Developing new family support service for 2011/12 alongside service targeting children and families experiencing domestic violence. Establishing a joint public protection desk service with the police to filter referrals and continuing to seek to reduce referrals though improving the co-ordination of our early intervention and prevention.</p>
	<p>Ensuring there is effective and sustainable integrated care arrangements to support long term care management (e.g. Continuing Care, Stroke) across health and social care.</p>	<p>Targeting investment for enablement, winter pressures and social care from NHS Barnet to areas of highest priority identified through a refreshed Joint Strategic Needs Assessment (JSNA).</p>

***Affecting council efficiency and value for money***

Achievements	Issues	Actions needed
<p>Increase in the number of applicants to join our social care workforce following a strategy to match remuneration packages with other local authorities</p> <p>Continued high performance in Revenues and Benefits</p> <p>One Barnet Business Case Framework approved and in place</p>	<p>Community Budget project needs sufficient development to go live in March.</p>	<p>Needs effective joint working with Children’s Service and Chief Executive’s Service, and project management in place to deliver.</p>
	<p>Future structure, strategic and operational direction of Community Safety Partnership needs clarification/agreement in light of following threats/opportunities:</p> <ul style="list-style-type: none"> <li>• Budget pressures /loss of funding across partnership</li> <li>• Public Health Reform</li> <li>• Community Based Budgets</li> <li>• Police and Chartered Society of Physiotherapy (CSP) Reform</li> <li>• One Barnet Programme</li> <li>• Creation of new Environment and Planning Directorate</li> </ul>	<p>Strategic Partnership review (across and including all partners) of Community Safety approach.</p> <p>Safer Communities Board met on the 24<sup>th</sup> January 2011 to look at strategies.</p>
	<p>Traded Services – launch of New Service Organisation (NSO) having negative impact of traded services; schools concerned about potential impacts of outsourcing and actively looking at alternative service providers</p>	<p>Traded Services – Human Resources (HR) and Payroll service provision to schools currently under review; new service to be launched from April 2011. Separate comms issued to Schools Heads to confirm HR &amp; Payroll services to continue to be delivered</p>
	<p>Pressure on procurement personnel and risk that key pieces of work will be delayed as vacant posts still exist following a delay in recruitment due to organisational recruitment freeze.</p>	<p>Need to appoint full time equivalent (FTE) procurement managers to take forward transformation of procurement / centralisation plans, procurement activity within One Barnet Programme and business as usual.</p>

## 1.3. Barnet Council budget vs. performance analysis



Four directorates are projecting overspends, with the Children's Service having the highest value at £1.4m.

- The Chief Executive's Service (which includes Customer Services and Libraries) has maintained its performance and budget position from quarter 2. Adult Social Services has a lower performance score than quarter 2 and is now in the lower half. Performance for the Children's Service has improved but the forecast overspend remains significant.

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- Commercial has met most of its performance targets but is projecting a 2% overspend.
- Planning, Housing and Regeneration has no revenue overspend but remains in the low performing half. Deputy Chief Executive's has no revenue overspend and has improved its performance.
- Environment and Operations is the worst performing service overall in terms of budget management and performance.

### 1.4 Current Corporate Risks

This list represents the current corporate risk register. Since the last quarter there has been no reduction from the initial assessment of risk to the current assessment this is a result of combination of control actions not being implemented or those control actions not being effective to reduce the level of risk. Some risks are of course dependent on outcomes external to the organisation.

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment			
	Impact	prob	rating			Impact	Prob	rating	
<p><b>ORG0001 - Reputational</b> 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.</p> <p>Risk – failure to deliver One Barnet effectively, with declining service performance and citizen satisfaction. Sub-optimal commercial arrangements with third parties.</p>	High 3	Medium 2	High 6	Ensure effective governance arrangements with both Cabinet Members and senior management engaged. <i>In Progress (0% complete)</i>	31/03/2011 (Normal)	High 3	Medium 2	High 6	
				Communication and Engagement strategy to ensure project level communications and engagement plans are in place <i>Implemented (100% complete)</i>					
				Transition Strategy to ensure business as usual is maintained during the delivery of the programme <i>In Progress (40% complete)</i>					31/3/2011 (Normal)
				Benefits Realisation Framework <i>In Progress (20% complete)</i>					31/3/2011 (Normal)
				Programme plan produced and signed off <i>In Progress (65% complete)</i>					31/3/2011 (Normal)
				Project communications plans for live projects produced and signed off <i>In Progress (90% complete)</i>					31/3/2011 (Normal)

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Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	prob	rating			Impact	Prob	rating
				Risk management framework included risk and issue standards <i>Implemented (70% complete)</i>	31/3/2011 (Normal)			
				Risk management framework communicated to all live and pending projects and stakeholders <i>In Progress (40% complete)</i>	31/3/2011 (Normal)			
				implementation partnership has been put in place to fill the knowledge and experience gap with regard to commercial assurance. <i>Implemented (100% complete)</i>	31/3/2011 (Normal)			
<b>ORG0002 - Financial</b> Central government support has been cut and our response to this has gone to Cabinet and the budget will be finalised in February.  Risk – given the scale of the savings there will be key concerns in delivering those savings over the next 4 years and managing to deliver services in times of such uncertainty.	High 3	High 3	High 9	Financial and Business Planning Process <i>Complete (100% complete)</i>	28/02/2011 (Normal)	High 3	Medium 2	High 6
				Risk assessment of savings plans <i>In Progress (0% complete)</i>	31/3/2011 (Normal)			
<b>ORG0003 – Compliance - original</b> 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 - <i>Complete</i>  Set up Information Governance Council (IGC) to oversee actions from the IM Review. - <i>Implemented Complete</i>		High 3	Medium 2	High 6
				IGC to commission further work to enhance information management: - revised ICT Policy - IM Strategy - Information framework, including data retention and data sharing	30/4/2011 (Normal)			

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Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	prob	rating			Impact	Prob	rating
			High	- review of information sharing protocols and standards. <i>In Progress (0% complete)</i>				High
<b>ORG0004 - Reputational</b> 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 (75% complete)</i>		High 3	Low 1	Medium 3
<b>ORG0005 - Reputational</b> 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 (90% complete)</i>  Establish a Corporate Asset Management information system <i>In Progress (30% complete)</i>	31/3/2011 (Normal)	High 3	Medium 2	High 6
<b>ORG0006 - Reputational</b> 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>  Develop and Implement an up to date Procurement Strategy In progress (30% complete)	31/03/2011 (Normal)	Medium 2	Medium 2	Medium 4
<b>ORG0007 – Financial</b> 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	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 (50% complete)</i>	31/03/2011 (Normal)	High 3	Medium 2	High 6

## Appendix A

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	prob	rating			Impact	Prob	rating
be re-established at the minimum level.								
ORG0008 was closed in Quarter 2 and transferred to the Directorate Risk Register for resolution.								
<b>ORG0009 – Political</b> 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 (75% complete)</i>	31/3/2011 (High)	Medium 2	Medium 2	Medium 4
				School Improvement Partners complete attainment review for all schools <i>Proposed (100% complete)</i>	31/03/2011 (Normal)			
<b>ORG0010 – Reputational</b> 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>In progress (0% complete)</i>	31/07/2011	High 3	High 3	High 9
				Explore other innovative forms of funding <i>In progress (20% complete)</i>	30/04/2011			
<b>ORG0011 – Compliance</b> Waste management and sustainability – The cost of waste disposal will increase significantly in the medium-term due to landfill tax increases and the	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 –	30/04/2011	High 3	High 3	High 6

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Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	prob	rating			Impact	Prob	rating
<p>procurement of new waste disposal facilities by the NLWA. The loss of £258.4m PFI credits presents further risk to the affordability and progress of the procurement. 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.</p> <p>Risk – increased waste sent for disposal at significantly increased cost. Lack of progress on wider sustainability agenda attracting additional carbon commitment penalties.</p>			High 9	<i>In Progress (0% complete)</i>				High 9
				NLWA Procurement risk register maintained and updated – <i>In Progress (0% complete)</i>	30/4/2011			
				Progress at NLWA meetings, critical review of NLWA papers, with additional support from specialist consultant <i>In Progress (0% complete)</i>	30/4/2011			
				Develop & implement Waste Action Plan – <i>In Progress (30% complete)</i>	30/4/2011			
				Annual communications plan to include more targeted communications based on the intelligence available <i>In Progress (30% complete)</i>	30/4/2011			
				Establish & Embed Carbon Reduction Commitment Steering Group to strengthen management focus on Carbon Reduction commitment In Progress (50% complete)	31/03/2011 (normal)			
				Options for the procurement going forward and their affordability is being considered with the NLWA. <i>In Progress (0% complete)</i>	30/4/2011			
<p><b>ORG0012 - Financial</b> 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.</p>	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>				



## Appendix A

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	prob	rating			Impact	Prob	rating
			High 9	Gain Cabinet approval for expansion of Broadfields Complete (100%)				High 9
<b>ORG0013 - Financial</b> 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.	High 3	High 3	High 9	Inflationary uplifts being managed at 0% <i>In Progress (0% complete)</i>  New fairer contributions policy to be consulted on <i>In progress (0% complete)</i>  DDofASS and ADoC to develop and agree a joint transition strategy for Barnet Proposed (0% complete)  Ensure Council's approach to dealing with indexation and contracts is in line with Adults medium term financial plan <i>In progress (0% complete)</i>	31/03/2011 (Normal)	High 3	High 3	High 9
<b>ORG0014 - Financial</b> Risk: new revenues and benefits systems will not be in place with effect April 2011 to collect taxes and administer benefits.  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.  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 February 2011. Level of debt and benefit administered within the affected databases totals c£600m per annum.	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 Complete (100% complete)  Constant monitoring and reporting of risks, issues and progress through the various departments and companies involved. In Progress (80% complete)  Legal advice to be sought. In Progress (80% complete)  Existing system shut down whilst the	14/2/2011 (High)  14/2/2011 (High)  14/2/2011 (High)  14/2/2011	High 3	High 3	High 9

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Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	prob	rating			Impact	Prob	rating
				data converts to the new system. In progress (100% complete)	(High)			
				Go Live of new system once reconciled In progress (0% complete)	14/2/2011 (High)			

## 2. Whole council summary tables

### 2.1 – Key finance indicators

	Indicator		2010/11 (Position at 31/12/10)	2010/11 (Position at 30/09/10)	Achieved /Trend
<b>1</b>	<b><u>Revenue Expenditure</u></b>				
	(a) Balances and Reserves:				
	(i) General Fund Balance	£'m	14.78	12.39	
	(ii) HRA Balances	£'m	4.44	4.63	
	(iii) School Balances*	£'m	11.90	11.90	
	(b) Performance against Budget: Variations:				
	(i) Overspends	£'m	9.96	5.33	
	(ii) Underspends	£'m	8.95	1.94	
<b>2</b>	<b><u>Capital Expenditure</u></b>				
	(i) Cumulative Slippage	£'m	24.75	8.54	
<b>3</b>	<b><u>Debt Management</u></b>				
	(i) Total Debt Outstanding over 30 days	£'m	5.47	7.80	
	(i) Total Debt Outstanding over 12 months	£'m	2.78	3.39	
	(iii) Council Tax - % paid **	%	84.14	83.85	
<b>4</b>	<b><u>Creditor Payment Performance</u></b>				
	(i) % of Creditors paid within 30 days	%	98.17	97.98	

\* School Balances shown at 31st March 2010 position

\*\* Council Tax collection at 31 December 2010 compared to equivalent date in 2009

2.2 - Revenue budget – corporate overview

Description	Original Budget £000	Revised Budget as at 31/12/10 £000	Forecast Outturn as at 31/12/10 £000	Forecast Outturn Variation as at 31/12/10 £000
Adults	96,232	95,953	96,151	198
Central Expenses	53,659	51,361	48,823	(2,538)
Chief Executive	11,962	11,693	11,559	(134)
Childrens Services	48,945	47,583	49,039	1,456
Commercial Services	15,632	17,441	17,755	314
Corporate Governance	5,951	5,898	5,861	(37)
Deputy Chief Executive	11,595	11,998	11,998	-
Environment & Operations	23,351	23,423	25,169	1,746
Planning, Housing & Regeneration	2,028	1,977	1,977	-
<b>Total 2010/11 General Fund Forecast</b>	<b>269,355</b>	<b>267,327</b>	<b>268,332</b>	<b>1,005</b>

Description	Original Budget £000	Revised Budget as at 31/12/10 £000	Forecast Outturn as at 31/12/10 £000	Forecast Outturn Variation as at 31/12/10 £000
Dedicated Schools Grant	(124)	(142)	21	163
Housing Revenue Account	-	-	(301)	(301)

## 2.3 - Capital budget – corporate overview

	2010/11 Latest Approved Budget	Additions/ Deletions recommended to March CRC	Slippage / Accelerated Spend recommended to March CRC	2010/11 Budget (including March 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	104	(844)	627	296	627	(740)	-62%
Central Expenses	4,500	-	-	4,500	-	4,500	-	0%
Children's Service	54,551	449	(12,489)	42,511	30,082	42,511	(12,040)	-23%
Corporate Governance	31	-	(30)	1	-	1	(30)	-96%
Chief Executive Services	733	-	(465)	268	62	268	(465)	-63%
Deputy Chief Executive Services	826	-	(341)	485	224	485	(341)	-41%
Commercial Services	4,902	(104)	(983)	3,815	1,636	3,815	(1,087)	-20%
Environment & Operations	17,229	(286)	(1,144)	15,800	6,149	15,800	(1,430)	-7%
Planning, Housing and Regeneration	5,001	5,700	(2,344)	8,357	2,389	8,357	3,356	-47%
<b>General Fund Programme</b>	<b>89,141</b>	<b>5,863</b>	<b>(18,640)</b>	<b>76,364</b>	<b>40,838</b>	<b>76,364</b>	<b>(12,777)</b>	<b>-21%</b>
HRA Capital	24,373	-	(6,112)	18,261	9,866	18,261	(6,112)	-25%
<b>Total Capital Programme</b>	<b>113,514</b>	<b>5,863</b>	<b>(24,752)</b>	<b>94,625</b>	<b>50,704</b>	<b>94,625</b>	<b>(18,889)</b>	<b>-22%</b>

## 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 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>

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\* 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.

### 2.5 - Human Resource/People performance - corporate overview

Performance Indicator	Period covered	Target	Amber criteria	Q2 outturn (No.)	Q2 outturn %	Q3 (numerator/denominator)	Q3 outturn%	Q3 outturn (No.) <sup>2</sup>	Target Variance	DoT	Benchmarking
Number of posts established (FTE)	As at 31st Dec 2010	No target	N/A	3626.6	100.0%	3463.41/3,463.41	100.0%	3463.4	No Target	N/A	N/A
% managers submitting a monthly absence return	Oct 10 - Dec 10	100%	>94%	Not reported	87.3%	281/506	55.5%	281	48.4%	▼	N/A : measure applicable to LBB only
Average number of absence days per employee (Rolling year)	Jan 09 - Dec 10	6	6- 6.5	8.2	N/A	N/A	N/A	7.8	30%	▲	8.8 (Capital Ambition, 2009)
Quarterly average number of absence days per employee	Oct 10 - Dec 10	1.5	1.5-1.65	2.0	N/A	6773.1/2986.9	N/A	2.3	51.3%	▼	2.2 (Capital Ambition, 2009)
Overall employee relations case risk	As at 31st Dec 2010	0	-1	-98	N/A	N/A	N/A	-137	- 13700.0%	▼	N/A : measure applicable to LBB only
% appraisals undertaken for staff meant to have an appraisal	Apr 09 - Mar 10	100%	>94%	N/A	94.9%	2930/3042	96.3%	2930	3.7%	▲	84% across all public sector organisations (CIPFA, 2010)

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Performance Indicator	Period covered	Target	Amber criteria	Q2 outturn (No.)	Q2 outturn %	Q3 (numerator/denominator)	Q3 outturn%	Q3 outturn (No.) <sup>2</sup>	Target Variance	DoT	Benchmarking
Actual cost of days lost to sickness as % of total salary budget	Oct 10 - Dec 10	No target	N/A	£672,177.00	Not reported	502633/28325791	1.8%	£502,633	No Target	▲	No relevant information available
Cost of agency staff as % of total salary budget <sup>1</sup>	Oct 10 - Dec 10	No target	N/A	N/A	6.7%	2170393/28325791	7.7%	£2,170,393	No Target	▼	No relevant information available
Cost of non-contractual overtime as % of total salary budget	Oct 10 - Dec 10	No target	N/A	N/A	0.9%	74458/28325791	0.3%	£74,458	No Target	▲	No relevant information available
Number of people in permanent posts as % of total establishment (FTE)	As at 31st Dec 2010	No target	N/A	N/A	75.0%	2698.11/3,463.41	77.9%	2698.1	2.6%	-	86.4% (Capital Ambition, 2009)
Number of consultants, agency staff or secondees as % of total establishment <sup>1</sup>	As at 31st Dec 2010	No target	N/A	N/A	8.5%	290/3,463.41	8.4%	290.0	58.1%	-	13.6% (Capital Ambition, 2009)
Number of new employee relations cases opened in the quarter <sup>3</sup>	Oct 10 - Dec 10	No target	N/A	111	N/A	N/A	N/A	100	No Target	N/A	No relevant information available

1. Counts only those employed through the Hays contract

2. Each employee relations case is scored and the scores are then added up to produce an overall score which is traffic lighted. A methodology can be found in Section 3.4 of this appendix.

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	Adult Social Services		Chief Executive's Service		Children's Service		Commercial (inc IT)		Corporate Governance		Environment & Operations		Finance, HR, Revs & Bens		PHR		TOTALS	
	No.	FTE	No.	FTE	No.	FTE	No.	FTE	No.	FTE	No.	FTE	No.	FTE	No.	FTE	No.	FTE
Number of Posts Established	551	486.01	317	250.86	1239	1034	180	176.28	111	97.01	817	760.28	401	369.51	314	289.46	3930	3463.41
Occupied Posts	501	440.24	285	230.45	1053	856.37	156	150.55	96	85.09	718	661.28	360	328.83	271	248.96	3440	3001.77
Permanent Posts ("Perm Contract")	509	458.11	272	209.42	1081	904.54	150	146.28	94	84.68	762	710.79	379	352.71	294	272.07	3541	3138.6
Temporary or Fixed Term Posts	29	27.9	45	41.44	158	129.46	30	29	17	12.33	55	49.49	19	16.8	20	17.39	373	323.81
Permanent People (counted once)	454	412.34	244	189.59	875	728.91	132	124.55	84	78.26	672	621.37	335	309.02	250	234.07	3046	2698.11
Unoccupied Posts	50	45.78	32	20.41	186	177.63	24	23.73	15	11.92	99	99	41	40.68	43	40.5	490	459.65
As and When's / Casual	135		7		325		2		3		169		3		19		663	N/A

### Temporary Staff Costs (HAYS)

<b>Cost of Hays Staff (Q3)</b>	£438,876	£55,041	£616,518	£193,322	£38,175	£435,982	£261,281	£131,198	<b>£2,170,393</b>
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### Notes

Derived from the number of recorded posts on SAP at the end of December 2010.

Total number of posts on SAP with a person recorded against that post.

Permanent Posts have been derived from Contract type as "Permanent Contract". FTC, Temporary and Casual are EXCLUDED.

Temporary posts have been derived from contract type as "Fixed Term" or "Temporary Contract".

Permanent People determined by using filter condition as for permanent posts (3) but counting each person only once to avoid duplicates e.g. job share and multiple post occupation.

Total number of posts on SAP shown as live but with no person recorded against that post

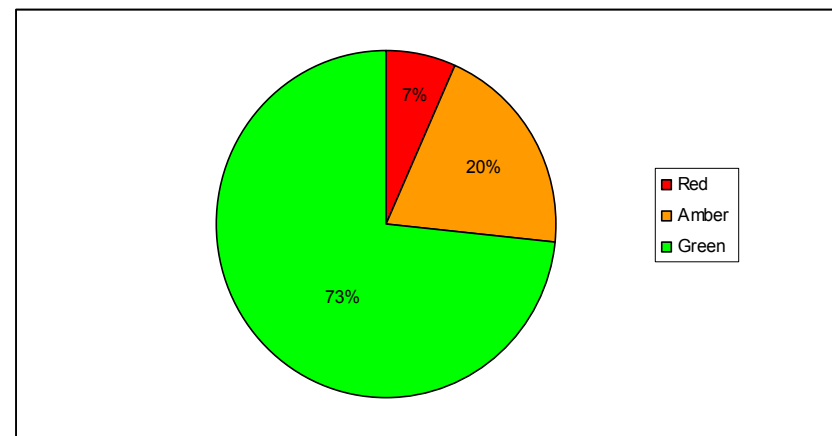
Total number of identified As and When or Casual staff

From monthly expenditure reports provided by Hays. Derived from submitted, authorised and paid timesheets for October, November and December 2010.



## 2.6 Key projects – corporate overview

Service Area	Red Status	Amber Status	Green Status
Adult Social Services		2	5
Chief Executive's Office			3
Children's Services		5	14
Commercial Services		1	4
Deputy Chief Executive	2		3
Environment & Operations	1		2
Planning, Housing & Regen		1	2
<b>Total</b>	<b>3</b>	<b>9</b>	<b>33</b>



### 3. Methodology for traffic light ratings

#### 3.1 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

#### 3.2 Method for producing the Corporate Plan, projects 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.

For key projects service-level health ratings, with its 3-colour rag rating system, a green will be awarded 1 point, and amber -0.5 and a red -1.

#### 3.3 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.

## Appendix A

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.

### 3.4 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"> <li>• High risk to the council in terms of litigation, financial, reputation or political impact.</li> <li>• The case is an HR priority</li> <li>• Service Directors and/or their deputies will be aware of these cases</li> <li>• This category will include all cases of discrimination regardless of stage</li> </ul> <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"> <li>• Medium risk to the council in terms of litigation, financial, reputation or political impact.</li> <li>• Action is probably at the Formal stages of procedures</li> <li>• The Local Management team are aware of the case</li> </ul> <p>e.g. cases are at formal stages of procedure/formal consultation etc</p>	-1
Green	<ul style="list-style-type: none"> <li>• Low risk to the council in terms of litigation, financial, reputation or political impact.</li> <li>• Local action being taken</li> <li>• HR is kept aware and is advising</li> <li>• Local line managers are managing the case (HR won't always know about these)</li> </ul> <p>Eg. Informal capability/illhealth/pre restructure (no issues)</p>	- 0.5



## Adults

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	36,223	36,318	95	Significant purchasing budget pressures offset by Section 256 resources. Work programme undertaken with providers to reduce costs.	0.3%
Care Services - Mental Health	7,742	7,290	7,508	218	Pressures from Continuing Care and Forensic Services transfers some offset by holding vacant posts. Work being undertaken with Health on improved commissioning and move on from Residential Care to Supported Living	3.0%
Care Services - Older Adults - Physical Disabilities	48,389	47,387	48,401	1,014	Greater demand in line with demography, and in particular cost shunts from the PCT around Continuing Care have caused pressures within the budget some offset by Homecare contract savings	2.1%
Performance & Supply Management	5,465	4,223	4,056	(167)	Reduced spend on training events to create savings 20k, vacancy held reducing spend in preparation for restructure and reduced agency use reducing costs.	-4.0%
Strategic Commissioning & Transformation	11,107	13,136	12,175	(961)	Preparation for implementation of 2011/12 savings plan achieved in year and Voluntary Sector spend reduced.	-7.3%
Government Grant Income	(2,110)	(12,307)	(12,307)	-		0.0%
<b>Total</b>	<b>96,232</b>	<b>95,953</b>	<b>96,151</b>	<b>198</b>	<b>NB £130k approved additional expenditure to facilitate more integrated working with Health</b>	<b>0.2%</b>

## Central Expenses

Description	Variations				Comments	% Variation of Revised Budget
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation		
	£000	£000	£000	£000		
Corporate Subscriptions	314	314	334	20		6.3%
Levies	24,443	24,443	24,494	51		0.2%
Central Contingency	5,528	3,231	656	(2,575)	Unallocated general contingency to be utilised to support in year service pressures that cannot be contained	-79.7%
Rate Relief	433	433	433	-		0.0%
Capital Financing	15,719	15,719	12,656	(3,063)	Underspend in the main attributed to realignment of the borrowing required in the capital programme and reduction in external borrowing	-19.5%
Early Retirement costs	7,004	7,004	10,040	3,036	Additional redundancy /early retirement costs associated to 2011-12 budget savings	43.4%
FRS17 Adjustment	-	-	-	-		
Car Leasing	2	2	(5)	(7)		-326.2%
Corporate Fees & Charges	599	599	599	-		0.0%
Miscellaneous Finance	(383)	(384)	(384)	-		0.0%
CRC Corporate Management	-	-	-	-		
<b>Total</b>	<b>53,659</b>	<b>51,361</b>	<b>48,823</b>	<b>(2,538)</b>		<b>-4.9%</b>

## 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	894	814	(81)	Underspend on salaries	-9.0%
Chief Executive's Service	1,887	1,895	1,855	(40)	Increase in grant income	-2.1%
Grants	1,319	1,182	1,128	(54)	shortage of eligible applications	-4.5%
Library Services	6,017	5,976	6,076	100	Increased costs owing to covering project management for library review; and significant costs in repairing damaged roofs and stolen lead from roofs - increasing building spend by £40k.	1.7%
Customer Services, Registration & Organisation Development	1,994	1,747	1,687	(60)	Underspend on salaries and good income performance	-3.4%
<b>Total</b>	<b>11,962</b>	<b>11,693</b>	<b>11,559</b>	<b>(134)</b>		<b>-1.1%</b>

Childrens' Services

Description	Variations				Comments	% Variation of Revised Budget
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation		
	£000	£000	£000	£000		
<b>CHILDREN'S SERVICE - GENERAL FUND</b>						
Management Team	1,260	1,021	1,037	16		1.6%
Social Care Division	25,760	25,475	27,293	1,818	The demand for children's social care remains at unprecedented levels. The most significant areas of financial pressure continue to be external family assessments, external placements for children in care and agency costs. A recovery plan is in place and contact has been made with the courts to find ways to reduce the financial impact on the local authority of decisions relating to family contact etc. To increase social work capacity, we are using external funding to undertake the more routine information and data inputting tasks, releasing social work time to increase face to face contact with families. Other areas of financial pressure include adoption, special guardianship and leaving care services.	7.1%
Asylum Seekers	-	-	78	78	New Government daily rates and client numbers quantified and confirmed. Projected overspend reduced from Quarter 1 but remains the same from Quarter 2.	
BRSI	1,536	776	395	(381)	Vacancies continue to be held to offset overspends elsewhere in the Children's Service	-49.1%
Safeguarding	982	1,030	1,133	103	Increased volume of Safeguarding Board activity	10.0%
SEN Transport	5,538	5,521	5,451	(70)		-1.3%
Youth and Connexions	4,340	4,321	4,139	(182)	Vacancies continue to be held to offset overspends elsewhere in the Children's Service	-4.2%
Other Children's Service Budgets	9,529	9,439	9,513	74	Vacancies continue to be held to contain pressures between month 6 and month 9	0.8%
<b>Total</b>	<b>48,945</b>	<b>47,583</b>	<b>49,039</b>	<b>1,456</b>		<b>3.1%</b>

Commercial Services

Description	Variations				Comments	% Variation of Revised Budget
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation		
	£000	£000	£000	£000		
Corporate Programmes & Consultancy	92	616	599	(17)	Part Year Vacancy	-2.7%
Property Services & Asset Management	7,951	7,996	8,088	93	Lower than expected rental income from property rentals is offset by savings elsewhere in the Directorate	1.2%
Corporate Procurement	495	413	337	(76)	Forecasts include one-off income from contracts	-18.4%
Information Systems	7,094	6,916	7,230	314	£227k for purchase of additional SAP licences plus £290k for MS licences offset by £203k reserve	4.5%
One Barnet Programme	-	1,500	1,500	-	Forecast Spend to be matched by budget virement from transformation contingency provision	0.0%
<b>Total</b>	<b>15,632</b>	<b>17,441</b>	<b>17,755</b>	<b>314</b>		<b>1.8%</b>

Corporate Governance

Description	Variations				Comments	% Variation of Revised Budget
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation		
	£000	£000	£000	£000		
Legal Services	1,848	1,831	2,043	211	Influx in care proceedings and increased no. of employment cases resulting in higher than budgetted counsel fees as well as court fees in both Advocacy and Community divisions	11.5%
Democratic Services	831	824	820	(4)	Underspend from vacant post offset by overspend in general running costs	-0.5%
Members	1,697	1,696	1,594	(102)	Savings achieved from revised scheme to Members Allowances	-6.0%
Corporate Anti Fraud Team	189	181	181	-		0.0%
Elections	535	520	500	(20)	Underspend due to vacant posts within Elections Project team offset by overspend in Canvassing and postage costs in electoral Registration	-3.9%
Civil Protection	204	197	133	(64)	Underspend due to vacant post and reduced forecasts for any possible emergencies arising.	-32.4%
Performance and Organisation Development	255	311	321	10	Overspend on salaries	3.1%
Corporate Governance Directors	317	314	251	(63)	Underspend on salaries	-20.0%
Leaders Office	10	10	10	-		0.0%
Insurance	66	14	10	(5)	Savings from vacant post	-33.2%
<b>Total</b>	<b>5,951</b>	<b>5,898</b>	<b>5,861</b>	<b>(37)</b>		<b>-0.6%</b>

Deputy Chief Executive

Description	Variations				Comments	% Variation of Revised Budget
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation		
	£000	£000	£000	£000		
Finance	3,746	4,425	4,427	2	New service structure is being embedded and should come within budget	0.0%
Human Resources	2,174	2,276	2,270	(6)	Work ongoing to bring down forecast overspend therefore year end projection is now more in line with budget	-0.3%
Revenues and Benefits	5,674	5,297	5,301	4	Ongoing income pressures in Local Taxation are being contained	0.1%
<b>Total</b>	<b>11,595</b>	<b>11,998</b>	<b>11,998</b>	<b>-</b>		<b>0.0%</b>

## Environment &amp; 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	1,056	1,393	337	Overspend relates to re-profiling work across the directorate of budgets and establishment. Part of overspend relates to cost of Director restructure.	31.9%
Highways Inspection/Maintenance	4,377	4,261	4,501	239	Planned Maintenance shortfall due to revenue capitalisation in previous financial year not returned to the revenue budget this year and Winter Maintenance budget assuming a medium winter whereas this winter has been severe (as last year). Projected outturn similar to last year. Forecast includes a £100k drawdown from contingency to reflect severe weather.	5.6%
Highways income budgets incl. NRSWA	(368)	(375)	(529)	(154)	Increased income due to Permit charges	-41.0%
Greenspaces	4,804	4,731	4,835	104	Pressure relating to cleaning and repair costs for King George Playing Field and unbudgeted utility costs at Cophall estate	2.2%
Cleansing	4,778	4,659	4,707	48	Overspend relates to increase in agency though partially offset by savings on transport costs	1.0%
Refuse (domestic and trade waste)	3,012	3,847	3,757	(90)	Overspend relates to agency staff to cover sickness and increased Trade Waste income forecast.	-2.3%
Parking	(659)	(873)	(732)	141	Parking income under pressure. High proportion of machines out of order. Move to cashless parking.	16.1%
Transport	84	10	(158)	(168)	Net surplus derived from fleet costs being fully recharged to fleet users. Surplus allocated for new fleet and costs arising from GPL contract award.	-1634.0%
Recycling	4,679	3,787	3,695	(93)	High material income and NLWA payment. Reduction in previous forecast due to increased contract price resulting from addition flats and inflation.	-2.4%
Street Lighting	3,116	3,113	3,106	(7)	Surplus resulting from programme behind schedule and performance adjustments which are offsetting higher energy costs	-0.2%
Community Safety	477	401	397	(4)	In year vacancies following budget reductions 10/11	-1.0%
Community Protection	1,363	1,330	1,367	37	CCTV salary costs and Trading Standards and Licensing unachievable income target	2.8%
Leisure WOM	1,787	1,786	1,786	-		0.0%
<b>E&amp;O General Fund</b>	<b>28,443</b>	<b>27,734</b>	<b>28,123</b>	<b>390</b>		<b>1.4%</b>
<b>Special Parking Account</b>	<b>(5,092)</b>	<b>(4,310)</b>	<b>(2,954)</b>	<b>1,356</b>	Pressure on income. Forecast includes additional £150k uplift for higher fees and charges in March	<b>31.5%</b>
<b>E&amp;O Total (inc SPA)</b>	<b>23,351</b>	<b>23,423</b>	<b>25,169</b>	<b>1,746</b>		<b>7.5%</b>

## Planning, Housing &amp; Regeneration

Description	Variations				Comments	% Variation of Revised Budget
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation		
	£000	£000	£000	£000		
Land Charges	(932)	(934)	(954)	(20)	Income Shortfall charging for Personal Searches, as well as property market decline and tightening mortgage availability. Forecast includes a drawdown from contingency to reflect income pressure.	2.1%
Environmental Health/ Cem & Crem	1,373	1,333	1,319	(14)	Vacancy and running cost savings in EH Management offsetting pressures on Care and Repair budget, external building repairs and upgrade of IT equipment at Hendon Cemetery and repair works to Mortuary.	-1.1%
Planning	192	566	946	380	Shortfall on mainstream planning fees due to flat property market and running costs particularly, additional legal costs in respect of Edgwarbury Lane Cemetary lost appeal. Vacancy rates and salary costs under review alongside Lean Systems programme. Forecast includes a drawdown from contingency to reflect income pressure.	67.1%
Strategy (Planning & Housing)	669	592	664	72	Budget reduced through in year savings by £69k on basis of alternative income streams to cover overspend, however unlikely to be achieved. Forecast includes £20k of contingency for costs of LDF.	12.2%
Building Control	(243)	(292)	(376)	(84)	Income shortfall due to flat property market decline in summer and ongoing economic conditions - to be closely monitored. Review of commercially attractive projects to offset income shortfall. Forecast includes a drawdown from contingency to reflect income pressure	-28.8%
Housing	713	658	432	(226)	Outperformance in Private Sector Leasing and TA income offsetting previously flagged losses at Barbara Langstone House, the cost of running the Hone Choice Scheme and budget pressures arising from the terms of the Supporting People contract.	-34.3%
Regeneration Service	257	54	(54)	(108)	Rental income maximisation from PSL buyback properties awaiting regeneration and realignment of salaries between GF & HRA. Reduction since Q2 due to a degree of non-recoverable consultants costs.	-200.0%
<b>Total</b>	<b>2,028</b>	<b>1,977</b>	<b>1,977</b>	<b>-</b>		<b>0.0%</b>

## Dedicated Schools' Grant

Description	Variations				Comments	% Variation of Revised Budget
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation		
	£000	£000	£000	£000		
<b>CHILDREN'S SERVICE - DSG</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>		
SEN Placements, Recoupment & Therapies	9,685	9,273	9,747	474	Increase in the number of pupils placed in the private and independent sector - this is the result of legal orders against the authority by the SEN Tribunal and the highly specialist nature of some pupils medical needs.	5.1%
Pupil Referral Unit	1,514	1,514	1,533	19		1.3%
Other Centrally Retained Schools Budgets	10,860	12,931	12,601	(330)	Based on two terms of data for claims for free educational entitlement for 3 and 4 year olds and assumes no late influx of applications in third term.	-2.6%
ISB	213,809	213,458	213,458	-		0.0%
DSG & LSC Grant	(235,992)	(237,318)	(237,318)	-		0.0%
<b>Total</b>	<b>(124)</b>	<b>(142)</b>	<b>21</b>	<b>163</b>		<b>114.8%</b>

## Housing Revenue Account

Description	Variations				Comments	% Variation of Revised Budget
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation		
	£000	£000	£000	£000		
<b>Housing Revenue Account</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>		
LBB Retained	1,532	1,532	1,530	(2)		-0.1%
HRA Regeneration	1,091	1,091	1,040	(51)	Anticipated recovery of consultants costs offsetting unbudgeted council tax, additional staffing (internal transfer).	-4.7%
HRA Other Income and Expenditure (net)	(3,555)	(3,555)	(3,809)	(254)	Improved dwelling rent forecast and subsidy position offsetting additional void refurbishments and higher debt management costs.	-7.1%
Support Service recharges	576	576	582	6		1.0%
Interest on Balances	(80)	(80)	(80)	-		0.0%
HRA Surplus/Deficit for the year	436	436	436	-	Contribution to balance	0.0%
<b>Total</b>	<b>-</b>	<b>-</b>	<b>(301)</b>	<b>(301)</b>		



Directorate	Year	Capital Programme	Funding Type	Additions/ Deletions	Slippage/ Accelerated Spend	Explanation for request
				Amount (£'000)	Amount (£'000)	
Adult Social Services	2010/11	Broadfields	Grant		(740)	Approval is sought to reprofile this to the following year
Adult Social Services	2011/12	Broadfields	Grant		740	Approval is sought to reprofile this to the following year
Adult Social Services	2010/11	IT04 - ESCR Claudette to confirm funding type	Capital receipts	104		ESAP budget moved to Adults for SWIFT upgrade taking place throughout 11/12 & 12/13 - KT agreed
Adult Social Services	2010/11	IT04 - ESCR Claudette to confirm funding type	Capital receipts		(104)	ESAP budget moved to Adults for SWIFT upgrade taking place throughout 11/12 & 12/13 - KT agreed
Adult Social Services	2011/12	IT04 - ESCR Claudette to confirm funding type	Capital receipts		104	ESAP budget moved to Adults for SWIFT upgrade taking place throughout 11/12 & 12/13 - KT agreed
Chief Executive Services	2010/11	GIS	Capital receipts		(42)	The project is in its final stages and the products (as such) are very likely to be accepted in the 4th quarter. However, the payment schedule (including retentions and contingencies) may need to extended further.
Chief Executive Services	2011/12	GIS	Capital receipts		42	The project is in its final stages and the products (as such) are very likely to be accepted in the 4th quarter. However, the payment schedule (including retentions and contingencies) may need to extended further.
Chief Executive Services	2010/11	Customer Relationship Management (CRM)	Capital receipts		(423)	The CRM slippage of £18k is due to interdependencies with the consolidation project which is awaiting final sign-off from services. CRC agreed to the capital virement of £465k for building enhancement within the Accommodation Project in Commercial to Customer Services for the development of the web project which is yet to be completed.
Chief Executive Services	2011/12	Customer Relationship Management (CRM)	Capital receipts		423	The CRM slippage of £18k is due to interdependencies with the consolidation project which is awaiting final sign-off from services. CRC agreed to the capital virement of £465k for building enhancement within the Accommodation Project in Commercial to Customer Services for the development of the web project which is yet to be completed.
Children Services	2010/11	Northside-Refurb WC and Accessible WC 09/10	Borrowing	10		Approval is sought to realign monies to Northside Primary 09/10 Access Programme
Children Services	2010/11	Northside Primary - Provision of Accessible WC 10/11	Borrowing	(10)		Approval is sought to realign monies to Northside Primary 09/10 Access Programme
Children Services	2010/11	Permanent Expansions TBA (Primary Places)	Grant		(500)	Approval is sought to redirect the funds into 2011/12
Children Services	2010/11	Permanent Expansions TBA (Primary Places)	S106/Other		(200)	Approval is sought to redirect the funds into 2011/12
Children Services	2010/11	Permanent Expansions TBA (Primary Places)	Capital receipts		(1,020)	Approval is sought to redirect the funds into 2011/12
Children Services	2011/12	Permanent Expansions TBA (Primary Places)	Grant		500	Approval is sought to redirect the funds into 2011/12
Children Services	2011/12	Permanent Expansions TBA (Primary Places)	S106/Other		200	Approval is sought to redirect the funds into 2011/12
Children Services	2011/12	Permanent Expansions TBA (Primary Places)	Capital receipts		1,020	Approval is sought to redirect the funds into 2011/12
Children Services	2010/11	Phase 3 - Sweets Way Community Centre/ QE Girls School	Grant	10		Approval is sought to realign monies in the Sure Start programme
Children Services	2010/11	Phase 3 - Church End Library	Grant	(5)		Approval is sought to realign monies in the Sure Start programme
Children Services	2010/11	Phase 3 - Chipping Barnet/Meadway	Grant	(5)		Approval is sought to realign monies in the Sure Start programme
Children Services	2010/11	Friern Barnet - Hair & Beauty Diploma (SEN 14-19)	Capital receipts		(150)	Approval is sought to reprofile monies into the following year
Children Services	2011/12	Friern Barnet - Hair & Beauty Diploma (SEN 14-19)	Capital receipts		150	Approval is sought to reprofile monies into the following year
Children Services	2010/11	London Academy - Hospitality Diploma (SEN 14-19)	Capital receipts		(250)	Approval is sought to reprofile monies into the following year
Children Services	2011/12	London Academy - Hospitality Diploma (SEN 14-19)	Capital receipts		250	Approval is sought to reprofile monies into the following year
Children Services	2010/11	Targeted capital 14 - 19 & SEN	Grant	(400)		Approval is sought to redirect SEN monies into works at Garden Suburb and also Broadfields Permanent Expansion.
Children Services	2010/11	TCFGarden Suburbs rplmnt kitchen & dinir	Grant	200		Approval is sought to redirect funds from Targeted SEN funds
Children Services	2010/11	Primary Places - Broadfields (Perm)	Grant	200		Approval is sought to redirect funds from Targeted SEN funds to provide additional resource provision places
Children Services	2010/11	Primary Places - Broadfields (Perm)	Capital receipts		(600)	Approval is sought to reprofile monies into the following year
Children Services	2011/12	Primary Places - Broadfields (Perm)	Capital receipts		600	Approval is sought to reprofile monies into the following year
Children Services	2010/11	East Barnet Rebuild Constr & Works	Capital receipts		400	Approval is sought to reprofile 11/12 budget to cover 10/11 overspend and outstanding invoices
Children Services	2011/12	East Barnet Rebuild Constr & Works	Capital receipts		(400)	Approval is sought to reprofile 11/12 budget to cover 10/11 overspend and outstanding invoices
Children Services	2010/11	08-09 Canada Villa Youth Centre	Grant	(5)		Approval is sought to realign monies to Christ Church in the Youth Capital Funding Programm
Children Services	2010/11	Christ Church Barnet	Grant	5		Approval is sought to realign monies to Christ Church in the Youth Capital Funding Programm
Children Services	2010/11	Urgent Responsive Works - Modernisation 10/11	Borrowing	(60)		Approval is sought to realign modernisation monies to Martin Junior
Children Services	2010/11	Martin Junior School - amalgamator	Borrowing	60		Approval is sought to realign modernisation monies to Martin Junior
Children Services	2010/11	PSCIP - Wave 1 - Whitting hills	Borrowing		(279)	Approval is sought to reprofile monies into following year
Children Services	2010/11	PSCIP - Wave 1 - Whitting hills	Borrowing		(1,397)	Approval is sought to reprofile monies into following year

Capital Programme Adjustments

Appendix C

Directorate	Year	Capital Programme	Funding Type	Additions/ Deletions	Slippage/ Accelerated Spend	Explanation for request
				Amount (£'000)	Amount (£'000)	
Children Services	2010/11	PSCIP - Wave 1 - Broadfields	Borrowing		(1,672)	Approval is sought to reprofile monies into following year
Children Services	2010/11	PSCIP - Wave 1 - Northway/Fairway	Borrowing		(3,600)	Approval is sought to reprofile monies into following year
Children Services	2011/12	PSCIP - Wave 1 - Whitting hills	Borrowing		279	Approval is sought to reprofile monies into following year
Children Services	2011/12	PSCIP - Wave 1 - Whitting hills	Borrowing		1,397	Approval is sought to reprofile monies into following year
Children Services	2011/12	PSCIP - Wave 1 - Broadfields	Borrowing		1,672	Approval is sought to reprofile monies into following year
Children Services	2011/12	PSCIP - Wave 1 - Northway/Fairway	Borrowing		3,600	Approval is sought to reprofile monies into following year
Children Services	2011/12	Deansbrook School - Expansion	Grant		120	Approval is sought to realign monies into the Expansions Scheme
Children Services	2011/12	Danegrove School - Expansion	Grant		200	Approval is sought to realign monies into the Expansions Scheme
Children Services	2011/12	Moss Hall - Expansion	Grant		200	Approval is sought to realign monies into the Expansions Scheme
Children Services	2011/12	Manorside - Expansion	Grant		80	Approval is sought to realign monies into the Expansions Scheme
Children Services	2011/12	Brunswick Park - Expansion	Grant		200	Approval is sought to realign monies into the Expansions Scheme
Children Services	2011/12	PCP - Temp Exp	Grant		(120)	Approval is sought to realign monies into the Expansions Scheme
Children Services	2011/12	PCP - Temp Exp	Grant		(680)	Approval is sought to realign monies into the Expansions Scheme
Children Services	2010/11	Underhill Children's Centre	Borrowing	50		Approval is sought to realign monies to other Children Centre project
Children Services	2010/11	The Hyde Stage 1 - Childrens Centre	Borrowing	(200)		Approval is sought to realign monies to other Children Centre project
Children Services	2010/11	Parkfield School Stage 1 - Childrens Centre	Borrowing	150		Approval is sought to realign monies to other Children Centre project
Children Services	2010/11	TCFGarden Suburbs rplmnt kitchen & dinin	S106/Other - Schools Contribution	75		Approval sought to increase the programme as school will contribute monies (Addition to programme)
Children Services	2010/11	The Hyde Stage 1 - Childrens Centre	Borrowing		(50)	Approval is sought to reprofile monies into the following year
Children Services	2011/12	The Hyde Stage 1 - Childrens Centre	Borrowing		50	Approval is sought to reprofile monies into the following year
Children Services	2010/11	Underhill Children's Centre	Borrowing		(2)	Approval is sought to reprofile monies into the following year
Children Services	2011/12	Underhill Children's Centre	Borrowing		2	Approval is sought to reprofile monies into the following year
Children Services	2010/11	PCP - Colindale	Borrowing		(372)	Approval is sought to reprofile monies into the following year
Children Services	2011/12	PCP - Colindale	Borrowing		372	Approval is sought to reprofile monies into the following year
Children Services	2010/11	PCP - Colindale	S106		(2,283)	Approval is sought to reprofile monies into the following year
Children Services	2011/12	PCP - Colindale	S106		2,283	Approval is sought to reprofile monies into the following year
Children Services	2010/11	PCP - Edgware	Grant	7		Approval is sought to realign monies into the Edgware PCP scheme
Children Services	2010/11	PCP - Foulds School Replacement Nursery	Grant	(7)		Approval is sought to realign monies into the Edgware PCP scheme
Children Services	2010/11	PCP - Childs Hill	Borrowing		(60)	Approval is sought to reprofile monies into the following year
Children Services	2010/11	PCP - Childs Hill	Borrowing		(80)	Approval is sought to reprofile monies into the following year
Children Services	2011/12	PCP - Childs Hill	Borrowing		60	Approval is sought to reprofile monies into the following year
Children Services	2011/12	PCP - Childs Hill	Grant		80	Approval is sought to reprofile monies into the following year
Children Services	2010/11	ED69 - Fairplay Playbuilders scheme	Grant	374		Approval is sought to move £375,000 of playbuilders capital scheme in Env & Operations into Children's Service
Children Services	2010/11	ED69 - Fairplay Playbuilders scheme	Grant		(374)	Approval is sought to reprofile monies into the following year
Children Services	2011/12	ED69 - Fairplay Playbuilders scheme	Grant		374	Approval is sought to reprofile monies into the following year
Commercial Services	2010/11	IT04 - ESCR Claudette to confirm funding type	Capital receipts	(104)		ESAP budget moved to Adults for SWIFT upgrade taking place throughout 11/12 & 12/13 - KT agreed
Commercial Services	2010/11	Arts Depot Lift	Capital receipts		(80)	Still under negotiations - work will take place 2011/2012
Commercial Services	2011/12	Arts Depot Lift	Capital receipts		80	Still under negotiations - work will take place 2011/2012
Commercial Services	2010/11	Electronic Social Care Record (ESCR)	Capital receipts		(283)	Phase 2 approval given in August 2010 and budget reprofiled in October. 50k slippage expected as a result of reprioritising project activities to accommodate One Barnet storage requirements. This has delayed procurement activities.
Commercial Services	2011/12	Electronic Social Care Record (ESCR)	Capital receipts		283	Phase 2 approval given in August 2010 and budget reprofiled in October. 50k slippage expected as a result of reprioritising project activities to accommodate One Barnet storage requirements. This has delayed procurement activities.
Commercial Services	2010/11	Electronic Documents and Records Management System (EDRM)	Capital receipts		(58)	Phase 2 approval given in August 2010 and budget reprofiled in October. 50k slippage expected as a result of reprioritising project activities to accommodate One Barnet storage requirements. This has delayed procurement activities.
Commercial Services	2011/12	Electronic Documents and Records Management System (EDRM)	Capital receipts		58	Phase 2 approval given in August 2010 and budget reprofiled in October. 50k slippage expected as a result of reprioritising project activities to accommodate One Barnet storage requirements. This has delayed procurement activities.

Capital Programme Adjustments

Appendix C

Directorate	Year	Capital Programme	Funding Type	Additions/ Deletions	Slippage/ Accelerated Spend	Explanation for request
				Amount (£'000)	Amount (£'000)	
Commercial Services	2010/11	Business System Disaster Recovery	Capital receipts		(136)	A review of the underpinning infrastructure has delayed the Procurement of DR for key business Systems.
Commercial Services	2011/12	Business System Disaster Recovery	Capital receipts		136	A review of the underpinning infrastructure has delayed the Procurement of DR for key business Systems.
Commercial Services	2010/11	Shared Service Centre	Capital receipts		(35)	This slippage is due to a delay in identifying a self-service password reset tool that works with the Council encryption software.
Commercial Services	2011/12	Shared Service Centre	Capital receipts		35	This slippage is due to a delay in identifying a self-service password reset tool that works with the Council encryption software.
Commercial Services	2010/11	Education Management Information System	Capital receipts		(44)	A supplier issue have delayed the procurement of this Managed Service and has therefore caused slippage
Commercial Services	2011/12	Education Management Information System	Capital receipts		44	A supplier issue have delayed the procurement of this Managed Service and has therefore caused slippage
Commercial Services	2010/11	HTH Committee room refurbishment	Capital receipts	151		Expenditure to be funded from accomodation project
Commercial Services	2010/11	Office consolidation	Capital receipts	(151)		to fund expenditure from Hendon Town Hall Committee Project
Commercial Services	2010/11	SWIFT Upgrade	Borrowing		(38)	
Commercial Services	2011/12	SWIFT Upgrade	Borrowing		38	
Commercial Services	2010/11	Office consolidation	Capital receipts		(148)	This is due to delays to work on the second floor and some activities being rescheduled to commence in 11/12.
Commercial Services	2011/12	Office consolidation	Capital receipts		148	This is due to delays to work on the second floor and some activities being rescheduled to commence in 11/12.
Commercial Services	2010/11	Modernising the Way We Work	Borrowing		(231)	This is due to delays to work on the second floor and some activities being rescheduled to commence in 11/12.
Commercial Services	2011/12	Modernising the Way We Work	Borrowing		231	This is due to delays to work on the second floor and some activities being rescheduled to commence in 11/12.
Commercial Services	2010/11	Air Conditioning: Resources Centre - Bldg 4	Capital receipts		(130)	Quotes received, estimated costs still to be confirmed
Commercial Services	2011/12	Air Conditioning: Resources Centre - Bldg 4	Capital receipts		130	Quotes received, estimated costs still to be confirmed
Commercial Services	2010/11	Depot Relocation	Capital receipts		200	spend to be funded from Capital receipts
Commercial Services	2011/12	Depot Relocation	Capital receipts		(200)	spend to be funded from Capital receipts
Corporate Governance	2010/11	Emergency Response Command Centre	Usable Capital Receipts		(30)	Spend predicted to slip
Corporate Governance	2011/12	Emergency Response Command Centre	Usable Capital Receipts		30	Spend predicted to slip
Deputy Chief Executive Services	2010/11	Pericles	Capital receipts		(341)	The project has overrun significantly from it's original go live date c2.9.10. It is currently in conversion and is likely to be live mid Feb 2011.
Deputy Chief Executive Services	2011/12	Pericles	Capital receipts		341	The project has overrun significantly from it's original go live date c2.9.10. It is currently in conversion and is likely to be live mid Feb 2011.
Environment & Operations	2010/11	Structural Maintenance of Bridges - 2009/10 allocation	Grant	5		Offset 2009 spend
Environment & Operations	2010/11	Structural Maintenance of Bridges - 2010/11 allocation	Grant	(5)		Offset 2009 spend
Environment & Operations	2010/11	Local Safety Schemes 2009/10 Programme	Grant	(25)		TfL adjusted allocation
Environment & Operations	2010/11	Local Safety Schemes 2009/10 Programme	Grant	1		TfL adjusted allocation
Environment & Operations	2010/11	Carriageway Reconstruction - Principal Roads 2009/10 allocation	Grant	(11)		TfL adjusted allocation
Environment & Operations	2010/11	Road Traffic Act - Controlled Parking Zones 2009/10 Programme	Capital receipts		(30)	Transfer from HD07 to PEPs ii programme
Environment & Operations	2010/11	Footway Reconstruction 2009/10 allocatior	s106	(65)		Transfer to PEPs ii programme from HD10
Environment & Operations	2010/11	London Bus Priority Network 2009/10 LBPB Programme	Grant		(13)	TfL adjusted allocation
Environment & Operations	2010/11	London Bus Priority Network 2009/10 LBPB Programme	Grant		(1)	TfL adjusted allocation
Environment & Operations	2010/11	London Bus Priority Network 2009/10 LBPB Programme	Grant		(1)	TfL adjusted allocation
Environment & Operations	2010/11	Bus Stop Accessibility 2009/10 BSA Allocator	Grant	6		TfL adjusted allocation
Environment & Operations	2010/11	Bus Stop Accessibility 2009/10 BSA Allocator	Grant	(20)		TfL adjusted allocation
Environment & Operations	2010/11	Minor TfL allocations Walking	Grant	2		TfL adjusted allocation
Environment & Operations	2010/11	Minor TfL allocations Walking	Grant	(3)		TfL adjusted allocation
Environment & Operations	2010/11	2009/10 HIP Programme	s106	33		Funding required to implement pedestrian improvement:
Environment & Operations	2010/11	2010/11 HIP Programme	s106	17		New additions to the programme relating to the Middlesex University developmen
Environment & Operations	2010/11	2010/11 HIP Programme	s106	22		New additions to the programme relating to the Middlesex University developmen
Environment & Operations	2010/11	2010/11 HIP Programme	s106	19		New additions to the programme relating to the Middlesex University developmen
Environment & Operations	2010/11	2010/11 HIP Programme	s106	28		New additions to the programme relating to the Middlesex University developmen
Environment & Operations	2010/11	2010/11 HIP Programme	s106	4		New additions to the programme relating to Arbiter House
Environment & Operations	2010/11	School Travel Plans (STPs) 2009/10 Allocation	Grant	6		TfL adjusted allocation
Environment & Operations	2010/11	School Travel Plans (STPs) 2009/10 Allocation	Grant		(8)	TfL adjusted allocation

Capital Programme Adjustments

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Directorate	Year	Capital Programme	Funding Type	Additions/ Deletions	Slippage/ Accelerated Spend	Explanation for request
				Amount (£'000)	Amount (£'000)	
Environment & Operations	2010/11	School Travel Plans (STPs) 2009/10 Allocation	Grant	(2)		TfL adjusted allocation
Environment & Operations	2010/11	Congestion Reduction Methods	Grant	(49)		TfL adjusted allocation
Environment & Operations	2010/11	Pothole Elimination Programme - Phase i	s106	65		Transfer from HD10 to PEPs ii programme
Environment & Operations	2010/11	Pothole Elimination Programme - Phase i	Capital receipts	30		Transfer to PEPs ii programme from HD07
Environment & Operations	2010/11	new Dollis Valley Greenwalk	Grant	54		The Mayor's priority parks programme-Dollis Valley Greenwall
Environment & Operations	2010/11	new Dollis Valley Greenwalk	Grant	30		The Mayor's priority parks programme-Dollis Valley Greenwall
Environment & Operations	2010/11	Road Traffic Act - Controlled Parking Zones 2009/10 Programme	Capital receipts		(25)	Programmed s106 works slipped forward to next year
Environment & Operations	2010/11	Road Traffic Act - Controlled Parking Zones 2009/10 Programme	Capital receipts		(158)	Programmed s106 works slipped forward to next year
Environment & Operations	2010/11	HD10 - Footway Reconstruction2009/10 allocation	s106		(3)	Programmed s106 works slipped forward to next year
Environment & Operations	2010/11	HD10 - Footway Reconstruction2009/10 allocation	s106		(20)	Programmed s106 works slipped forward to next year
Environment & Operations	2010/11	Traffic Management	s106		(135)	Programmed s106 works slipped forward to next year
Environment & Operations	2010/11	Cartwright Memorial, St Mary's Church	Borrowing		(30)	Spend delayed further to negotiations taking place. Spend now expected to occur in 201
Environment & Operations	2010/11	HD33 - Reconstruction of Railway Bridges	Borrowing		(740)	Outstanding actions delaying final payments
Environment & Operations	2010/11	HD35 - Highways Investment 2009/10 HIP Programme	s106		(10)	Programmed s106 works slipped forward to next year
Environment & Operations	2010/11	HD35 - Highways Investment 2009/10 HIP Programme	s106		(17)	Programmed s106 works slipped forward to next year
Environment & Operations	2010/11	Highways Investment - 2010/11 HIP Programme	s106		(5)	Programmed s106 works slipped forward to next year
Environment & Operations	2011/12	Road Traffic Act - Controlled Parking Zones 2009/10 Programme	RCCO		25	Programmed s106 works slipped forward to next year
Environment & Operations	2011/12	Road Traffic Act - Controlled Parking Zones 2009/10 Programme	RCCO		158	Programmed s106 works slipped forward to next year
Environment & Operations	2011/12	HD10 - Footway Reconstruction2009/10 allocation	s106		3	Programmed s106 works slipped forward to next year
Environment & Operations	2011/12	HD10 - Footway Reconstruction2009/10 allocation	s106		20	Programmed s106 works slipped forward to next year
Environment & Operations	2011/12	Traffic Management	s106		135	Programmed s106 works slipped forward to next year
Environment & Operations	2011/12	Cartwright Memorial, St Mary's Church	Borrowing		30	Spend delayed further to negotiations taking place. Spend now expected to occur in 201
Environment & Operations	2011/12	HD33 - Reconstruction of Railway Bridges	Borrowing		740	Outstanding actions delaying final payments
Environment & Operations	2011/12	HD35 - Highways Investment 2009/10 HIP Programme	s106		10	Programmed s106 works slipped forward to next year
Environment & Operations	2011/12		s106		17	Programmed s106 works slipped forward to next year
Environment & Operations	2011/12	Highways Investment - 2010/11 HIP Programme	s106		5	Programmed s106 works slipped forward to next year
Environment & Operations	2010/11	ED69 - Fairplay Playbuilders scheme	Grant	(374)		Approval is sought to move £375,000 of playbuilders capital scheme in Env & Operations into Children's Service
PHR	2010/11	General Fund Regeneration	Borrowing		(249)	Slip to 2011-12 due to delays in find a developer
PHR	2011/12	General Fund Regeneration	Borrowing		249	Slip to 2011-12 due to delays in find a developer
PHR	2010/11	General Fund Regeneration	Usable Capital Receipts		(199)	Slip to 2011-12 due to delays in find a developer
PHR	2011/12	General Fund Regeneration	Usable Capital Receipts		199	Slip to 2011-12 due to delays in find a developer
PHR	2010/11	Hostel Refurbishment Programme	Usable Capital Receipts		(196)	Slip to 2011-12 due proposed spend in 2011-12
PHR	2011/12	Hostel Refurbishment Programme	Usable Capital Receipts		196	Slip to 2011-12 due proposed spend in 2011-12
PHR	2010/11	Mill Hill East Regeneration - Development & Infrastructure	Borrowing	1,153		New Capital Program - Agreed at 29th Nov 2010 CRC
PHR	2010/11	Mill Hill East Regeneration - Project Management Costs	Capital receipts	697		New Capital Program - Agreed at 29th Nov 2010 CRC
PHR	2010/11	Mill Hill East Regeneration - Development & Infrastructure	Borrowing		(703)	Slip to 2011-12 due proposed spend in 2011-12
PHR	2011/12	Mill Hill East Regeneration - Development & Infrastructure	Borrowing		703	Slip to 2011-12 due proposed spend in 2011-12
PHR	2010/11	Mill Hill East Regeneration - Development & Infrastructure	Capital receipts		(147)	Slip to 2011-12 due proposed spend in 2011-12
PHR	2011/12	Mill Hill East Regeneration - Development & Infrastructure	Capital receipts		147	Slip to 2011-12 due proposed spend in 2011-12
PHR	2010/11	Mill Hill East Regeneration - Project Management Costs	Borrowing		(450)	Slip to 2011-12 due proposed spend in 2011-12
PHR	2010/11	Disabled Facilities Grant - Mandatory	Usable Capital Receipts		(250)	Slip to 2011-12 due proposed spend in 2011-12

Capital Programme Adjustments

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Directorate	Year	Capital Programme	Funding Type	Additions/ Deletions	Slippage/ Accelerated Spend	Explanation for request
				Amount (£'000)	Amount (£'000)	
PHR	2010/11	Disabled Facilities Grant - Discretionary	Usable Capital Receipts		(150)	Slip to 2011-12 due proposed spend in 2011-12
PHR	2010/12	West Hendon Regeneration	Grant	3,850		New Capital Programme
PHR	2011/12	Disabled Facilities Grant - Manadatory	Usable Capital Receipts		250	Slip to 2011-12 due proposed spend in 2011-12
PHR	2011/12	Disabled Facilities Grant - Discretionary	Usable Capital Receipts		150	Slip to 2011-12 due proposed spend in 2011-12
PHR	2011/12	Mill Hill East Regeneration - Projectment Management Costs	Borrowing		450	Slip to 2011-12 due proposed spend in 2011-12
PHR - HRA	2010/11	Partnering Package - Barnet	Revenue Contributions	2,294		Reversals of year end substitutions - Budget Movements & Funding Realignment
PHR - HRA	2010/11	Partnering Package - Finchley	Revenue Contributions	664		Reversals of year end substitutions - Budget Movements & Funding Realignment
PHR - HRA	2010/11	Partnering Package - Hendon/Edgware	Revenue Contributions	(2,294)		Reversals of year end substitutions - Budget Movements & Funding Realignment
PHR - HRA	2010/11	Partnering Package - Sheltered/Hostels	Revenue Contributions	(664)		Reversals of year end substitutions - Budget Movements & Funding Realignment
PHR - HRA	2010/11	Renovations/Modernisation - future years	Borrowing	813		Reversals of year end substitutions - Budget Movements & Funding Realignmen
PHR - HRA	2010/11	Miscellaneous Works	Borrowing	(813)		Reversals of year end substitutions - Budget Movements & Funding Realignmen
PHR - HRA	2010/11	Cash Incentive	Borrowing		102	Borrowing Funding b/fwd to 2010-11 from 2011-12, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2011/12	Cash Incentive	Borrowing		(102)	Borrowing Funding b/fwd to 2010-11 from 2011-12, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2010/11	Cash Incentive	Usable Capital Receipts		(102)	Replace the Borrowing funding for Cash Incentive with Capital Receipts
PHR - HRA	2011/12	Cash Incentive	Usable Capital Receipts		102	Replace the Borrowing funding for Cash Incentive with Capital Receipts
PHR - HRA	2010/11	Adaptions	Borrowing		500	Borrowing Funding b/fwd to 2010-11 from 2011-12, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2011/12	Adaptions	Borrowing		(500)	Borrowing Funding b/fwd to 2010-11 from 2011-12, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2010/11	Adaptions	Revenue Contributions		(500)	Replace the Borrowing funding for Adaptation with MRA
PHR - HRA	2011/12	Adaptions	Revenue Contributions		500	Replace the Borrowing funding for Adaptation with MRA
PHR - HRA	2010/11	Adaptions	Borrowing		500	Borrowing Funding b/fwd to 2010-11 from 2012-13, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2012/13	Adaptions	Borrowing		(500)	Borrowing Funding b/fwd to 2010-11 from 2012-13, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2010/11	Adaptions	Revenue Contributions		(500)	Replace the Borrowing funding for Adaptation with MRA
PHR - HRA	2012/13	Adaptions	Revenue Contributions		500	Replace the Borrowing funding for Adaptation with MRA
PHR - HRA	2010/11	Regeneration Estates	Borrowing		500	Borrowing Funding b/fwd to 2010-11 from 2011-12, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2011/12	Regeneration Estates	Borrowing		(500)	Borrowing Funding b/fwd to 2010-11 from 2011-12, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2010/11	Regeneration Estates	Revenue Contributions		(500)	Replace the Borrowing funding for Adaptation with MRA
PHR - HRA	2011/12	Regeneration Estates	Revenue Contributions		500	Replace the Borrowing funding for Adaptation with MRA
PHR - HRA	2010/11	Regeneration Estates	Borrowing		500	Borrowing Funding b/fwd to 2010-11 from 2011-12, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2012/13	Regeneration Estates	Borrowing		(500)	Borrowing Funding b/fwd to 2010-11 from 2012-13, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2010/11	Regeneration Estates	Revenue Contributions		(500)	Replace the Borrowing funding for Adaptation with MRA
PHR - HRA	2012/13	Regeneration Estates	Revenue Contributions		500	Replace the Borrowing funding for Adaptation with MRA
PHR - HRA	2010/11	Miscellaneous Works	Borrowing		646	Borrowing Funding b/fwd to 2010-11 from 2011-12, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2011/12	Miscellaneous Works	Borrowing		(646)	Borrowing Funding b/fwd to 2010-11 from 2011-12, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2010/11	Miscellaneous Works	Grant		(646)	Replace the Borrowing funding for Adaptation with Gran
PHR - HRA	2011/12	Miscellaneous Works	Grant		646	Replace the Borrowing funding for Adaptation with Gran

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Directorate	Year	Capital Programme	Funding Type	Additions/ Deletions	Slippage/ Accelerated Spend	Explanation for request
				Amount (£'000)	Amount (£'000)	
PHR - HRA	2010/11	Miscellaneous Works	Borrowing		500	Borrowing Funding b/fwd to 2010-11 from 2011-12, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2012/13	Miscellaneous Works	Borrowing		(500)	Borrowing Funding b/fwd to 2010-11 from 2012-13, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2010/11	Miscellaneous Works	Grant		(500)	Replace the Borrowing funding for Adaptation with Gran
PHR - HRA	2012/13	Miscellaneous Works	Grant		500	Replace the Borrowing funding for Adaptation with Gran
PHR - HRA	2011/12	Cash Incentive	Borrowing		(27)	Borrowing Funding b/fwd to 2010-11 from 2011-12, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2010/11	Cash Incentive	Borrowing		27	Borrowing Funding b/fwd to 2010-11 from 2011-12, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2010/11	Partnering Package - Barnet	Revenue Contributions		(1,351)	Slipage to 2011-12
PHR - HRA	2011/12	Partnering Package - Barnet	Revenue Contributions		1,351	Slipage to 2011-12
PHR - HRA	2010/11	Partnering Package - Finchley	Revenue Contributions		(327)	Slipage to 2011-12
PHR - HRA	2011/12	Partnering Package - Finchley	Revenue Contributions		327	Slipage to 2011-12
PHR - HRA	2010/11	Partnering Package - Hendon/Edgware	Revenue Contributions		(1,421)	Slipage to 2011-12
PHR - HRA	2011/12	Partnering Package - Hendon/Edgware	Revenue Contributions		1,421	Slipage to 2011-12
PHR - HRA	2010/11	Partnering Package - Sheltered/Hostels	Revenue Contributions		(489)	Slipage to 2011-12
PHR - HRA	2011/12	Partnering Package - Sheltered/Hostels	Revenue Contributions		489	Slipage to 2011-12
PHR - HRA	2010/11	Renovations/Modernisation - future years	Revenue Contributions		1,397	Accelerated Spend from 2011-12
PHR - HRA	2011/12	Renovations/Modernisation - future years	Revenue Contributions		(1,397)	Accelerated Spend from 2011-12
PHR - HRA	2010/11	Granville Road, Tower Blocks	Grant		(2,376)	Slipage to 2011-12
PHR - HRA	2011/12	Granville Road, Tower Blocks	Grant		2,376	Slipage to 2011-12
PHR - HRA	2010/11	Adaptions	Revenue Contributions		(635)	Slipage to 2011-12
PHR - HRA	2011/12	Adaptions	Revenue Contributions		635	Slipage to 2011-12
PHR - HRA	2010/11	Regeneration Estates	Revenue Contributions		(289)	Slipage to 2011-12
PHR - HRA	2011/12	Regeneration Estates	Revenue Contributions		289	Slipage to 2011-12
PHR - HRA	2010/11	Extensions and Deconversions	Revenue Contributions		(1)	Slipage to 2011-12
PHR - HRA	2011/12	Extensions and Deconversions	Revenue Contributions		1	Slipage to 2011-12
PHR - HRA	2010/11	Miscellaneous Works	Grant		(352)	Slipage to 2011-12
PHR - HRA	2011/12	Miscellaneous Works	Grant		352	Slipage to 2011-12
PHR - HRA	2010/11	Miscellaneous Works	Borrowing		(296)	Realignment of budgets to use borrowing funding in 2010-11
PHR - HRA	2010/11	Renovations/Modernisation - future years	Borrowing		296	Realignment of budgets to use borrowing funding in 2010-11
PHR - HRA	2010/11	Renovations/Modernisation - future years	Revenue Contributions		(296)	Realignment of budgets to use borrowing funding in 2010-11
PHR - HRA	2011/12	Miscellaneous Works	Revenue Contributions		296	Slipage to 2011-12
<b>Total</b>				<b>5863</b>	<b>-</b>	

	2010/11 Latest Approved Budget	Additions/ Deletions recommended to March CRC	Slippage / Accelerated Spend recommended to March CRC	2010/11 Budget (including March 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	104	(844)	627	296	627	(740)	-62%
<b>Adult Social Services</b>	<b>1,367</b>	<b>104</b>	<b>(844)</b>	<b>627</b>	<b>296</b>	<b>627</b>	<b>(740)</b>	<b>-62%</b>
Capitalised Redundancies	4,500	-	-	4,500	-	4,500	-	0%
<b>Central Expenses</b>	<b>4,500</b>	<b>-</b>	<b>-</b>	<b>4,500</b>	<b>-</b>	<b>4,500</b>	<b>-</b>	<b>0%</b>
Schools Access Initiatives	489	-	-	489	138	489	-	0%
Schools Modernisation & Access Improvement Programmes	3,939	-	-	3,939	1,359	3,939	-	0%
Urgent Primary Places	3,163	200	(2,320)	1,043	710	1,043	(2,120)	-73%
Surestart Programme	1,547	-	-	1,547	987	1,547	-	0%
Major School Rebuild Total	455	-	(52)	403	146	403	(52)	-11%
Primary Schools Capital Investment Programme	16,610	-	(6,948)	9,662	8,225	9,662	(6,948)	-42%
East Barnet Schools Rebuild	5,478	-	400	5,878	5,721	5,878	400	7%
Other Schemes	22,869	249	(3,569)	19,549	12,796	19,549	(3,320)	-16%
<b>Children's Service</b>	<b>54,551</b>	<b>449</b>	<b>(12,489)</b>	<b>42,511</b>	<b>30,082</b>	<b>42,511</b>	<b>(12,040)</b>	<b>-23%</b>
Capital Schemes Managed by Schools	5,546	-	-	5,546	-	5,546	-	0%
<b>Capital Schemes Managed by Schools</b>	<b>5,546</b>	<b>-</b>	<b>-</b>	<b>5,546</b>	<b>-</b>	<b>5,546</b>	<b>-</b>	<b>0%</b>
Corporate Governance Projects	31	-	(30)	1	-	1	(30)	-96%
<b>Corporate Governance</b>	<b>31</b>	<b>-</b>	<b>(30)</b>	<b>1</b>	<b>-</b>	<b>1</b>	<b>(30)</b>	<b>-96%</b>
Chief Executive Services	733	-	(465)	268	62	268	(465)	-63%
<b>Chief Executive Services</b>	<b>733</b>	<b>-</b>	<b>(465)</b>	<b>268</b>	<b>62</b>	<b>268</b>	<b>(465)</b>	<b>-63%</b>
Deputy Chief Executive Services	826	-	(341)	485	224	485	(341)	-41%
<b>Deputy Chief Executive Services</b>	<b>826</b>	<b>-</b>	<b>(341)</b>	<b>485</b>	<b>224</b>	<b>485</b>	<b>(341)</b>	<b>-41%</b>
Commercial Services	4,902	(104)	(983)	3,815	1,636	3,815	(1,087)	-20%
<b>Commercial Services</b>	<b>4,902</b>	<b>(104)</b>	<b>(983)</b>	<b>3,815</b>	<b>1,636</b>	<b>3,815</b>	<b>(1,087)</b>	<b>-20%</b>
Recycling Schemes	156	-	-	156	87	156	-	0%
Closed Circuit Television in Town Centres	84	-	-	84	-	84	-	0%
Other Environment & Transport Schemes	854	(374)	-	480	14	480	(374)	0%
Highways Schemes	16,136	88	(1,144)	15,080	6,048	15,080	(1,056)	-7%
<b>Environment &amp; Operations</b>	<b>17,229</b>	<b>(286)</b>	<b>(1,144)</b>	<b>15,800</b>	<b>6,149</b>	<b>15,800</b>	<b>(1,430)</b>	<b>-7%</b>
Housing Association Programme	691	-	-	691	691	691	-	0%
General Fund Regeneration	1,458	5,700	(1,748)	5,410	709	5,410	3,952	-120%
Disabled Facilities Projects	1,823	-	(400)	1,423	837	1,423	(400)	-22%
Housing Management System	20	-	-	20	-	20	-	0%
Other Projects	1,009	-	(196)	813	152	813	(196)	-19%
<b>Planning, Housing and Regeneration</b>	<b>5,001</b>	<b>5,700</b>	<b>(2,344)</b>	<b>8,357</b>	<b>2,389</b>	<b>8,357</b>	<b>3,356</b>	<b>-47%</b>
<b>General Fund Programme</b>	<b>89,141</b>	<b>5,863</b>	<b>(18,640)</b>	<b>76,364</b>	<b>40,838</b>	<b>76,364</b>	<b>(12,777)</b>	<b>-21%</b>
HRA Capital	24,373	-	(6,112)	18,261	9,866	18,261	(6,112)	-25%
<b>Total Capital Programme*</b>	<b>113,514</b>	<b>5,863</b>	<b>(24,752)</b>	<b>94,625</b>	<b>50,704</b>	<b>94,625</b>	<b>(18,889)</b>	<b>-22%</b>

\*Excludes Capital Schemes Managed by Schools





**AGENDA ITEM: 7** Page nos. 13 - 21
 

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Meeting	Budget and Performance Overview and Scrutiny Committee Meeting
Date	5 April 2011
<b>Subject</b>	<b>Barnet Homes – Quarter 3 Performance Report</b>
Report of Summary	Acting Assistant Director Housing The Council has agreed a set of performance targets with Barnet Homes as part of the Arms Length Management Organisation's (ALMO) annual business plan. This report provides information on performance against these targets for Quarter 3 2010-2011 and actions being taken by Barnet Homes to improve performance where it is below target.

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Officer Contributors	Andrew Milne – Acting Assistant Director (Housing) Paul Shipway – Strategy and Performance Manager
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix 1 – Barnet Homes 'PULSE' Performance Indicator Report December 2010
For decision by	

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Contact for further information: Paul Shipway – Strategy and Performance Manager 0208 359 4924, paul.shipway@barnet.gov.uk

## **1. RECOMMENDATIONS**

- 1.1 That the Budget and Performance Overview and Scrutiny Committee notes and comments on the performance of Barnet Homes against targets for performance indicators in its annual business plan for 2010/2011 agreed with the Council.

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

- 2.1 Barnet Homes contributes to the delivery of the Council's corporate plan objective, Successful London Suburb by delivering the Decent Homes programme to improve the condition of council properties and through its overall management of council homes and estates.
- 2.2 By involving tenants and leaseholders in the management of their homes and wider neighbourhoods, Barnet Homes contributes to the Corporate Plan objective Sharing Opportunities and Sharing Responsibilities.

## **3. RELEVANT PREVIOUS DECISIONS**

- 3.1 Cabinet approved the establishment of Barnet Homes on 19 January 2004 (Decision Item 8)
- 3.2 The annual Barnet Homes Business Plan for 2010 /2011, which includes the relevant performance targets, was approved by the Lead Cabinet Member for Housing (Cllr Cornelius), The Assistant Director of Housing and Environmental Health (Pam Wharfe and the Chief Executive Officer of Barnet Homes (Tracy Lees) on 25 January 2010.

## **4. RISK MANAGEMENT ISSUES**

- 4.1 There is a risk that tenant and leaseholder satisfaction will not improve if Barnet Homes does not meet performance targets.
- 4.2 There is a risk that if the performance of Barnet Homes is not satisfactory, this could impact on any external assessments that the Council may be subject to.
- 4.3 There is a risk of rent arrears levels rising due to post-implementation problems, experienced with the Council's new Housing Benefit IT system, not being resolved sufficiently quickly.
- 4.4 There is a risk that if the performance of Barnet Homes in maintaining and improving letting times for void properties is not satisfactory, revenue to the Council will fall.

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

- 5.1 Analysis shows that council tenants living in homes managed by Barnet Homes are very diverse and often from vulnerable groups. Face to face residents surveys undertaken by Barnet Homes show that 36% of tenants are aged over 60, of which 12% are aged over 80. 35% of tenants consider themselves as having a longstanding illness, impairment or infirmity that limits their activities. 25% of tenants are from black and minority ethnic (BME) backgrounds with 13% black and 8% Asian. It is important that Barnet Homes provides its services in a way that takes account of the diversity of council tenants – an example of this is the improved performance on adaptations for people with physical impairments following a review of the aids and adaptations service.

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

- 6.1 Performance on income collection, including rents and leaseholder service charges, by Barnet Homes impacts on the Housing Revenue Account (HRA).
- 6.2 Barnet Homes is responsible for the procurement of contracts for repairs and major capital works, and securing value for money from these.
- 6.3 Barnet Homes works closely with the Council to manage the HRA including management of the annual subsidy claim.
- 6.4 The Council's Finance Manager meets regularly with the Head of Financial Services from Barnet Homes to review performance on these key financial matters.

## **7. LEGAL ISSUES**

- 7.1 None save those contained within the body of the 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 Homes was set up by the Council in April 2004 as an arms length management organisation (ALMO) to provide day to day management and maintenance services for Barnet council tenants and leaseholders. In

addition, the ALMO is responsible for delivery of the Decent Homes capital investment programme to improve council properties.

9.2 Performance indicators for 2010/11 have been agreed with the Council and are based around standards developed by the Tenant Services Authority (TSA), which include:

- **Tenant involvement and empowerment** – which contains requirements relating to customer service, choice and complaints; involvement and empowerment; and understanding and responding to diverse needs of tenants
- **Home** – which contains requirements relating to quality of accommodation; and repairs and maintenance
- **Tenancy** – which contains requirements relating to allocations; rent; and tenure
- **Neighbourhood and community** – which contains requirements relating to neighbourhood management; local area co-operation; and anti-social behaviour
- **Value for money**

9.3 The Acting Assistant Director (Housing) meets with the Chief Executive of Barnet Homes on a monthly basis to review its performance.

9.4 Appendix 1 shows performance to December 2010 against the performance targets agreed with the council for 2010/11. The indicators monitored and the targets set take into account:

- Council priorities
- Business priorities
- Customer priorities
- Benchmarking with other housing providers
- Continuous improvement
- Industry standards
- Contract requirements

December 2010 performance has previously been reported to the Barnet Homes Board and to members of its resident scrutiny group – the Performance Advisory Group (PAG).

9.5 **Overall performance.** The table below shows performance up to December 2010, compared with performance at the same point in 2009 and 2008.

	Dec 2008	Dec 2009	Dec 2010	Path of direction
Average Call Waiting Time (seconds)	33.6	31.6	30.2	✓
Calls Presented (year to date)	100,716	80,919	77,913	✓
Stage 1 Complaints Received (year to date)	1247	701	676	✓
MP/Councillor Enquiries (year to date)	544	570	376	✓

Waiting time for Major Adaptations (weeks)	36	11	14	✓
% Assist responses in 30 secs (year to date)	91%	92%	92%	✓
% Properties with current CP12	99.4%	99.7%	99.9%	✓
% Urgent Repairs completed in Time	97.8%	97.9%	93.8%	✗
Average Days to Relet Empty Properties	27 days	38 days	58 days	✗
New Tenant Satisfaction with property condition	84%	88%	90%	✓
Current Rent Arrears	£1.363m	£1.265m	£1.243m	✓
Rent Arrears as % Debit	2.7%	2.48%	2.11%	✓
% Annual Service Charge Collected	76%	72%	76%	-
Value of Major Works Income Collected	£2.575m	£3.124m	£3.356m	✓
Estates Achieving 2 star or better	96%	97%	96%	-
Average Days Lost to Sickness	6.8 days	4.5 days	4.5 days	✓

9.6 The table below shows the most recent available audited benchmarking information comparing Barnet Homes' performance with London boroughs and ALMOs.

	Barnet Homes 2009/10	London Top Quartile 2009/10	London Average 2009/10
Average Call Waiting Time	32 secs	21 secs	39 secs
Properties with current CP12	100%	100%	98.9%
Urgent Repairs in Time	98.1%	98.4%	96.5%
Days to complete non-urgent repairs	6.3 days	6.4 days	9.6 days
% Repairs appointments made and kept	98.7%	98.5%	96.1%
Average Days to Relet Empty Properties	52 days	24 days	31 days
Current Rent Arrears as % Debit	2.2%	2.4%	3.2%
Annual Service Charge Collected (current + arrears)	104%	112%	107%
Major Works Income Collected (current + arrears)	113%	133%	113%
Average Days Lost to Sickness	7 days	8.3 days	10.1 days

9.7 Barnet Homes' customer satisfaction survey in 2010 reported that 73% of tenants were satisfied with overall landlord services which compares very favourably with the London top quartile of 71% and average of 69%.

9.8 Leaseholders are generally less satisfied across all landlords. Their satisfaction in 2010 in Barnet was 40%, compared to a London top quartile of 48% and average of 42%.

9.9 Residents are actively involved in monitoring performance through the PAG, which scrutinised the December performance report at its last meeting in February.

The most recent meeting of Barnet Homes regular, open residents forum in February focused on the role of scrutiny, with discussions led by members of the PAG. Residents felt that in addition to performance reports, more spot checks and follow-up surveys were needed to give assurance that standards were being met. How to include this in ongoing reports is currently being considered by the PAG together with Barnet Homes' managers.

9.10 The following extracts key performance information and issues under each of the headings set out at 9.2

### 9.11 Tenancy Involvement and Empowerment

TSA Standard:	<b>Tenant Involvement and Empowerment</b>
Which Pulse indicators are monitoring this?	<ul style="list-style-type: none"> <li>• % Calls captured (call centre)</li> <li>• Average waiting time (call-centre)</li> <li>• Stage 1 Complaints Responded in 10 Working Days</li> <li>• Average Waiting Time for Major Adaptations</li> <li>• Response time on calls to Assist (formerly Lifeline)</li> </ul>

Performance is on target for both call-centre and Assist indicators

Performance on major adaptations has improved markedly and waiting times are now significantly below end of year target.

### 9.12 Home

TSA Standard:	<b>Home - Repairs and Maintenance &amp; Quality of Accommodation</b>
Which Pulse indicators are monitoring this?	<ul style="list-style-type: none"> <li>• CP12 coverage</li> <li>• Repair Appointments</li> <li>• Repairs Completed in Time</li> <li>• Right First Time</li> <li>• Fire Safety Actions Completed</li> <li>• % Non-Decent Homes</li> <li>• Satisfaction with Decent Homes</li> </ul>

The proportion of homes with a current gas safety certificate is good at 99.9% with only nine cases outstanding.

Repairs performance has been affected by the completion dates of jobs recorded on the IT system of the Barnet Homes contractor, Lovell, not

interfacing into the Barnet Homes IT system in a timely manner. This follows Lovell taking over the Barnet Homes repairs contract last summer after its former contractor, Connaught, went into administration. The issues are causing under-reporting of performance where jobs are complete but reported as outstanding. IT interface work has been fast-tracked to resolve this.

Twenty staff from Lovell have moved into the Barnet Homes offices at Barnet House since the new year as part of co-location work to improve lines of communication and enable more collaborative working.

Barnet Homes monitors the proportion of potential fire safety items identified and cleared within a month. Of the 399 identified in the year to date only 3 were cleared outside of target time.

Decent Homes work is on target to complete on schedule and to budget by the end of March 2011.

### 9.13 Tenancy

TSA Standard:	<b>Tenancy</b>
Which Pulse indicators are monitoring this?	<ul style="list-style-type: none"> <li>• Average Relet Times</li> <li>• New Tenant Satisfaction</li> <li>• Number of Outstanding Voids</li> </ul>

Performance figures for relet times have been seriously affected by efforts since 2009-10 to bring long-term empty properties back into use (the relet period is measured from the time when properties were last occupied). This forms part of close work with the Council on the delivery of a Void Improvement Plan.

The number of outstanding voids has fallen markedly in this financial year compared to figures for 2009-10. Bringing more council homes back into use is helping to maximise the Council's rental income and to ease pressures on social housing.

Non-regeneration lettings have been turned around in under four weeks year to date and are on target. However, the overall performance remains affected by the average turnaround time for regeneration lettings. In December these have been particularly affected by long-term Stonegrove voids being let.

Looking ahead to future performance, the turnaround time for all properties that became void and were relet within quarter 3 is good with an average of 20 days.

Quarter 3 performance on tenant satisfaction with the condition of new properties was very good, bringing the year to date performance up to target.

#### 9.14 Tenancy – leaseholders

TSA Standard:	<b>Barnet Homes’ own commitment to apply TSA standards to leaseholders</b>
Which Pulse indicators are monitoring this?	<ul style="list-style-type: none"> <li>• % Annual Service Charge Collected</li> <li>• Major Works Income Collected</li> </ul>

Annual service charge collection is on target.

Major Works Billing – Barnet Homes has currently billed everything due to date (£1.45m). Another £2.75m is due to be billed by the end of the year and a close watch will be maintained to ensure target is met. The extension of repayment periods for leaseholders, agreed by the Council in 2009, along with incentives for early payment, are combining to assist performance here.

#### 9.15 Tenancy - Rents

TSA Standard:	<b>Rent</b>
Which Pulse indicators are monitoring this?	<ul style="list-style-type: none"> <li>• Current rent arrears</li> <li>• Arrears as % debit</li> </ul>

These important indicators are all on target.

Barnet Homes is seen as a national example of best practice in this area, evidenced by extensive coverage of our rental income strategies in the national housing press and the popularity of seminars held for other RSLs in 2010. The Council’s change of Housing Benefit IT system will temporarily impact on arrears levels and Barnet Homes is actively managing this through close working with the Council’s project team.

#### 9.16 Neighbourhood and community

TSA Standard:	<b>Neighbourhood and Community</b>
Which Pulse indicators are monitoring this?	<ul style="list-style-type: none"> <li>• Estates achieving 2 stars at reality checks</li> <li>• Estates achieving 2 stars at reality checks (Regen)</li> <li>• Contact with serious ASB clients in 1 day</li> </ul>



Reality checks are unannounced site visits to estates undertaken by senior managers to gauge standards of caretaking and maintenance. Performance for both non-regeneration and regeneration estates is above target.

In the year to date, Barnet Homes has responded to every serious antisocial behaviour case within one day.

#### 9.17 Value for money

TSA Standard:	<b>Value for Money</b>
Which Pulse indicators are monitoring this?	<ul style="list-style-type: none"> <li>• Average days lost to sickness</li> </ul>

Sickness levels are on target and remain significantly lower than the national public sector average, and much lower than the average for ALMOs and local authorities in London.

### 10. LIST OF BACKGROUND PAPERS

10.1 None.

**Legal: SAL**

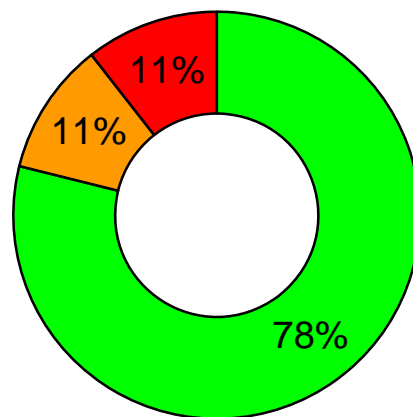
**Finance: MC/JH**



# Barnet Homes PULSE Report

Traffic Light Position

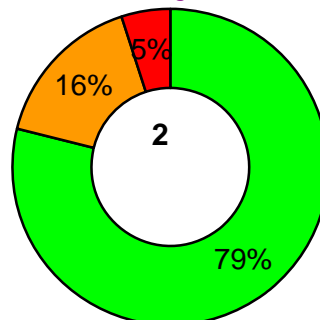
19 = Number of Indicators



December 2010

Traffic Light Position

19 = Number of Indicators



November 2010

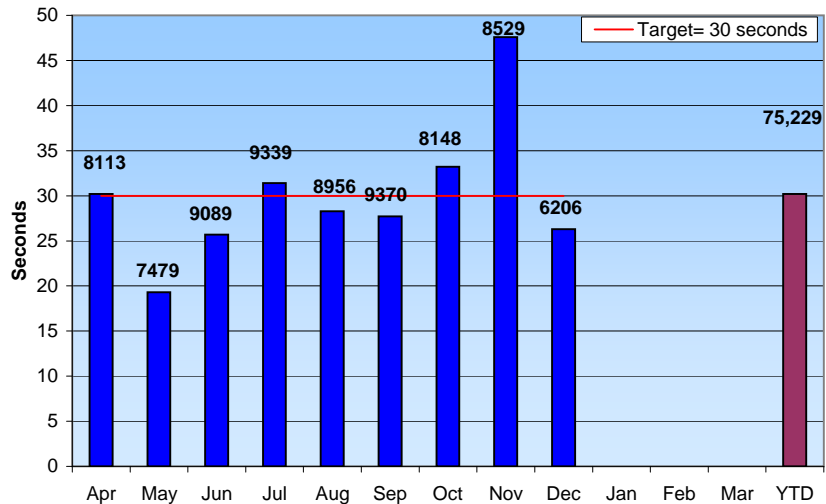
## 1) Tenancy Involvement & Empowerment

- customer service, choice & complaints; involvement & empowerment; understanding/responding to the diverse needs of tenants

### Average Wait Time ↑ ●

Average time a caller has to wait to speak to an operator after message

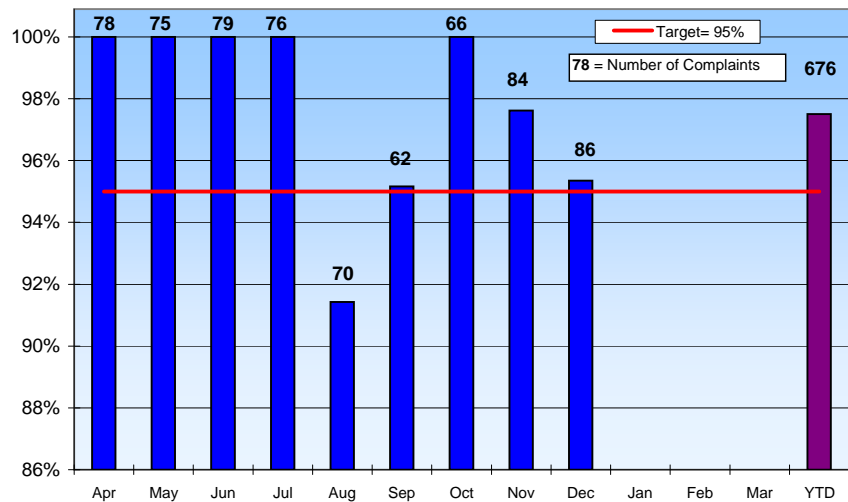
End of Year Target (Low is good)	30 secs
Dec 10 Performance	26 secs
Dec 09 Performance	32 secs
<b>YTD Performance</b>	<b>30 secs</b>



### Complaints ↓ ●

The percentage of stage 1 complaints replied in 10 working days

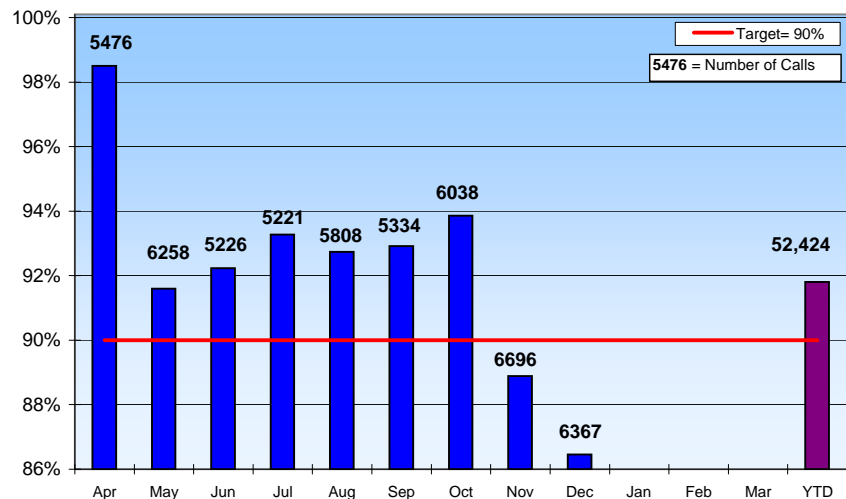
End of Year Target (High is good)	95%
Dec 10 Performance	95%
Dec 09 Performance	100%
<b>YTD Performance</b>	<b>98%</b>



### Assist ↓ ●

The percentage of calls responded to in 30 seconds

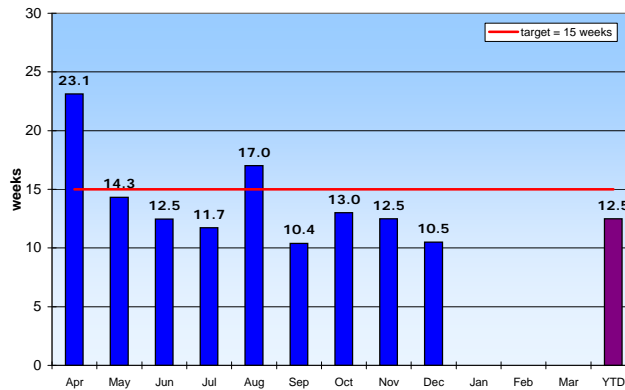
End of Year Target (High is good)	90%
Dec 10 Performance	86%
Dec 09 Performance	89%
<b>YTD Performance</b>	<b>91.8%</b>



## Adaptations ↑ ●

The average wait time from referral to start on site for major adaptations

<i>End of Year Target</i> (Low is good)	15 weeks
Dec 10 Performance	11 weeks
Dec 09 Performance	13 weeks
<b>YTD Performance</b>	<b>13 weeks</b>



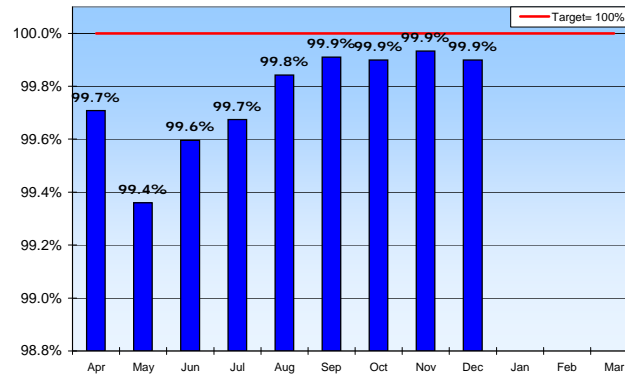
## 2) Home

- quality of accomodation; repairs & maintenance

## Gas Safety Checks ↔ ●

The percentage of homes with a CP12 safety certificate

<i>End of Year Target</i> (High is good)	100%
Dec 10 Performance	99.9%
Dec 09 Performance	99.7%
<i>Top Quartile (BPSA)</i>	<i>= 99.6%</i>

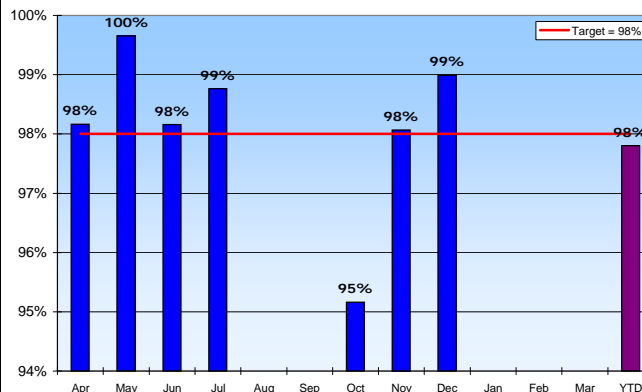


## Appointments ↑ ●

The percentage of appointments which were made and then kept

<i>End of Year Target</i> (High is good)	98.0%
Dec 10 Performance	99.0%
Dec 09 Performance	99.1%
<b>YTD Performance</b>	<b>97.8%</b>
<i>Top Quartile (HouseMark)</i>	<i>= 96.9%</i>

Note: No Data in Aug/Sep due to Connaught Administration  
Lovell performance starts Oct

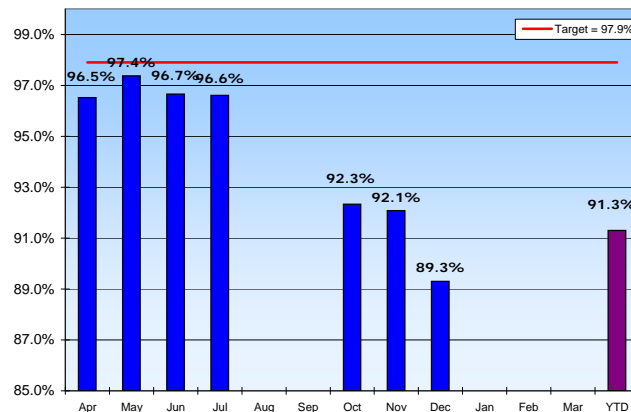


## Urgent Repairs ↓ ●

The percentage of urgent repairs completed within government time limits

<i>End of Year Target</i> (High is good)	97.9%
Dec 10 Performance	89.3%
Dec 09 Performance	99.6%
<b>YTD Performance</b>	<b>91.3%</b>
<i>Top Quartile (BPSA)</i>	<i>= 98.0%</i>

Note: No Data in Aug/Sep due to Connaught Administration  
Lovell performance starts Oct



# Barnet Homes Pulse Report



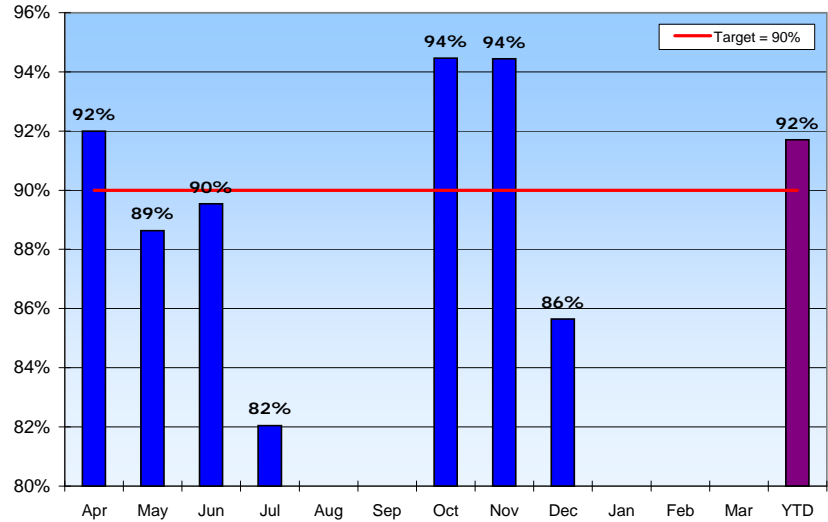
## Right First Time



The percentage of repairs which are completed right first time

End of Year Target (High is good)	90%
Dec 10 Performance	85.6%
Dec 09 Performance	98.9%
<b>YTD Performance</b>	<b>91.7%</b>

Note: No Data in Aug/Sep due to Connaught Administration  
Lovell performance starts Oct

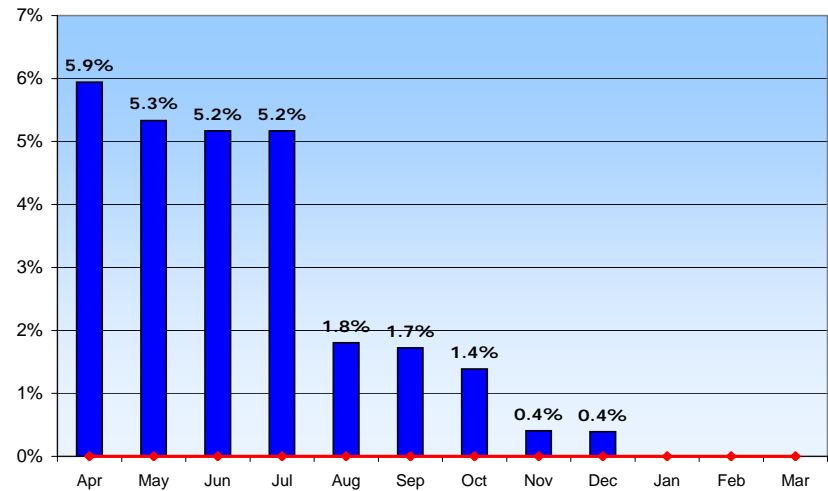


## Decent Homes



The percentage of non-decent homes excluding regeneration properties.

End of Year Target (Low is good)	0%
Dec 10 Performance	0.4%

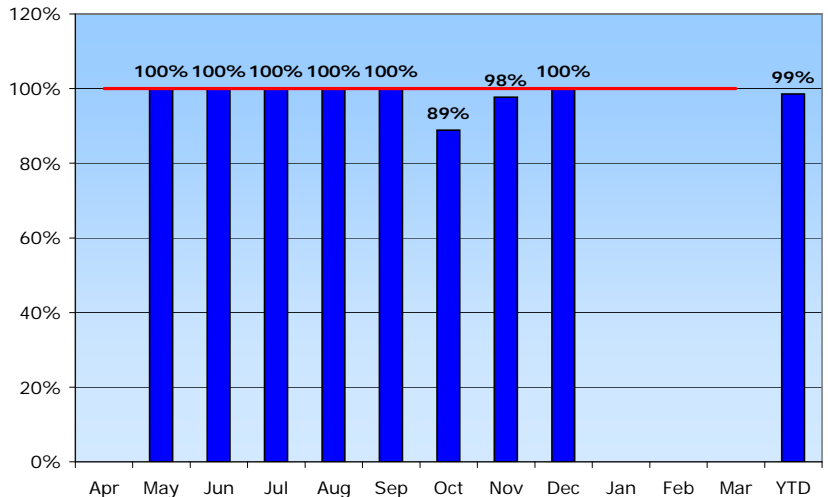


## Fire Safety



The percentage of fire safety actions complete within one month

End of Year Target (High is good)	100%
Dec 10 Performance	100%
Dec 09 Performance	New PI
<b>YTD Performance</b>	<b>99%</b>



## 3) Tenancy

- allocations; rents; tenure

### Relet Time



The average time it takes to relet an empty property.

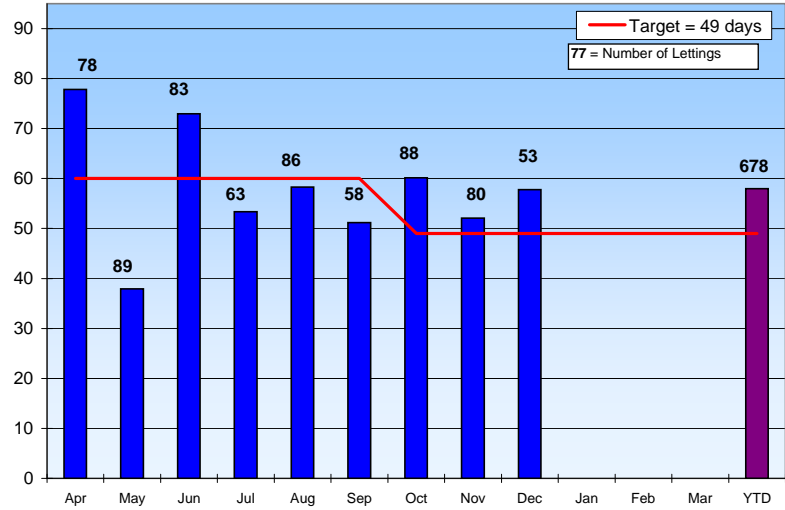
End of Year Target (Low is good) 49 days

Dec 10 Performance 58 days

Dec 09 Performance 50 days

YTD Performance 58 days

Top Quartile (BPSA) = 23.8 days



### Tenant Satisfaction



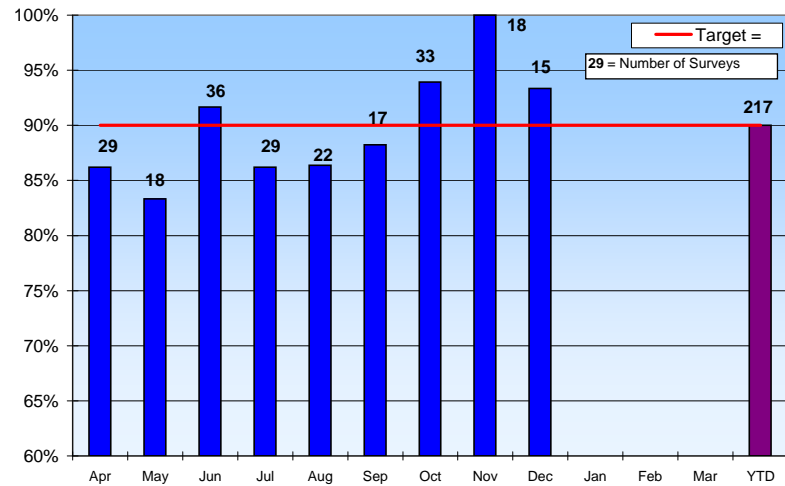
The percentage of new tenants satisfied with the condition of their new property

End of Year Target (High is good) 90%

Dec 10 Performance 93.3%

Dec 09 Performance 85.0%

YTD Performance 90%



### Outstanding Voids

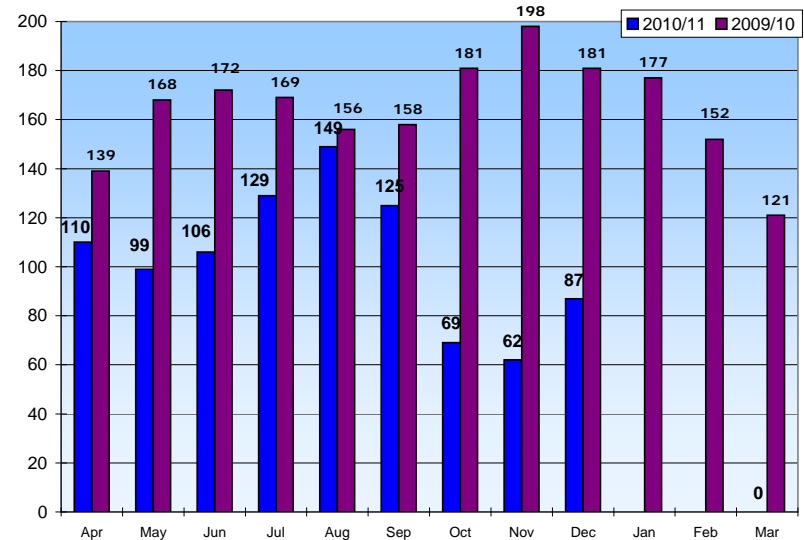


The number of empty properties at the end of each month

(Low is good)

Dec 10 Performance 87

Dec 09 Performance 181



# Barnet Homes Pulse Report

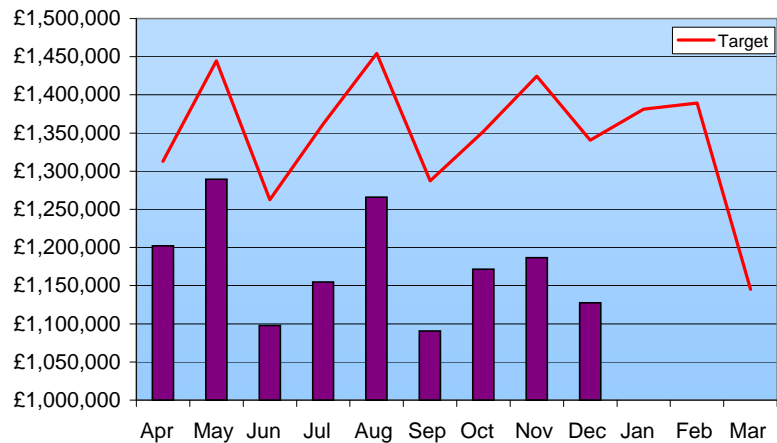


## Arrears



The level of rent arrears at the end of each month

End of Year Target (Low is good)	£1,145,000
Month Target	£1,340,593
Dec 10 Performance	£1,127,468
Dec 09 Performance	£1,265,085

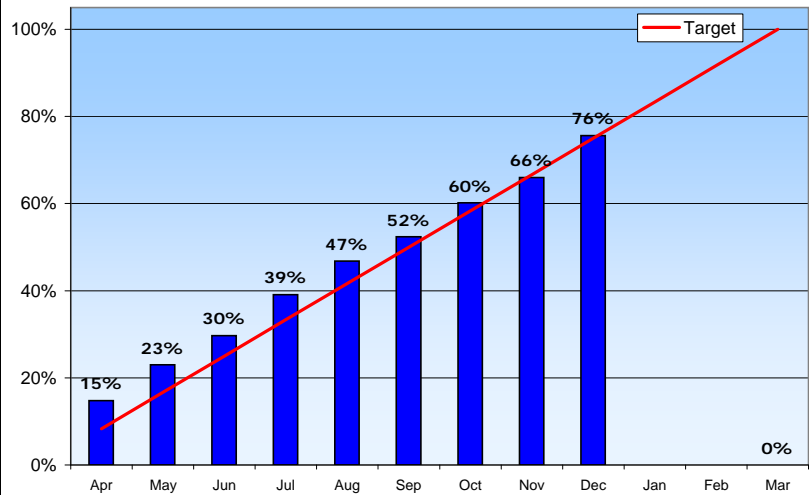


## Service Charge



% Annual Service Charge Collected this year

End of Year Target (High is good)	103%
Month Target	75.0%
Dec 10 Performance	75.6%
Dec 09 Performance	71.8%



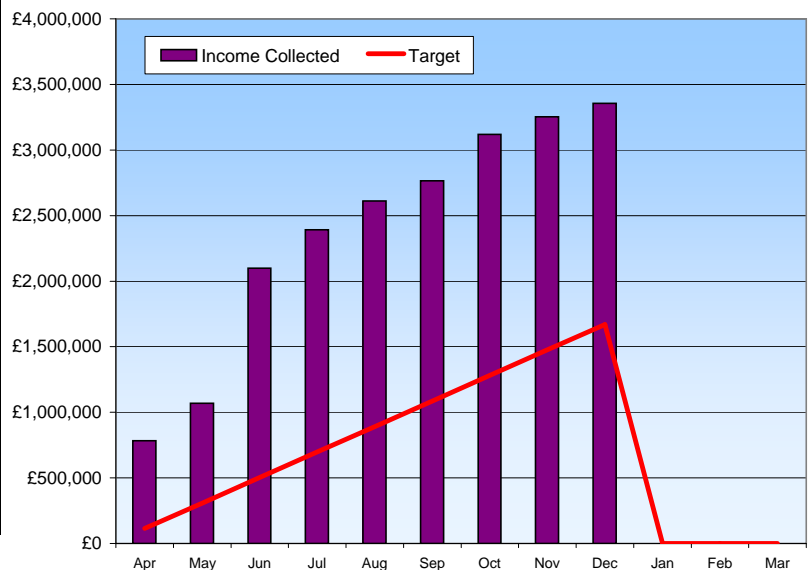
## Major Works Income



The amount of major works income collected from leaseholders this year

(High is good)

Dec 10 Performance	£3,356,528
Target	£1,669,776





## 4) Neighbourhood & Community

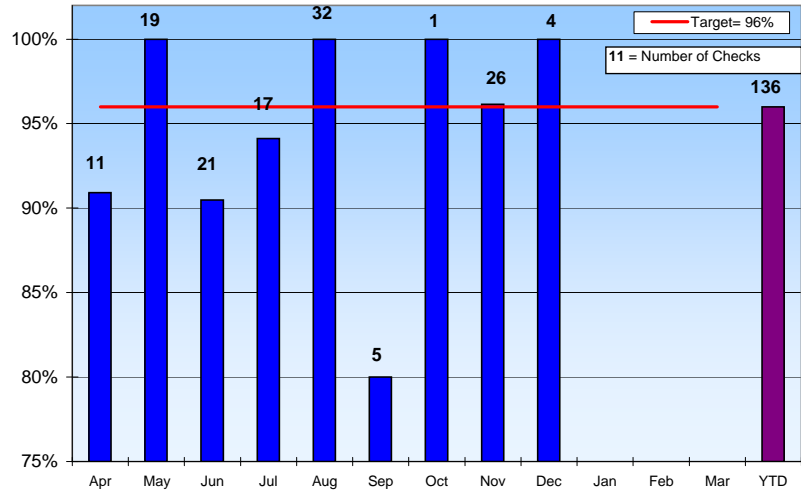
- neighbourhood management; local area cooperation; anti-social behaviour

### Reality Checks - Non Regen



The percentage of reality checks achieving 2 star or above on all estates

<i>End of Year Target</i> (High is good)	96%
Dec 10 Performance	100%
Dec 09 Performance	100%
<b>YTD Performance</b>	<b>96%</b>
Number of checks in month	4
Number of checks YTD	136

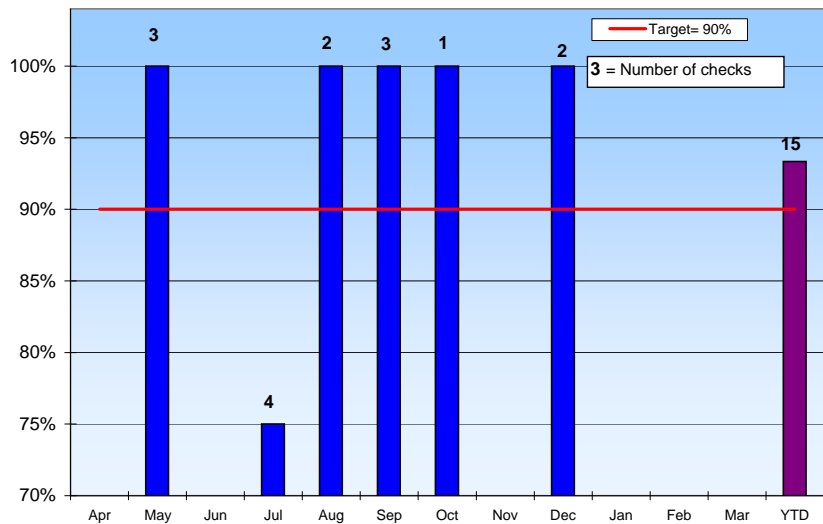


### Reality Checks - Regeneration



The percentage of reality checks achieving 2 star or above on regeneration estates only

<i>End of Year Target</i> (High is good)	90%
Dec 10 Performance	100%
Dec 09 Performance	100%
<b>YTD Performance</b>	<b>93%</b>
Number of checks in month	2
Number of checks YTD	15

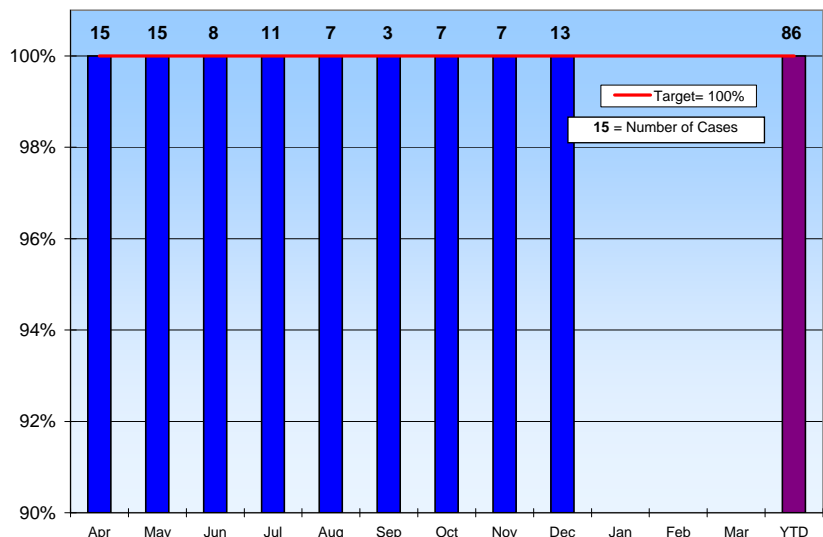


### ASB



The percentage of serious ASB cases responded to in 1 day.

<i>End of Year Target</i> (High is good)	100%
Dec 10 Performance	100%
Dec 09 Performance	100%
<b>YTD Performance</b>	<b>100%</b>
No. of cases reported in month	13
No. of cases reported YTD	86



## 5) Value for Money

### Sickness



The average number of days lost due to sickness per employee

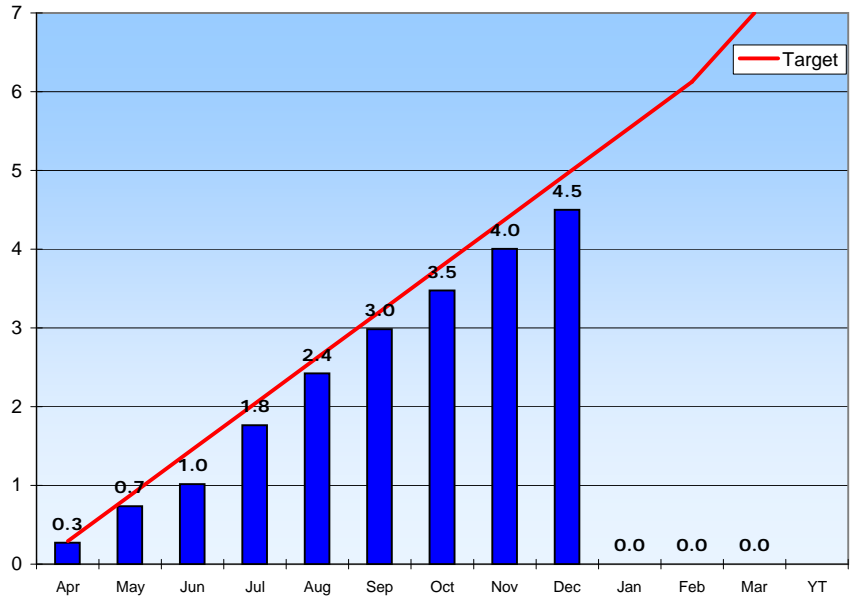
End of Year Target (Low is good) 7 days

Dec 10 Performance 0.5 days

Dec 09 Performance 0.5 days

YTD Performance 4.5 days

Note: End of year projection is 6.8 days



**AGENDA ITEM: 8**

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Meeting	Budget and Performance Overview & Scrutiny Committee
Date	5 <sup>th</sup> April 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.

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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 March 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 Resources Committee 28 March 2011</b>					
Athletics Stadium, Greenlands Avenue, Copthall, London NW7 4RL	Approval, in principle, of the proposed occupation and lease to Saracens' Rugby Football Club to include refurbishment of Barnet Copthall Stadium. Agree arrangements that allow Saracens to use the stadium for home games and also to carry out the refurbishment and enhancement of the site whilst ensuring continued sports and community use.	Resources and Performance Julie Oldale			Full report
GAF (Growth Area Funding) 3	GAF3 funding update.	Housing, Planning and Regeneration Lucy Shomali			Full report
Corporate Grants, 2011/12 – (i) Community Advice; (ii) Local Infrastructure Support for the Voluntary Sector & Civil Society; and (iii) Arts Preventive Funding	(a) Approval of grant funding in line with Third Sector Commissioning Framework (b) Renewal of previous authority to tender a new community advice service in 2011/12.	Customer Access and Partnerships Ken Argent			Full report
Write off of debts over £5000	To report on write off of debts over £5000.	Resources and Performance John Hooton			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>
Watling Boys Club, Dryfield Road	To approve the disposal of premises	Resources and Performance Richard Malinowski			
Internal Audit Service – re-extension of a contract	Extend a contract for a 6 month period, with three month review period, to cover period of procurement for future internal audit services.	Resources and Performance Andrew Travers			Full report
Estates Strategy	Approval to the strategic principles, action plan and objectives for the long term management of the Council's estate.	Resources and Performance Mark Armstrong			Full report
Development and Regulatory Services	To approve the business case.	Customer Access and Partnerships Linda Spiers			Full report
Land at Trott Road, Finchley	Transfer of park to allotment.	Resources and Performance Judith Ellis			Full report
<b>Cabinet 29 March 2011</b>					
Strategic Review of Libraries	Receive results of consultation authorised by Cabinet in September 2010	Customer Access and Partnerships Tom Pike	<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>		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 <b>1. Core Strategy</b>	Approve pre-submission changes for public consultation	Housing, Planning and 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 <b>2. Management Policies</b>	Approve publication version for public consultation	Housing, Planning and 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>		Full report
Local Development Framework <b>3. North London Waste Plan</b>	Publication Pre-Submission Stage	Housing, Planning and Regeneration  Mike Carless			Full report
<b>Cabinet Resources Committee 21 April 2011</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
Land at East Road, Burnt Oak	To approve the disposal of land at East Road.	Resources and Performance  Simon Shaer			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>
Adults In House Services	To approve the business case.	Customer Access and Partnerships Richard Harrison			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
Passenger Transport	To approve the business case.	Customer Access and Partnerships Tahir Mahmood			Full report
Future of the parking service	To approve the business case.	Customer Access and Partnerships Tahir Mahmood			Full report
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
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>
Stonegrove and Spur Road Estates Regeneration.	To seek approval for additional expenditure in support of the successful regeneration of Stonegrove estate.	Housing, Planning and Regeneration Susan Botcherby			Full report
The Procurement Plan	Authorisation to enter into contractual negotiations and award for a range of 2011/12 procurement opportunities	Resources and Performance Chris Malyon			Full report
Capital Investment in Hendon Cemetery & Crematorium and the Disabled Facilities Grant Programme	To report on the Environmental Health Capital Investment in Hendon Cemetery & Crematorium and the Disabled Facilities Grant Programme.	Housing, Planning and Regeneration Rick Mason			Full report
Tax Increment Financing (TIF)	To consider TIF options.	Housing, Planning and Regeneration Colin Ross			Full report
Mental Health and Carers procurement		Adults Kate Kennally			Full report
<b>Cabinet 19 May 2011 (provisional date)</b>					
One Barnet Partnership Plan (formerly Corporate Plan)	Approve latest version of Plan	Leader Julie Pal			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>
Safer Communities Strategy	Recommend Council to approve Strategy	Customer Access & Partnerships Andrew Nathan			Full report
Housing Service	Consider future of Service and Barnet Homes	Housing, Planning & Regeneration Paul Shipway			Full report
<b>Future Cabinet Meetings</b>					
Finchley Church End Town Centre Strategy	Approve Strategy	Hsg, 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
Edgware Town Centre Strategy	Approve Strategy	Hsg, Planning & Regeneration Lucy Shomali			Full report
Regeneration & Enterprise Strategy	Approve Strategy	Housing, Planning & Regeneration Colin Ross, Jodie Yandall			Full report



**AGENDA ITEM: 9**

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Meeting	Budget and Performance Overview & Scrutiny Committee
Date	5 <sup>th</sup> April 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.

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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).**
- 1.2 That the Committee identify items to be taken forward for the 2011/12 Overview & Scrutiny Work Programme.**

## **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.

9.4 Members are also asked to agree items relevant to the terms of reference of this Committee to be taken forward to the 2011/12 Overview & Scrutiny Work 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 CONSIDERED</b>	<b>INFORMATION</b>	<b>REPORT ORIGIN</b>	<b>LINK TO CABINET / CORPORATE PLAN</b>
<b>Quarter Three Performance Information</b>	<p>The Committee Scrutinised the Quarter Three performance information, including in depth reports on Children's attainment gaps and Value for Money. Members suggested that information on the implementation of new spend around early intervention be reported to a future meeting of the Children's Service Overview &amp; Scrutiny sub-Committee. Officers also undertook to investigate other forms of data measurement in addition to using children eligible of free school meals, to ensure full and accurate information around attainment gaps. The Committee also requested that a Value for Money performance framework come before a future meeting of the Committee for consideration.</p>	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 /</b>



			<b>CORPORATE PLAN</b>
<b>Q3 Monitoring</b>	Report on Council moves towards cashless operations, including methods of payment	Internal – Finance / E&O	Better services with less money
<b>Barnet Homes Performance Information</b>	To scrutinise the Q3 Performance Information for Barnet Homes.	Internal - PHR / External - Barnet Homes	All priorities
<b>FUTURE MEETINGS – 2011/12</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</b>	To receive performance information reported on a quarterly	Internal – Performance	Better services with

<b>Information</b>	basis.		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 Plan</b>	To consider annual Barnet Homes Performance Information and Business Plan.	External – Barnet Homes	‘One Barnet’
<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 / E&O	Better services with less money
<b>Future of the Parking Service</b>	To pre-Scrutinise the report on the future of the Parking	Internal – E&O	Better services with

	Service.		less money
<b>Medium Term Financial Strategy</b>	To receive the Medium Term Financial Strategy	Internal – Finance	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
<b>Value for Money Performance Framework</b>	To receive a report on a Value for Money Performance Framework.	Internal – Finance	Better services with less money

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